

REGULAR MEETING OF CITY COUNCIL REVISED AGENDA

Monday, November 23, 2015

4:30 p.m.

Council Chambers

Civic Centre

	Pages
1. ADOPTION OF MINUTES	11 - 21
Mover Councillor M. Bruni Secunder Councillor S. Myers	
Resolved that the Minutes of the Regular Council Meeting of 2015 11 09 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 M. Bruni Secunder Councillor S. Myers	
Resolved that the Agenda for 2015 11 23 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 AMCTO Accessibility for Ontarians with Disabilities 10th Year Anniversary Awards	
Ann Marie McPhee Matt Trainor	
5.2 World AIDS Day	
Kristin Bateman, Public Health Nurse, Algoma Public Health and Jennifer Jolie,	

Healthy Sexuality/Prevention Program Co-Ordinator, Group Health Centre–HIV and AIDS Resource Program

5.3 Port of Algoma

Anshumali Dwivedi, CEO – Port of Algoma concerning agenda item 7.3.1

5.4 Canadian Bushplane Heritage Centre

Mike Delfre, Executive Director, Canadian Bushplane Heritage Centre; Dr. Ron Common, President, Canadian Bushplane Heritage Centre and Tom Dodds, CEO, Sault Ste. Marie Economic Development Corporation concerning agenda item 7.8.1

5.5 Municipal Day Care Operations

Sharon St. Pierre, Drew McBride, Rachel Punch, Jason Gauthier, Rebecca Piccolo, Danielle Heatley and Jill Hewgill concerning agenda item 7.2.1.

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

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that all the items listed under date 2015 11 23 – Part One – Consent Agenda be approved as recommended.

6.1 Correspondence

6.1.1 Patrick R. Burke – Fire Service Consulting 22 - 26

6.1.2 Mike Figliola, Fire Chief – Fire Services Organizational Realignment 27 - 29

6.1.3 Mayor's Correspondence – Infrastructure and Communities, International Trade 30 - 33

6.1.3.1 Additional Correspondence 34 - 34

6.2 Council Travel

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that Councillor Turco be authorized to travel to Toronto for two days in November to attend the AMO Board of Director/Large Urban Caucus Meeting at an estimated cost to the City of \$300.

6.3 Immigration Action Committee – Additional Appointment

Mover Councillor M. Bruni
Seconder Councillor S. Myers

Resolved that Sharon Mosker, representing the Sault Ste. Marie Career Centre be appointed to the Immigration Action committee.

6.4 Tender for Line Painting – Traffic Division (2015WA32T) 35 - 37

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

Mover Councillor F. Fata
Secunder Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2015 11 23 be received and that the tender submitted by 2228977 Ontario Inc. (o/a R & N Maintenance) to provide Line Painting services for City streets, as required by the Traffic Division of PWT, at their low tendered prices (subject to annual adjustment) for the 2016, 2017 and 2018 seasons and option extension be approved.

6.5 Nine Month Financial Report: September 30, 2015 38 - 59

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

Mover Councillor M. Bruni
Secunder Councillor S. Myers

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 11 23 concerning Nine Month Financial Report to September 30, 2015 be received as information.

6.6 Essar Centre – Arena Glass 60 - 63

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

Mover Councillor F. Fata
Secunder Councillor M. Bruni

Resolved that the report of the Commissioner of Community Services dated 2015 11 23 concerning installation of an acrylic glass system to NHL standards at the Essar Centre be received and that the estimated cost of between \$80,000 and \$90,000 be allocated from the previous Essar Centre Enhancement Project budget.

6.7 Wastewater Advisory Services Engineering Agreement 64 - 65

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

The relevant By-law 2015-209 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

- 6.8 Bay Street EA – Notice of Completion 66 - 67**
- A report of the Director of Engineering is attached for the consideration of Council.
- Mover Councillor F. Fata
Seconder Councillor S. Myers
- Resolved that the report of the Director of Engineering Services dated 2015 11 23 concerning the Notice of Completion for the Bay Street environmental assessment be received as information.
- 6.9 Fort Creek Aqueduct John Street Diversion – Revised Engineering Agreement 68 - 69**
- A report of the Design and Construction Engineer is attached for the consideration of Council.
- The relevant By-law 2015-214 is listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.10 Property Declared Surplus – 253 and 193 Anna Street 70 - 73**
- A report of the City Solicitor is attached for the consideration of Council.
- The relevant By-law 2015-215 is listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.11 Lane Closing Application – Elkins Subdivision 74 - 76**
- A report of the City Solicitor is attached for the consideration of Council.
- The relevant By-laws 2015-210 and 2015-211 are listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.12 Heritage Conservation Districts 77 - 80**
- A report of the Planning Director is attached for the consideration of Council.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that the report of the Planning Director dated 2015 11 23 concerning Heritage Conservation Districts be received and that City Council approve the recommended approach to heritage conservation relating to the Official Plan, new development approvals, and road reconstruction or other significant capital works projects.
- 6.13 Rental Housing Incentive Program – 3 81 - 83**
- A report of the Planning Director is attached for the consideration of Council.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that the report of the Planning Director dated 2015 11 23 concerning

Rental Housing Incentive Program – 3 be received and that City Council authorize an incremental tax rebate program for the Silverbirch Developments Inc. property subject to:

1. That the municipal rebate apply only to the increase in assessment resulting from new construction, and
2. After the rebate program is completed, the full municipal taxes will apply.

6.14 Downtown Community Improvement Plan – Financial Incentive Grant Application 84 - 86

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

Mover Councillor M. Bruni
Seconder Councillor S. Myers

Resolved that the report of the Planning Division dated 2015 11 23 concerning the Downtown Community Improvement Plan Financial Incentive Application be received and the grant application listed in this report be approved by Council.

6.15 Parking – By-Law 90-305 Amendments 87 - 90

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

The relevant By-law 2015-212 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.1.1 Finance Spending Review – Public Works and Transportation Department 91 - 110

7.2 COMMUNITY SERVICES DEPARTMENT

7.2.1 Day Care Review Committee Report 111 - 169

A report of the Day Care Review Committee is attached for the consideration of Council.

Mover Councillor M. Bruni
Seconder Councillor S. Myers

Resolved that the report of the Day Care Review Committee dated 2015 11 23 concerning the investigation of options on the future municipal provision of day care services be received as information.

7.2.2 Municipal Day Cares 170 - 171

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 2015 11 23 concerning Municipal Day Cares be received and that:

- The City transition out of being a day care provider;
- The City notify the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) that it intends to transition out of providing day care;
- City staff commence a process in January 2016 to implement various transitional issues, including, but not limited to:
 - any and all requirements of the DSSMSSAB
 - any and all requirements of the Ministry of Education
 - proper and appropriate notification to parents of enrolled children
 - all financial aspects
 - potential uses of the existing municipal day care facilities
 - all legislative matters affecting staff and associated human resource matters

to be complete by December 31, 2016;

Further that staff report back to Council on a regular basis as to the status of the transition.

7.2.2.1	<i>Power Point Presentation</i>	172 - 177
7.2.2.2	<i>Email correspondence</i>	178 - 178
7.3	ENGINEERING	
7.3.1	Port of Algoma – Request for Extension to Consulting Agreement	179 - 181
	A report of the Commissioner of Engineering and Planning is attached for the consideration of Council.	
	The relevant By-law 2015-208 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
7.4	FIRE	
7.5	LEGAL	
7.6	PLANNING	
7.7	PUBLIC WORKS AND TRANSPORTATION	
7.8	BOARDS AND COMMITTEES	
7.8.1	Sault Ste. Marie EDC – Canadian Bushplane Heritage Centre	182 - 214

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

Mover Councillor M. Bruni
Seconder Councillor S. Myers

Resolved that the report of the CEO, Sault Ste. Marie Economic Development Corporation dated 2015 11 16 concerning Canadian Bushplane Heritage Centre Economic Diversification Fund application be received and that the application of the Canadian Bushplane Heritage Centre for Economic Diversification Fund funding in the amount of \$100,000 be approved.

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

8.1 Ministry of Natural Resources Response to Wild Animals

215 - 227

Mover Councillor S. Myers
Seconder Councillor J. Hupponen

Whereas there is an increased concern from residents regarding wild animals in the city, specifically bears and coyotes roaming in heavily populated residential areas; and

Whereas when contacted, the Ministry of Natural Resources did advise Sault Ste. Marie Police Service that the responsibility for trapping coyotes or wild mammals was downloaded to municipalities in June of 2013 and further advised that it is no longer MNR's responsibility to respond to the public, and MNR will no longer live trap animals, that the emphasis is on educating the public as to how to deal with wild animals in the city; and

Whereas in a situation of immediate danger to public safety, residents are instructed to call 911 (police) who will attend at the site; and

Whereas this is a costly approach for the municipality and yields less than desirable results because Sault Ste. Marie Police Service is not able to live trap and relocate wild animals; therefore, their only option when public safety is at risk is to use deadly force;

Now Therefore Be It Resolved that City Council send a letter to the Minister of Natural Resources conveying the concerns of City Council on behalf of the residents of Sault Ste. Marie and requesting a review of the role of the MNR in assisting with this serious matter of public safety.

**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 M. Bruni
Seconder Councillor S. Myers

Resolved that all By-laws under item 11 of the Agenda under date 2015 11 23 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 2015-208 (Agreement) KPMG and AECOM Port of Algoma Project 228 - 237**
- A report from the Commissioner of Engineering and Planning is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-208 being a by-law to authorize the execution of an amending agreement between the City, KPMG LLP and AECOM Canada Ltd. for consulting services for the Port of Algoma Project be passed in open Council this 23rd day of November, 2015.
- 11.1.2 By-law 2015-209 (Agreement) Wastewater Advisory Services 238 - 249**
- A report from the Land Development and Environmental Engineer is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-209 being a by-law to authorize the extension to an annual Engineering Agreement for purposes of wastewater advisory services and that AECOM Canada Ltd. be retained for an additional one year period with an allowance of Fifty Thousand (\$50,000) Dollars be passed in open Council on the 23rd day of November, 2015.
- 11.1.3 By-law 2015-210 (Lane Assumption) Elkins Subdivision 250 - 251**
- A report from the City Solicitor is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-210 being a by-law to assume for public use and establish as a public lane, a lane in the Elkins Subdivision, Plan 7882 be passed in open Council this 23rd day of November, 2015.
- 11.1.4 By-law 2015-212 (Parking) Municipal Law Enforcement Officers 252 - 254**
- A report from the Manager of Transit and Parking is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-212 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 23rd day of November, 2015.

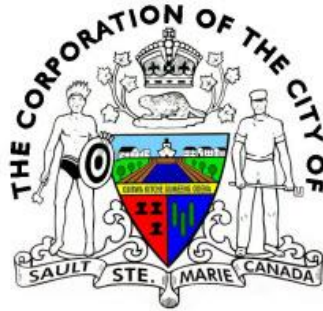
- 11.1.5 By-law 2015-213 (Zoning) 503 Trunk Road 255 - 257**
- Council Report was passed by Council Resolution on October 26, 2015.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-213 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 503 Trunk Road and to further repeal Zoning-Temporary Use By-law 2013-2, being a by-law to temporarily permit a bus depot, taxi and limousine service, and public transportation yard use at 503 Trunk Road be passed in open Council this 23rd day of November, 2015.
- 11.1.6 By-law 2015-214 (Agreement) Fort Creek Aqueduct 258 - 269**
- A report from the Design and Construction Engineer is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- Resolved that By-law 2015-214 being a by-law to authorize the execution of an amending agreement between the City and Stem Engineering Group Incorporated for the Fort Creek Aqueduct John Street Diversion – Albert Street to Cathcart Street be passed in open Council on the 23rd day of November, 2015.
- 11.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority**
- 11.2.1 By-law 2015-211 (Lane Closing) Elkins Subdivision 270 - 272**
- A report from the City Solicitor is on the Agenda.
- Mover Councillor M. Bruni
Seconder Councillor S. Myers
- By-law 2015-211 being a by-law to stop up, close and authorize the conveyance of a lane in the Elkins Subdivision, Plan 7882 be read a FIRST and SECOND time in open Council this 23rd day of November, 2015.
- 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 F. Fata

Secunder Councillor S. Myers

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, November 9, 2015

4:30 p.m.

Council Chambers

Civic Centre

Present: Acting Mayor J. Krmpotich, Councillor S. Butland, Councillor P. Christian, Councillor S. Myers, Councillor J. Hupponen, Councillor M. Shoemaker, Councillor R. Niro, Councillor M. Bruni, Councillor R. Romano

Absent: Mayor C. Provenzano, Councillor L. Turco, Councillor F. Fata

Officials: A. Horsman, M. White, N. Kenny, J. Dolcetti, D. McConnell, S. Hamilton Beach, M. Figliola, K. Thomas, M. Blanchard, F. Pozzebon, F. Coccimiglio

1. ADOPTION OF MINUTES

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the Minutes of the Regular Council Meeting of 2015 10 26 be approved.

Carried

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the Agenda and the Addendum for 2015 11 09 City Council Meeting as presented be approved.

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1 Unity in Diversity Week

Louisa van Lith, Arwin Shafiee and Melody Shafiee were in attendance.

5.2 Global Entrepreneurship Week

Ashlee Gerard, Youth Outreach Officer, Sault Ste. Marie Innovation Centre and Gerry Buggyra, Business Development Manager, Sault Ste. Marie Innovation Centre were in attendance.

5.3 Shine the Light 2015

Heather Dukes was in attendance.

5.4 Pancreatic Cancer Awareness Month

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that all the items listed under date 2015 11 09 – Part One – Consent Agenda and Addendum be approved as recommended.

Carried

6.1 Correspondence

Letters from David Poluck, John Duke, Derek Crowell and Andy Martens concerning council vacancy were received by Council.

6.2 Temporary Street Closing – Downtown Association's Moonlight Magic

The letter of request for a temporary street closing in conjunction with Downtown Association's Moonlight Magic – Thursday, November 19, 2015 is attached for the consideration of Council.

- Queen Street East from Pim Street to Dennis Street – from 3:00 p.m. to 11:30 p.m.

The relevant By-law 2015-207 is listed under item 11 of the Minutes.

6.3 Tenders for Equipment

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2015 11 09 be received and that the tenders for the supply and delivery of various pieces of equipment be awarded as follows:

One (1) street flusher water tank – Camions A & R Dubois Inc.– \$29,000.00

Two (2) 11,500 GVW maintenance service trucks – Commercial Truck Equip. Corp – \$121,436.00

One (1) 8,600 GVW 3/4 ton pickup c/w snow plow – Maitland Ford Lincoln – \$43,664.61

One (1) loader/backhoe – Tracks & Wheels Equip. Brokers – \$100,751.00

One (1) 8,600 GVW 3/4 ton crew cab pickup – Maitland Ford Lincoln – \$37,148.61

Four (4) 6,100 GVW pickup trucks – Prouse Chevrolet Buick GMC Cadillac Inc. – \$101,992.00

for a total amount of \$433,992.22; H.S.T. extra.

Carried

6.4 One (1) Year Extension of Contract for Provision of Security Services at the Civic Centre

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2015 11 09 concerning extension of the contract for provision of Security Services at the Civic Centre as awarded to the Commissionaires for a one (1) year period commencing January 1, 2016 be received as information.

Carried

6.5 One (1) Year Extension of Contract for Petroleum Fuel Products (2013WA17T)

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2015 11 09 concerning extension of the contract for the supply of Petroleum Fuel Products as awarded to McDougall Energy Inc. for a one (1) year period commencing January 1, 2016 be received as information.

Carried

6.6 One (1) Year Extension of Contract for Provision of Parking By-Law Enforcement

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2015 11 09 concerning extension of the contract for provision of Parking By-Law Enforcement Services as awarded to the Commissionaires for a one (1) year period commencing January 1, 2016 be received as information.

Carried

6.7 RFP for Actuarial Services (2015TA01P)

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Audits and Capital Planning dated 2015 11 09 be received and that the proposal submitted by Mondelis Corporation to provide Actuarial Services as required by the City of Sault Ste. Marie for the six year period commencing January 1, 2016 be approved.

Carried

6.8 2016 Council Meeting Schedule

The report of the City Clerk was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the City Clerk dated 2015 11 09 concerning 2016 Council Meeting Schedule be received and that the proposed schedule be approved.

Carried

6.9 Downtown Community Improvement Plan – Financial Incentive Grant Applications

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Planning Co-ordinator dated 2015 11 09 concerning the Downtown Community Improvement Plan Financial Incentive applications be received and the grant applications listed in this report be approved.

Carried

6.10 Northern Avenue Environmental Assessment – Engineering Agreement

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

The relevant By-law 2015-199 is listed under item 11 of the Minutes.

6.11 Adult Crossing Guard Warrants

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2015 11 09 concerning Adult Crossing Guard Warrants be received and that the addition of an adult crossing guard at the intersection of Denwood Drive and Birchwood Street, servicing Grand View Public School be approved.

Carried

6.12 Queen Street Bike Lanes – Volume Studies

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2015 11 09 concerning Queen Street Bike Lanes – Volume Studies be received as information.

Carried

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.1.1 Finance Spending Review – Fire Services, Engineering and Planning Department

7.1.2 Councillor Vacancy

The report of the City Clerk was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the City Clerk dated 2015 11 09 regarding Councillor Vacancy be received as information;

Further that the resignation of Ward 2 Councillor Terry Sheehan be received and the seat declared vacant.

Carried

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 Police Services Annual Report

The report of the Chief of Police was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the Sault Ste. Marie Police Service 2014 Annual Report be received as information.

Carried

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

8.1 Review of Municipal Parking Operations

Moved by: Councillor M. Shoemaker

Seconded by: Councillor S. Butland

Whereas the Sault Ste. Marie municipal parking operation resulted in a cost to the City of \$229,000 in 2014; and

Whereas downtown business have an interest in maintaining the availability of parking on downtown streets and in the downtown municipally-owned parking lots; and
Whereas it is prudent for the City to review the operations of all of its services on a regular basis;

Now Therefore Be It Resolved that a committee of council be struck consisting of a City Councillor, a member of the Downtown Association, the Manager of Transit and Parking and the Director of Planning in order to review parking operations in Sault Ste. Marie's downtown.
Further Be It Resolved that the committee make recommendations to Council as to what changes, if any, should be implemented by Council with respect to parking operations in Sault Ste. Marie's downtown.

Carried

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY-LAWS

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that all By-laws under item 11 of the Agenda under date 2015 11 06 09 be approved, save and except by-law 2015-198.

Carried

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

11.2.1 By-law 2015-200 (Local Improvement) Second Avenue from Wallace Terrace to Second Line West

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-200 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Second Avenue from Wallace Terrace to Second Line West under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

11.2.2 By-law 2015-201 (Local Improvement) Francis Street from Wellington Street East to Railroad Avenue

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-201 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Francis Street from Wellington Street East to Railroad Avenue under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

11.2.3 By-law 2015-202 (Local Improvement) Coulson Avenue from Queen Street East to Manor Road

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-202 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Coulson Avenue from Queen Street East to Manor Road under Section 3 of the *Municipal Act 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

11.2.4 By-law 2015-203 (Local Improvement) Manor Road from McGregor Avenue to Pine Street

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-203 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Manor Road from McGregor Avenue to Pine Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

11.2.5 By-law 2015-204 (Local Improvement) Gore Street from Queen Street East to Wellington Street East

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-204 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Gore Street from Queen Street East to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

11.2.6 By-law 2015-205 (Local Improvement) John Street from Albert Street to Edinburgh Street

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-205 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on John Street from Albert Street to Edinburgh Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be READ a FIRST and SECOND time in open Council this 9th day of November, 2015.

Carried

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

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

11.1.2 By-law 2015-199 (Agreement) Kresin Engineering Northern Avenue EA

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-199 being a by-law to authorize the execution of an agreement between the City and Kresin Engineering Corporation for professional services to complete an environmental assessment (EA) for the portion of Northern Avenue east of Great Northern Road be passed in open Council this 9th day of November, 2015.

Carried

11.1.3 By-law 2015-206 (Regulations) Exemption from 2008-168 Firearms and 80-200 Exemption from Noise

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-206 being a by-law to exempt the 49th (SSM) Field Regiment Royal Canadian Artillery, while using the Roberta Bondar property in the vicinity of the former tour boat mooring site, from By-law 2008-168 being a firearms by-law to prohibit the discharge of firearms in the municipality and from By-law 80-200 being a by-law respecting noises in the City of Sault Ste. Marie be passed in open Council this 9th day of November, 2015.

Carried

11.1.4 By-law 2015-207 (Temporary Street Closing) Queen St E from Pim St to Dennis St

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that By-law 2015-207 being a by-law to permit the temporary closing of Queen Street East from Pim Street to Dennis Street to facilitate the Moonlight Magic Event be passed in open Council this 9th day of November, 2015.

Carried

11.1.1 Draft By-law 2015-198 (Election) City Councillor

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

By-law 2015-198 being a by-law to fill a Councillor vacancy in Ward 2 for the Council of The Corporation of the City of Sault Ste. Marie be passed in open Council this 9th day of November, 2015.

Carried

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

13. CLOSED SESSION

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that this Council proceed into closed session to discuss:

1. Application to Superior Court – 2014 Municipal Election;

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

(Solicitor/Client Privilege – section 239(f) Municipal Act)

Carried

14. ADJOURNMENT

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that this Council now adjourn.

Carried

Acting Mayor

City Clerk

PRB
Fire Service Consulting

Patrick R. Burke, BA, LLB
1249 Imperial Crescent, Windsor, ON N9G 2T5
Phone (519) 915-1160 Mobile (226) 280-3788
patrickrburke@mac.com

**Mayor and Members of Council
Sault Ste. Marie, Ontario**

Your Worship and Members of Council:

The Sault Ste. Marie Professional Fire Fighters Association has asked me, as a person with some pertinent background and expertise and with just shy of 43 years of fire service experience, a former deputy fire chief, a former fire chief and a former Fire Marshal for the Province of Ontario (2006 to 2010), to conduct an overview and commentary on the process that led to your adoption of an emergency services realignment on October 26.

I have reviewed the available documents carefully and I have read a complete transcript of the October 26 Council meeting, and I must advise that I am extremely concerned about Chief Figliola's plan to significantly reduce fire department resources and capabilities by nearly 25 percent.

It is my considered opinion that the realignment you adopted on October 26 will have a significantly negative impact on the fire department's ability to protect the public particularly in the case of fires, but also in the many other emergency responses addressed by the fire department every day such as medical emergencies, hazardous materials incidents, vehicle extrications, ice/water rescues, technical rescues and other emergencies. It will also negatively impact the safety of your fire fighters.

I am concerned that this plan was put forward and adopted far too hastily, without a proper comprehensive risk assessment and without adequate consultation with fire fighters and with the public. I am also concerned about numerous factual errors and misleading statements the Chief made to Council during the October 26 meeting before Council adopted this plan.

It is my opinion that the plan exposes the city, including the fire chief and yourselves, to significant liability for any negative consequences experienced as a result of the impact of this plan including loss of life, loss of property and loss of income.

For example, Chief Figliola made a glaring misstatement to you on October 26 when he stated:

“NFPA 1710 is a guideline, very generic with no fixed numbers for staffing. NFPA has not been accepted by the OFM because it’s not viable for small/medium sized municipalities.”

In fact, the National Fire Protection Association 1710 Standard is a highly-technical and science-based document that explicitly states urban municipalities should have at least four fire fighters assigned to each fire apparatus and that four fire fighters should be on the scene of a fire at a two-storey residential dwelling in four minutes 90 per cent of the time, and 15 to 17 fire fighters (depending whether an aerial is used) should be on scene within eight minutes. These are the minimum staffing levels required for simultaneous fire suppression and rescue in a safe and efficient manner.

Chief Figliola is incorrect when he states that the Office of the Ontario Fire Marshal has not accepted NFPA 1710, and incorrect when he implies that the standard is not intended for cities like Sault Ste. Marie. The OFM accepts NFPA standards including NFPA 1710.

In the OFM Public Fire Safety Guidelines, which are currently under review, the OFM often references NFPA Standards. In fact, in OFM PFSG 04-06-13 particular mention is made of NFPA with reference to resources for determining staffing levels. In terms of where NFPA is intended to apply, it is clear in Section 1.2.1 that it applies to career public fire suppression operations, emergency medical services and special operations delivery.

It should be noted here that NFPA 1710 is also the yardstick that the insurance industry uses to measure a city’s fire department capabilities for the purpose of setting an insurance grading that is in turn used to establish residential and commercial insurance rates.

Chief Figliola is also mistaken to cite an on-scene staffing complement of 10 fire fighters as an acceptable level of fireground staffing according to the Office of the Ontario Fire Marshal. This is simply 100 per cent false. The so-called 10 in 10 document was rescinded in November of 2010 and replaced with “Operational Planning: An Official Guide to Matching Resource Deployment and Risk” and was not replaced by anything that cites a 10-fire fighter response.

The Resource Deployment and Risk guide was introduced to assist fire chiefs and municipalities with fire departments in discharging their mandatory requirement to provide “fire suppression services” according to their needs and circumstances, and to form the basis upon which the Fire Marshal would exercise “monitoring” powers under the Act (FPPA).

Currently, when there are 21, 20, 19 and 18 firefighters on duty, there is a capacity to meet the staffing requirements of NFPA 1710 for a single family residential fire, and have some capacity to handle a simultaneous incident, or, the capacity to meet some of the additional critical tasks required at a fire in a more complex occupancy like a school, a hospital, a nursing home, a high-rise building or a commercial or industrial complex. As you decrease those numbers of firefighters on duty, you correspondingly decrease the ability to perform those required critical tasks and increase the danger to the occupants and to the firefighters, to the point that firefighters may not be able to perform offensive interior operations at all.

NFPA 1710, and indeed the OFM 10 in 10 PFSG when it existed, referred to the requirements for a single family detached dwelling. The risk described in the NFPA 1710 document is a “typical 2,000 sq ft. (186 m²), two storey single family dwelling without basement and with no exposures”. Anything more requires more resources.

The major difference between the current level of staffing and the staffing that will be available once the plan reaches full implementation, is the ability to engage in any interior firefighting operations, including rescue and suppression, in any of these larger, more complex buildings, let alone a single family residence. The fire chief failed to address this in his report and his presentation to Council and to the public.

Yet another major flaw in the realignment plan is its reliance on mutual aid from other nearby fire departments to provide emergency response in Sault Ste. Marie if additional resources are required in order to respond to an emergency. When questioned by Council on October 26 about mutual aid response times, Chief Figliola replies:

“...mutual aid is unknown since we have never used it and need to take advantage of it.”

It is simply shocking that a plan that will significantly impact public safety is based in part on an “unknown” element that has never been used. This is unacceptable. It is a serious lapse that emphasizes the lack of any proper risk assessment and the need for a comprehensive risk assessment prior to any change taking place.

Mutual aid was not designed to supplement or subsidize the failure of one municipality to address its fire suppression response needs. Mutual aid is for assistance where a fire department’s response capacity is taxed and more assistance is needed. The Fire Protection and Prevention Act (FPPA) has provisions for automatic aid and that does not fit with what was suggested by the fire chief. I would suggest that there is no way to fill the gap that will be created by reducing the firefighting staff in Sault Ste. Marie.

I must also draw your attention to a misleading discussion that took place during the Council meeting about the resources that will be dispatched to a call after the plan has reached full implementation.

When Chief Figliola is asked about the difference in response times and personnel dispatched now and when the reduction is made, he neglects to advise that the response will be three fire fighters per vehicle instead of the current four. This is a significant difference, because a first-arriving vehicle with only three personnel cannot initiate interior search and rescue. These three person crews will have to wait outside until backup arrives, wasting precious minutes at a time when seconds can determine the outcome of an emergency incident.

In response to questioning before Council on October 26, Chief Figliola states that the city conducts a simplified risk assessment on an annual basis and that a comprehensive risk assessment is unnecessary.

In my experience this is a stunning response given that such substantive change is taking place in the department, namely a reduction of frontline staffing of nearly 25 per cent that will unquestionably diminish what fire fighters can accomplish when they arrive at the scene of an emergency. A simplified risk assessment gathers data about the community profile while the comprehensive risk assessment analyzes the data from a probability and impact perspective. Why not, at minimum, conduct an internal comprehensive assessment for review by the Ontario Fire Marshal's Office? Bill C-45 was discussed during the Council deliberation on the fire chief's recommendation. Indeed, the fire chief raised it in his report. I raised issues of liability with fire chiefs in Ontario for my entire tenure as Fire Marshal and advised them about the implications of both Bill C-45 and their exposure to civil liability from failing to advise Council about the staffing needs for risks within the community. Here is a quote from Lawyers Weekly in May of 2004 just after Bill C-45 passed.

“an organization may be convicted of a fault-based crime if a senior officer, while acting in the scope of his or her authority and intending at least in part to benefit the organization, either actively engages in unsafe conduct, directs representatives to do it, or knows about unsafe conduct but does nothing or not enough to put a stop to it, and death or injury results”

“an organization commits criminal negligence where it breaches its legal duty with wanton and reckless disregard for the lives or safety of others”

Given the liability implications and the numerous errors the chief has made, in my opinion you would be wise to give the issue of liability careful study.

Further, Chief Figliola is making a huge presumption in his comments about the Fire Underwriters Survey (FUS). In response to questions from Council, he states that the city's grading for insurance purposes “should remain the same with very

little decrease.” Since it was acknowledged that he has not conducted a comprehensive risk assessment, how can he predict the outcome of a Fire Underwriters Survey, which is a detailed analysis of virtually every aspect of the city’s fire department capabilities? This should raise some concerns.

The Chief’s description of the FUS and its three components – water availability, fire prevention/protection and fire department response – is a description of the Dwelling Protection Grade only, which measures the city’s ability to combat a fire at a residential home.

The Chief does not advise you that the FUS will also conduct a detailed Public Fire Protection Classification which grades the city’s ability to combat a major fire in the community. The PFPC is what’s used to determine commercial insurance rates, and you should be concerned that you have no idea how the realignment will affect this rating, especially since your fire department will have zero capacity to effectively combat large-scale fires once almost 25 per cent of your frontline resources have been slashed.

I trust that you, as the elected officials who are ultimately responsible for the setting public safety levels in Sault Ste. Marie, would strive to have as much information as possible. I trust that in the name of public and fire fighter safety you have given my concerns some thought.

In my considered opinion, the “Fire Services Realignment” should be rescinded until a proper and independent risk analysis can be performed and there is a complete and accurate assessment of the plan’s impact on public safety, fire fighter safety, insurance gradings and your own liability.

I am available to appear before you in Sault Ste. Marie anytime before November 26 to further elaborate on my concerns and to answer any questions you may have. I hope that you will take advantage of my offer on behalf of your citizens.

Yours truly,

Patrick Burke, B.A, LL.B
Fire Services Consultant

Mike Figliola
Fire Chief



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

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

November 23, 2015

To: Mayor and City Council

From: Chief Mike Figliola

Re: Fire Services Organizational Realignment

The agenda for the November 23, 2015 meeting of City Council includes correspondence provided via email by Mr. Patrick Burke dated Nov. 4, 2015.

In this letter, Mr. Burke provides his opinions on Council's October 26, 2015 decision to approve a realignment of fire and emergency services over a 3 year transition period. Mr. Burke has supplied these opinions at the request of the Sault Ste. Marie Professional Firefighters Association (SMPFFA).

Administration continues to stand by its new model that was derived through empirical research, best practise reviews and objective analysis. The Corporation further looks forward to receiving constructive consultative input on the initiative from key stakeholders during the 3-year transition process via dialogue and discussion versus unsolicited opinions or subjective external observations. In this regard, meetings have been established with the SSMFA to gain their input as part of the ongoing process. Meetings with other key participants will be conducted as the initiative progresses.

Staff's preference remains to constructively consult with key stakeholders versus interacting through the public domain with partial information and one-off responses. Staff nonetheless feels impelled given the selective and on some points almost inflammatory remarks provided in Mr. Burke's letter to provide some key facts in response to the opinions expressed by Mr. Burke. Specifically, the approved realignment model:

- a) Represents a reduction of on duty Professional Firefighters from 16 to 13 Professional Firefighters or 19%, not 25%.
- The Professional Firefighter reduction is targeted to be accomplished through attrition over the 3-year transition, so no Professional Firefighters will lose their jobs
 - Previous to the realignment, a total of up to 10 Professional Firefighters would attend first response. Under the new model, a total of up to 10 Professional Firefighters will continue to be first responder complement.
 - The Professional Firefighters arriving on scene can respond with 3, 4, 5 or 6 per truck as long as a total of 10 get to the location.
 - While 4 person trucks are common in larger community departments, 3 person vehicles is more the norm in medium and smaller departments. The City of Calgary is currently moving to a 3 firefighters per truck model.
- b) Has included a simplified risk assessment as part of the analysis consistent with the NFPA 1710 Standard.
- The NFPA 1710 Standard is a guideline and has neither legal status nor legislative or regulatory requirement.
 - Per legislation and recognized under the Ontario Fire Marshall (OFM), Council sets the level of service, including levels of staffing upon recommendation from the Chief, Fire Services.
 - The Fire Underwriter's Survey is a voluntary (not mandatory) consultation. Reaching out to use this tool is not necessary in the early transition period, although there will be consultation as implementation of the model evolves.
- c) Mutual aid is not being looked at to supplement fire response. Per the NFPA 1710 staff guidelines, mutual aid is used when any fire department is nearing committing 70% of its resources, requires additional expert help or experience a large scale event beyond the department's existing capacity. Under the Council approved model, call back in anticipation of a possible second event occurs as soon as dispatch occurs for a first event. A situation that has not occurred in over 4 years in Sault Ste. Marie. Mutual aid is notified of the City's heightened mode of operations but is not called in until the 70% capacity is reached. This is exactly as presently occurs. To date, mutual aid has never been called upon for decades in Sault Ste. Marie.

d) Allows for addressing other critical demands in the Emergency Medical Services (EMS) within existing budget resources without compromising safety risk.

- Bill C-45 equally applies to EMS as it does to Fire and in the former is the far greater risk given doubling in EMS from 6-12,000 calls over the last 5 years versus Fire Services where calls have dropped almost 80% over 10 years.
- As a reminder, the up to 20 positions identified will be aligned to Fire Prevention and Training, and Mechanics, not just EMS.

In conclusion, the model that has been approved is consistent with the OFM guidelines recognized for Fire Services and provides for no change to existing fire safety risks.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M. Figliola', with a stylized flourish at the end.

Chief Michael Figliola
Fire Services

Christian C. Provenzano B.A., LL.B.
Mayor



Corporation of the City of
Sault Ste. Marie

The Honourable Minister Amarjeet Sohi
Minister of Infrastructure and Communities
180 Kent Street
Suite 1100
Ottawa, ON, K1P 0B6

November 16, 2015

Dear Minister Sohi,

Congratulations on your success in the recent federal election and upon your appointment to Cabinet. I am sure you must be excited about your new role and the challenges that lie before you.

Among your new responsibilities as Minister will be directing the delivery of the Government of Canada's promised infrastructure investment plan. As a municipal leader, I am keenly aware of how this important investment in infrastructure can benefit Canada's cities. However, I also submit to you that investing in infrastructure can also be a sound way to provide support to Canada's domestic steel industry and many other manufacturing sectors.

One of the policy-level initiatives that could benefit our steel industry and many other domestic manufacturers would be to include a vigorous "Buy Canadian" component in the forthcoming infrastructure plan. The advantages of a "Buy Canadian" policy would allow hard-hit steel producers partial respite from difficult global market conditions. It would also allow our domestic industries the opportunity to contribute to positive nation-building projects for the benefit of all Canadians.

Obviously Canada is party to a number of trade agreements with other nations and these would have to be respected. However, I am sure there is the latitude to implement a "Buy Canadian" approach while still adhering to the spirit of our trade agreements. I recall that the United States made "Buying American" a core component of their stimulus program during the economic downturn of 2008-2009.

Sault Ste. Marie's largest employer is Essar Steel Algoma (ESA). Many of our other local employers also do business with ESA. Despite being recognized as a high-quality, low-cost producer, ESA's business health has been severely hampered by exceedingly difficult market conditions and illegally dumped steel imports. While not a cure-all, being able to sell products for use in federal infrastructure projects would be a definite boost for ESA and other Canadian manufacturers facing similar circumstances.

P.O. Box 580 ~ 99 Foster Drive, 4th Level ~ Sault Ste. Marie, Ontario ~ P6A 5N1
(705) 759-5344 ~ Fax (705) 541-7171
E-Mail: mayor.provenzano@cityssm.on.ca
l.bell@cityssm.on.ca

Christian C. Provenzano B.A., LL.B.
Mayor



Corporation of the City of
Sault Ste. Marie

In closing, I am optimistic that your Ministry—through its mandate and programs— will make a positive and meaningful impact on communities and businesses across this great country. I look forward to working with you and your government to build a stronger Canada.

Sincerely,

Christian Provenzano, Mayor

c.c. Kalyan Ghosh, CEO, Essar Steel Algoma
Mike DaPrat, President, United Steel Workers 2551
Lisa Dale, President, United Steel Workers 2724
Terry Sheehan, Member of Parliament, Sault Ste. Marie

Christian C. Provenzano B.A., LL.B.
Mayor



Corporation of the City of
Sault Ste. Marie

The Honourable Minister Chrystia Freeland
Minister of International Trade
125 Sussex Drive
Ottawa, ON, K1A 0G2

November 16, 2015

Dear Minister Freeland,

Congratulations on your success in the recent federal election and upon your appointment to Cabinet. I am sure you must be excited about your new role and the challenges that lie before you.

I understand you will have many files to address as you acclimate into your new position. However, as you do so, I respectfully urge you to turn some of your attentions to the situation facing the Canadian steel industry.

There is no question that recent market conditions have been exceedingly difficult for steel producers. In Canada, this has been exacerbated by the prevalence of illegally dumped steel entering the country. The current lengthy process to prosecute unfair trade practices has led to Canadian steel producers enduring significant damage and loss of market share before remedies can be put in place.

Sault Ste. Marie's largest employer is Essar Steel Algoma (ESA). Many of our other local employers also do business with ESA. Despite being recognized as a high-quality, low-cost producer, ESA's business health has been severely hampered by the flood of dumped steel entering the country.

My sense from talking to company representatives from ESA is that enforcement bodies such as Canadian Border Services Agency and the Canadian International Trade Tribunal are doing their best to be responsive to the concerns of domestic manufacturers. However, to achieve truly measurable improvements will require legislative and policy-level changes. In that regard, it is my hope that the Ministry of Trade and the Government of Canada will be open and receptive to suggestions and concerns brought forward by steel producers and by parliament's steel caucus.

Personally, I would like to see fewer onuses placed on domestic manufacturers to prove that unfair trade practices are taking place. I would also like to see less forbearance shown to off-shore manufacturers and nations that have proven to be serial offenders of illegal trade practices. And in general, I would like to see the trade dispute and remedy system function more expeditiously than it does at present.

P.O. Box 580 ~ 99 Foster Drive, 4th Level ~ Sault Ste. Marie, Ontario ~ P6A 5N1
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E-Mail: mayor.provenzano@cityssm.on.ca
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Christian C. Provenzano B.A., LL.B.
Mayor



Corporation of the City of
Sault Ste. Marie

The steel industry has been one of this country's manufacturing cornerstones for decades. Many other industries also rely on a healthy Canadian steel industry for their operations. It is imperative that Canada retain and wherever possible strengthen this vital capacity.

I am optimistic that there is much that can be done to address the situation facing our Canadian steel producers, in Sault Ste. Marie and in many other communities around the country. I look forward to working with you and your government to find solutions and policies that will address the concerns facing our domestic steel industry.

Sincerely,



Christian Provenzano, Mayor

c.c. Kalyan Ghosh, CEO, Essar Steel Algoma
Mike DaPrat, President, United Steel Workers 2551
Lisa Dale, President, United Steel Workers 2724
Terry Sheehan, Member of Parliament, Sault Ste. Marie

Kalyan Ghosh
Chief Executive Officer



November 23, 2015

Essar Steel Algoma Inc.
105 West Street
Sault Ste. Marie, Ontario
Canada P6A 7B4

T +1 - 705 - 945 3108
F +1 - 705 - 945 2203
E Kalyan.ghosh@essar.com
www.essarsteelalgoma.com

Mayor Provenzano:

Thank you for your expressed support of Essar Steel Algoma and your most recent advocacy on our behalf. We are strong proponents of free and fair trade, and as one of North America's lowest cost producers of advanced steels, we know we can compete on this basis. An effective, timely trade remedy system and national procurement policy that promotes a made-in-Canada solution are two key legislative instruments essential to advancing a vibrant domestic steel industry in Canada. We greatly appreciate your outreach to Ministers Freeland and Sohi in this regard.

Respectfully,

A handwritten signature in black ink, appearing to read "Kalyan Ghosh", with the date "23/Nov/2015" written below it.

Kalyan Ghosh

President and CEO



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Tim Gowans, Manager of Purchasing

DEPARTMENT: Finance Department

RE: Tender for Line Painting – City of Sault Ste. Marie – Traffic Division (2015WA32T)

PURPOSE

Attached hereto for your information and consideration is a summary of the tenders received for the provision of Line Painting for City streets as required by the Traffic Division of the Public Works & Transportation Department for the 2016, 2017 and 2018 Seasons. Staff is seeking Council approval of the tender recommendation.

BACKGROUND

The tender was publicly advertised and tender documents mailed to all firms on our bidders list. A public opening of the tenders received was held November 4, 2015 with Councillor Marchy Bruni representing City Council.

ANALYSIS

The tenders received have been thoroughly evaluated and reviewed with Mr. Andy Starzomski, Manager of Traffic & Communications – PWT; and the low tendered price, meeting specifications, has been identified on the attached summary.

This tender covers a three (3) year period commencing with the 2016 Season; with service to commence on or before June 1st each year with the option to extend on an annual basis for up to two (2) additional years. Cost for service for the second and subsequent years will be adjusted in accordance with the escalation clause contained within the tender specifications, which is based on a CPI and fuel adjustment.

IMPACT

Funding for performance of this service is provided within PWT's Purchased Services Accounts.

STRATEGIC PLAN

The painting of lines on City Streets is not an activity listed in the Corporate Strategic Plan.

RECOMMENDATION

Resolved that the report of the Manager of Purchasing dated 2015 11 23 be received and the recommendation that the tender submitted by 2228977 Ontario Inc. (o/a R & N Maintenance) to provide Line Painting services for City streets, as required by the Traffic Division of PWT, at their low tendered prices, subject to annual adjustment, for the 2016, 2017 and 2018 Seasons and option extension, be approved.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tim Gowans', with a stylized flourish at the end.

Tim Gowans
Manager of Purchasing

TG:nt

FINANCE DEPARTMENT
PURCHASING DIVISION
Budget: \$105,000.00 (2016 Request)

Received: November 4, 2015
File: 2015WA32T

SUMMARY OF TENDERS
LINE PAINTING - TRAFFIC DIVISION

<u>Firm</u>	<u>Materials to be Applied</u>	<u>Total Tendered Price</u> <u>Year One</u> <u>(H.S.T. extra)</u>	<u>Remarks</u>
North-West Lines Ltd. Thunder Bay, ON	Ennis Waterbase Paint Potter Canada Beads	\$104,740.00	Does not meet Specifications Start Date later than June 1st Work completion - 122 days (Sept 30 annually)
2228977 Ontario Inc. (o/a R & N Maintenance) Guelph, ON	Ennis Waterbase Paint Potters Canada Beads	\$103,248.00	Meets Specifications Work completion - 30 days

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

The total cost to the City, for the first year, will be \$105,065.16 including the non-refundable portion of the H.S.T.

Years two and three Pricing subject to adjustment based on the escalation clause included in the Tender.

It is my recommendation that the tender submitted by 2228977 Ontario Inc. (o/a R & N Maintenance), be accepted.

Tim Gowans
Manager of Purchasing



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Shelley J. Schell, Commissioner of Finance and Treasurer
DEPARTMENT: Finance Department
RE: Nine Month Financial Report: September 30, 2015

PURPOSE

The purpose of this report is to provide for Councils' information, a Six Month Financial Report to September 30, 2015.

BACKGROUND

The report is prepared for the information of Council.

ANALYSIS

Most departments are trending on budget as of Sept 30, 2015 except for the following material variances:

- Winter Control costs are estimated to be approximately \$900,000 million over budget due to the first part of the season being more severe than the normal winter, which is used for budget purposes.
- As noted in the Q2 Financial Report, landfill tipping fees are significantly under budget due to lost commercial tonnage to another service. Based on trend we are now estimating a budget shortfall of approximately \$600,000. This will in turn decrease the transfer to the reserve used for capital purposes, which includes future expansion and will not result in a deficit to the City's bottom line. Engineering, Public Works and Transportation and Finance are currently reviewing this in conjunction with the Environment Assessment (EA), operations, capital requirements and budget implications.
- Day Care revenue is under budget resulting in a budget shortfall estimated to be in the range of \$150,000-\$200,000 by year end. The 2015 budget was based upon all spaces being filled. Currently they are averaging 46 subsidized spaces, with a budget of 51 and 40 full fee spaces, with a budget of 49. Also included in the budget was net revenue of \$70,000 for a new day camp program. Preliminary analysis indicates that the day

camps did not realize this level of profit and are closer to a break even point.

- Additional revenue for Greyhound hockey playoffs for the 2014/15 season is estimated to be \$240,000.
- Interest on taxes is estimated to be \$1.0 million over the budget estimate due mainly to one significant account. This positive variance will offset the negative variance for Winter Control
- Approximately \$400,000 for long term disability premium overpayment for 2015 is also estimated.
- Assessment growth for the year is estimated to be 0.80%, resulting in approximately \$150,000 of additional supplementary tax revenue over the budget estimate for the year.

The estimates noted are based upon the trends experienced for the first 9 months ending September 30, 2015. Factors such as improved winter conditions in November and December 2015 could greatly affect the overall estimate for year-end 2015.

IMPACT

Based upon the financial analysis at the end of the third quarter, the City is trending towards a surplus of less than \$1 million. In past years significant amounts of surplus were used to reduce the tax levy (\$1.9 million 2015, \$2.2 million 2014). Council should be aware that this level of surplus is likely not available for the 2016 budget which would incur a 2016 base budget increase of \$0.9 million if no changes to the 2015 Budget estimate occurs.

STRATEGIC PLAN

This is not an activity directly related to the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Commissioner of Finance and Treasurer dated November 23, 2015, concerning Nine Month Financial Report to September 30, 2015 be received as information.

Respectfully submitted,



Shelley J. Schell

Report to Council – Nine Month Financial Report: September 30, 2015
2015 11 23
Page 3.

Commissioner of Finance and
Treasurer

CITY OF SAULT STE MARIE OPERATING FUND

**2015 - THIRD QUARTER ENDED
SEPTEMBER 30, 2015**

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Taxation	(\$104,411,017.91)	(104,478,366.00)	(67,348.09)	0.06%	<i>(\$103,533,399.90)</i>	<i>(\$102,652,835.98)</i>
Payment in Lieu of taxes	(4,222,072.91)	(\$4,325,515.00)	(\$103,442.09)	2.39%	<i>(\$4,198,130.32)</i>	<i>(\$4,345,785.80)</i>
Fees and user charges	(31,265,510.76)	(\$48,236,912.00)	(\$16,971,401.24)	35.18%	<i>(\$30,365,793.82)</i>	<i>(\$45,644,470.48)</i>
Government grants	(14,026,732.28)	(\$19,774,255.00)	(\$5,747,522.72)	29.07%	<i>(\$14,411,052.37)</i>	<i>(\$21,214,914.15)</i>
Interest and Investment income	(3,458,041.43)	(\$4,305,000.00)	(\$846,958.57)	19.67%	<i>(\$3,608,692.69)</i>	<i>(\$6,198,718.05)</i>
Contribution from own funds	(61,544.40)	(\$830,824.00)	(\$769,279.60)	92.59%	<i>(\$797,155.05)</i>	<i>(\$2,092,229.36)</i>
Other income	(1,308,733.49)	(\$1,455,705.00)	(\$146,971.51)	10.10%	<i>(\$952,875.56)</i>	<i>(\$2,640,318.71)</i>
Prior year surplus		(\$3,516,847.00)	(\$3,516,847.00)	100.00%	<i>(\$3,620,054.00)</i>	<i>(\$3,620,054.00)</i>
	(158,753,653.18)	(\$186,923,424.00)	(\$28,169,770.82)	15.07%	<i>(\$161,487,153.71)</i>	<i>(\$188,409,326.53)</i>
EXPENDITURES						
Salaries	52,800,360.85	\$71,029,841.00	\$18,229,480.15	25.66%	<i>\$52,124,825.68</i>	<i>\$70,642,180.65</i>
Benefits	13,665,566.64	\$18,999,284.00	\$5,333,717.36	28.07%	<i>\$13,822,342.55</i>	<i>\$17,902,397.14</i>
TOTAL SALARIES/BENEFITS	66,465,927.49	\$90,029,125.00	\$23,563,197.51	26.17%	<i>\$65,947,168.23</i>	<i>\$88,544,577.79</i>
Travel and training	413,921.39	\$873,495.00	\$459,573.61	52.61%	<i>\$409,949.90</i>	<i>\$532,948.51</i>
Election		\$0.00	\$0.00		<i>\$75.00</i>	<i>\$13,110.94</i>
Vehicle allowance, maintenance and repairs	3,138,842.19	\$3,747,807.00	\$608,964.81	16.25%	<i>\$3,260,310.50</i>	<i>\$4,392,509.63</i>
Utilities and Fuel	6,862,937.41	\$10,664,934.00	\$3,801,996.59	35.65%	<i>\$6,948,855.87</i>	<i>\$10,675,236.89</i>
Materials and supplies	4,379,577.07	\$6,917,573.00	\$2,537,995.93	36.69%	<i>\$5,153,576.92</i>	<i>\$7,430,666.17</i>
Maintenance and repairs	1,883,995.16	\$2,472,665.00	\$588,669.84	23.81%	<i>\$1,764,190.00</i>	<i>\$2,408,670.15</i>
Program expenses	65,719.12	\$121,200.00	\$55,480.88	45.78%	<i>\$100,684.06</i>	<i>\$198,443.00</i>
Goods for resale	429,768.60	\$637,375.00	\$207,606.40	32.57%	<i>\$404,395.65</i>	<i>\$576,442.75</i>
Rents and leases	334,513.40	\$499,386.00	\$164,872.60	33.02%	<i>\$409,452.86</i>	<i>\$477,370.43</i>
Taxes and licenses	1,864,288.33	\$2,277,820.00	\$413,531.67	18.15%	<i>\$1,524,719.05</i>	<i>\$2,241,178.54</i>
Financial expenses	2,212,571.36	\$2,612,815.00	\$400,243.64	15.32%	<i>\$4,447,656.12</i>	<i>\$2,764,984.12</i>
Purchased and contracted services	5,512,787.46	\$9,366,340.00	\$3,853,552.54	41.14%	<i>\$6,495,122.01</i>	<i>\$9,159,294.06</i>
Grants to others	19,522,102.39	\$25,048,416.00	\$5,526,313.61	22.06%	<i>\$24,897,066.30</i>	<i>\$26,328,163.97</i>
Long term debt	1,715,563.29	\$2,230,331.00	\$514,767.71	23.08%	<i>\$2,859,507.62</i>	<i>\$2,877,272.81</i>
Transfer to own funds	1,035,732.11	\$28,828,462.00	\$27,792,729.89	96.41%	<i>\$12,497,889.70</i>	<i>\$25,899,538.99</i>
Capital expense	623,710.37	\$815,810.00	\$192,099.63	23.55%	<i>\$702,478.23</i>	<i>\$963,582.98</i>
Depreciation		\$0.00	\$0.00		<i>\$0.00</i>	<i>\$15,625,216.04</i>
Gain/Loss on Disposal of Capital Assets		\$0.00	\$0.00		<i>\$0.00</i>	<i>(\$262,134.47)</i>
Clearing accounts		\$0.00	\$0.00		<i>\$114.45</i>	<i>\$0.00</i>
Less: recoverable costs	(292,820.76)	(\$220,130.00)	\$72,690.76	(33.02%)	<i>(\$325,727.99)</i>	<i>(\$591,511.80)</i>
TOTAL OTHER EXPENSES	49,703,208.89	\$96,894,299.00	\$47,191,090.11	48.70%	<i>\$71,550,316.25</i>	<i>\$111,710,983.71</i>
	116,169,136.38	\$186,923,424.00	\$70,754,287.62	37.85%	<i>\$137,497,484.48</i>	<i>\$200,255,561.50</i>
NET (REVENUE)/EXPENDITURE	(42,584,516.80)	\$0.00	\$42,584,516.80	7,742,639,350.36%	<i>(\$23,989,669.23)</i>	<i>\$11,846,234.97</i>
Mayor and Council	\$465,556.64	\$734,155.00	\$268,598.36			
Chief Administrative Officer	\$268,932.14	\$384,620.00	\$115,687.86			
Human Resources	\$1,152,537.90	\$1,567,023.00	\$414,485.10			
Clerks	\$714,157.87	\$1,019,070.00	\$304,912.13			
Finance	\$5,367,890.95	\$7,069,690.00	\$1,701,799.05			
Legal	\$662,014.59	\$1,204,680.00	\$542,665.41			
Fire Services	\$9,461,306.74	\$13,065,153.00	\$3,603,846.26			
Police Services	\$17,446,347.54	\$23,716,705.00	\$6,270,357.46			
Engineering and Planning	\$7,596,002.79	\$14,429,340.00	\$6,833,337.21			
Public Works and Transportation	\$25,063,368.20	\$32,667,956.00	\$7,604,587.80			
Community Services Department	\$3,402,925.38	\$5,116,774.00	\$1,713,848.62			
Social Services	\$11,809,149.26	\$15,960,886.00	\$4,151,736.74			
Levy Board	\$1,700,431.50	\$2,301,477.00	\$601,045.50			
Outside Agencies	\$3,605,810.81	\$4,471,135.00	\$865,324.19			
Outside Agencies - Other	\$1,572,384.28	\$1,902,470.00	\$330,085.72			
Economic Diversification	\$123,880.14	\$500,000.00	\$376,119.86			
Corporate	(\$134,464,185.06)	(\$134,260,745.00)	\$203,440.06			
Capital and Debt	\$1,466,971.53	\$8,149,611.00	\$6,682,639.47			
	(\$42,584,516.80)	\$0.00	\$42,584,516.80			

MAYOR & COUNCIL

2015 - THIRD QUARTER ENDED
SEPTEMBER 30

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Government grants	(\$10,000.00)	\$0.00	\$10,000.00		(\$18,175.00)	(\$4,475.00)
Contribution from own funds		\$0.00	\$0.00		\$0.00	(\$5,564.00)
	(10,000.00)	\$0.00	\$10,000.00		(\$18,175.00)	(\$10,039.00)
EXPENDITURES						
Salaries	345,703.57	\$481,345.00	\$135,641.43	28.18%	\$374,346.70	\$479,326.29
Benefits	35,034.15	\$63,380.00	\$28,345.85	44.72%	\$44,369.97	\$54,993.08
TOTAL SALARIES/BENEFITS	380,737.72	\$544,725.00	\$163,987.28	30.10%	\$418,716.67	\$534,319.37
Travel and training	17,036.49	\$68,710.00	\$51,673.51	75.21%	\$15,383.80	\$18,004.00
Vehicle allowance, maintenance and repairs	24,119.40	\$36,030.00	\$11,910.60	33.06%	\$26,030.09	\$33,450.75
Materials and supplies	38,743.85	\$53,340.00	\$14,596.15	27.36%	\$44,550.32	\$51,732.59
Maintenance and repairs		\$250.00	\$250.00	100.00%	\$0.00	\$0.00
Purchased and contracted services	1,992.67	\$6,100.00	\$4,107.33	67.33%	\$7,163.07	\$12,553.49
Grants to others	12,926.51	\$25,000.00	\$12,073.49	48.29%	\$20,564.00	\$25,564.00
Depreciation		\$0.00	\$0.00		\$0.00	\$2,910.58
TOTAL OTHER EXPENSES	94,818.92	\$189,430.00	\$94,611.08	49.95%	\$113,691.28	\$144,215.41
	475,556.64	\$734,155.00	\$258,598.36	35.22%	\$532,407.95	\$678,534.78
NET (REVENUE)/EXPENDITURE	465,556.64	\$734,155.00	\$268,598.36	36.59%	\$514,232.95	\$668,495.78

CHIEF ADMINISTRATIVE OFFICER

2015 - THIRD QUARTER ENDED
SEPTEMBER 30

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Other income	\$192.45	\$0.00	(\$192.45)		(\$328.00)	(\$1,071.00)
	192.45	\$0.00	(\$192.45)		(\$328.00)	(\$1,071.00)
EXPENDITURES						
Salaries	232,584.80	\$290,435.00	\$57,850.20	19.92%	\$208,928.59	\$281,602.73
Benefits	25,514.60	\$66,925.00	\$41,410.40	61.88%	\$51,207.05	\$62,423.39
TOTAL SALARIES/BENEFITS	258,099.40	\$357,360.00	\$99,260.60	27.78%	\$260,135.64	\$344,026.12
Travel and training		\$9,215.00	\$9,215.00	100.00%	\$125.00	\$125.00
Vehicle allowance, maintenance and repairs	4,058.95	\$4,480.00	\$421.05	9.40%	\$3,399.03	\$4,089.40
Materials and supplies	6,581.34	\$13,065.00	\$6,483.66	49.63%	\$6,124.57	\$7,100.91
Maintenance and repairs		\$150.00	\$150.00	100.00%	\$0.00	\$0.00
Purchased and contracted services		\$150.00	\$150.00	100.00%	\$0.00	\$172.99
Capital expense		\$200.00	\$200.00	100.00%	\$0.00	\$0.00
Depreciation		\$0.00	\$0.00		\$0.00	\$1,816.15
TOTAL OTHER EXPENSES	10,640.29	\$27,260.00	\$16,619.71	60.97%	\$9,648.60	\$13,304.45
	268,739.69	\$384,620.00	\$115,880.31	30.13%	\$269,784.24	\$357,330.57
NET (REVENUE)/EXPENDITURE	268,932.14	\$384,620.00	\$115,687.86	30.08%	\$269,456.24	\$356,259.57

HUMAN RESOURCES

2015 - THIRD QUARTER ENDED
SEPTEMBER 30

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Government grants	(\$1,540.00)	\$0.00	\$1,540.00		\$0.00	\$0.00
	(1,540.00)	\$0.00	\$1,540.00		\$0.00	\$0.00
EXPENDITURES						
Salaries	498,637.51	\$663,250.00	\$164,612.49	24.82%	\$447,614.28	\$605,358.40
Benefits	364,580.30	\$485,368.00	\$120,787.70	24.89%	\$334,631.77	\$545,897.77
TOTAL SALARIES/BENEFITS	863,217.81	\$1,148,618.00	\$285,400.19	24.85%	\$782,246.05	\$1,151,256.17
Travel and training	31,653.78	\$58,800.00	\$27,146.22	46.17%	\$26,526.40	\$48,167.25
Vehicle allowance, maintenance and repairs		\$500.00	\$500.00	100.00%	\$164.67	\$203.80
Materials and supplies	28,234.95	\$39,045.00	\$10,810.05	27.69%	\$27,394.51	\$37,060.70
Maintenance and repairs	4,177.74	\$4,500.00	\$322.26	7.16%	\$2,050.43	\$2,050.43
Purchased and contracted services	220,087.30	\$303,775.00	\$83,687.70	27.55%	\$213,424.49	\$292,970.59
Transfer to own funds		\$0.00	\$0.00		\$0.00	\$37,459.41
Capital expense	6,706.32	\$11,785.00	\$5,078.68	43.09%	\$5,038.29	\$7,763.29
Depreciation		\$0.00	\$0.00		\$0.00	\$2,467.35
TOTAL OTHER EXPENSES	290,860.09	\$418,405.00	\$127,544.91	30.48%	\$274,598.79	\$428,142.82
	1,154,077.90	\$1,567,023.00	\$412,945.10	26.35%	\$1,056,844.84	\$1,579,398.99
NET (REVENUE)/EXPENDITURE	1,152,537.90	\$1,567,023.00	\$414,485.10	26.45%	\$1,056,844.84	\$1,579,398.99

CLERK'S DEPARTMENT

2015 - THIRD QUARTER ENDED
SEPTEMBER 30

	YTD	YTD		Percentage	2014	2014
	Actual	Budget	Variance	Budget-Rem	Actual	Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$39,250.00)	(\$50,000.00)	(\$10,750.00)	21.50%	(\$164,125.77)	(\$184,803.31)
Contribution from own funds		\$0.00	\$0.00		(\$189,400.00)	(\$189,400.00)
Other income	(16,086.52)	(\$1,800.00)	\$14,286.52	(793.70%)	(\$21,462.25)	(\$21,500.25)
	(55,336.52)	(\$51,800.00)	\$3,536.52	(6.83%)	(\$374,988.02)	(\$395,703.56)
EXPENDITURES						
Salaries	471,941.57	\$581,795.00	\$109,853.43	18.88%	\$486,301.99	\$782,875.24
Benefits	116,667.38	\$147,555.00	\$30,887.62	20.93%	\$114,634.59	\$149,567.97
TOTAL SALARIES/BENEFITS	588,608.95	\$729,350.00	\$140,741.05	19.30%	\$600,936.58	\$932,443.21
Travel and training	2,989.57	\$6,595.00	\$3,605.43	54.67%	\$3,357.16	\$3,535.24
Election		\$0.00	\$0.00		\$75.00	\$13,110.94
Vehicle allowance, maintenance and repairs	313.87	\$600.00	\$286.13	47.69%	\$452.98	\$890.79
Materials and supplies	91,244.31	\$125,580.00	\$34,335.69	27.34%	\$224,097.51	\$306,714.40
Maintenance and repairs	3,280.35	\$3,550.00	\$269.65	7.60%	\$348.02	\$348.02
Goods for resale	9,600.00	\$19,200.00	\$9,600.00	50.00%	\$19,200.00	\$19,200.00
Rents and leases	1,538.72	\$7,625.00	\$6,086.28	79.82%	\$4,955.60	\$5,129.61
Financial expenses	319.31	\$0.00	(\$319.31)		\$192.21	\$293.78
Purchased and contracted services	69,834.75	\$111,870.00	\$42,035.25	37.58%	\$87,732.84	\$120,056.45
Grants to others	1,764.56	\$2,000.00	\$235.44	11.77%	\$338.59	\$1,963.59
Transfer to own funds		\$60,000.00	\$60,000.00	100.00%	\$0.00	\$2,531.80
Capital expense		\$4,500.00	\$4,500.00	100.00%	\$1,144.80	\$2,644.53
Depreciation		\$0.00	\$0.00		\$0.00	\$2,928.46
TOTAL OTHER EXPENSES	180,885.44	\$341,520.00	\$160,634.56	47.04%	\$341,894.71	\$479,347.61
	769,494.39	\$1,070,870.00	\$301,375.61	28.14%	\$942,831.29	\$1,411,790.82
NET (REVENUE)/EXPENDITURE	714,157.87	\$1,019,070.00	\$304,912.13	29.92%	\$567,843.27	\$1,016,087.26

FINANCE DEPARTMENT

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$241,528.24)	(\$280,625.00)	(\$39,096.76)	13.93%	(\$225,348.43)	(\$262,278.26)
Government grants		\$0.00	\$0.00		\$0.00	(\$127,160.00)
Contribution from own funds		\$0.00	\$0.00		\$0.00	(\$39,921.73)
Other income	(80,008.35)	(\$93,085.00)	(\$13,076.65)	14.05%	(\$75,043.61)	(\$97,229.88)
	(321,536.59)	(\$373,710.00)	(\$52,173.41)	13.96%	(\$300,392.04)	(\$526,589.87)
EXPENDITURES						
Salaries	2,070,474.98	\$2,910,810.00	\$840,335.02	28.87%	\$2,043,911.37	\$2,747,387.61
Benefits	522,333.16	\$769,265.00	\$246,931.84	32.10%	\$535,605.86	\$684,727.22
TOTAL SALARIES/BENEFITS	2,592,808.14	\$3,680,075.00	\$1,087,266.86	29.54%	\$2,579,517.23	\$3,432,114.83
Travel and training	7,127.25	\$13,800.00	\$6,672.75	48.35%	\$8,682.09	\$11,505.20
Vehicle allowance, maintenance and repairs	381.22	\$1,250.00	\$868.78	69.50%	\$235.02	\$389.68
Materials and supplies	115,669.33	\$17,205.00	(\$98,464.33)	(572.30%)	(\$57,134.08)	(\$3,019.39)
Maintenance and repairs	433,245.79	\$492,815.00	\$59,569.21	12.09%	\$407,822.40	\$485,278.50
Financial expenses	2,157,453.17	\$2,563,120.00	\$405,666.83	15.83%	\$4,377,597.81	\$2,647,536.88
Purchased and contracted services	319,958.98	\$546,380.00	\$226,421.02	41.44%	\$327,562.15	\$551,807.84
Transfer to own funds		\$0.00	\$0.00		\$0.00	\$149,383.49
Capital expense	62,783.66	\$128,755.00	\$65,971.34	51.24%	\$93,349.37	\$102,873.44
Depreciation		\$0.00	\$0.00		\$0.00	\$416,316.94
TOTAL OTHER EXPENSES	3,096,619.40	\$3,763,325.00	\$666,705.60	17.72%	\$5,158,114.76	\$4,362,072.58
	5,689,427.54	\$7,443,400.00	\$1,753,972.46	23.56%	\$7,737,631.99	\$7,794,187.41
NET (REVENUE)/EXPENDITURE	5,367,890.95	\$7,069,690.00	\$1,701,799.05	24.07%	\$7,437,239.95	\$7,267,597.54

LEGAL DEPARTMENT

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$1,907,539.13)	(\$2,192,965.00)	(\$285,425.87)	13.02%	(\$1,888,590.70)	(\$2,106,755.63)
Interest and Investment income	(7,350.53)	\$0.00	\$7,350.53		(\$8,765.06)	(\$13,136.34)
	(1,914,889.66)	(\$2,192,965.00)	(\$278,075.34)	12.68%	(\$1,897,355.76)	(\$2,119,891.97)
EXPENDITURES						
Salaries	649,544.90	\$812,570.00	\$163,025.10	20.06%	\$595,161.55	\$804,977.61
Benefits	152,551.58	\$209,020.00	\$56,468.42	27.02%	\$153,935.56	\$193,093.38
TOTAL SALARIES/BENEFITS	802,096.48	\$1,021,590.00	\$219,493.52	21.49%	\$749,097.11	\$998,070.99
Travel and training	11,042.58	\$15,855.00	\$4,812.42	30.35%	\$10,358.25	\$10,804.98
Vehicle allowance, maintenance and repairs		\$250.00	\$250.00	100.00%	\$0.00	\$0.00
Materials and supplies	40,874.17	\$76,675.00	\$35,800.83	46.69%	\$41,862.48	\$65,852.13
Maintenance and repairs		\$4,000.00	\$4,000.00	100.00%	\$0.00	\$0.00
Rents and leases	60,194.33	\$73,275.00	\$13,080.67	17.85%	\$57,498.75	\$72,389.13
Taxes and licenses	1,495,068.94	\$1,791,000.00	\$295,931.06	16.52%	\$1,167,808.48	\$1,843,616.72
Purchased and contracted services	167,108.13	\$252,000.00	\$84,891.87	33.69%	\$127,810.84	\$244,675.66
Transfer to own funds		\$154,000.00	\$154,000.00	100.00%	\$0.00	\$177,054.01
Capital expense	519.62	\$9,000.00	\$8,480.38	94.23%	\$2,565.23	\$3,018.06
Depreciation		\$0.00	\$0.00		\$0.00	\$4,065.30
Gain/Loss on Disposal of Capital Assets		\$0.00	\$0.00		\$0.00	(\$228,405.58)
TOTAL OTHER EXPENSES	1,774,807.77	\$2,376,055.00	\$601,247.23	25.30%	\$1,407,904.03	\$2,193,070.41
	2,576,904.25	\$3,397,645.00	\$820,740.75	24.16%	\$2,157,001.14	\$3,191,141.40
NET (REVENUE)/EXPENDITURE	662,014.59	\$1,204,680.00	\$542,665.41	45.05%	\$259,645.38	\$1,071,249.43

FIRE SERVICES

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$3,573,488.82)	(\$4,913,480.00)	(\$1,339,991.18)	27.27%	(\$3,397,266.97)	(\$4,576,241.31)
Government grants	(1,540.00)	\$0.00	\$1,540.00		\$0.00	(\$1,060.35)
Other income	(882.27)	\$0.00	\$882.27		(\$447.03)	(\$447.03)
	(3,575,911.09)	(\$4,913,480.00)	(\$1,337,568.91)	27.22%	(\$3,397,714.00)	(\$4,577,748.69)
EXPENDITURES						
Salaries	9,680,076.01	\$13,022,215.00	\$3,342,138.99	25.66%	\$9,476,369.82	\$12,818,545.44
Benefits	2,514,693.36	\$3,336,645.00	\$821,951.64	24.63%	\$2,558,369.43	\$3,324,502.09
TOTAL SALARIES/BENEFITS	12,194,769.37	\$16,358,860.00	\$4,164,090.63	25.45%	\$12,034,739.25	\$16,143,047.53
Travel and training	39,134.86	\$53,230.00	\$14,095.14	26.48%	\$26,405.59	\$34,365.42
Vehicle allowance, maintenance and repairs	116,783.62	\$180,531.00	\$63,747.38	35.31%	\$96,606.56	\$152,857.61
Utilities and Fuel	217,621.57	\$318,030.00	\$100,408.43	31.57%	\$222,999.48	\$308,492.05
Materials and supplies	198,216.60	\$352,812.00	\$154,595.40	43.82%	\$222,520.47	\$328,067.97
Maintenance and repairs	150,234.07	\$158,680.00	\$8,445.93	5.32%	\$139,981.24	\$187,257.19
Rents and leases	1,214.52	\$2,500.00	\$1,285.48	51.42%	\$1,214.52	\$2,429.04
Taxes and licenses	51,025.00	\$58,200.00	\$7,175.00	12.33%	\$37,477.00	\$39,224.00
Financial expenses	1,898.08	\$2,500.00	\$601.92	24.08%	\$1,913.77	\$2,285.95
Purchased and contracted services	89,198.05	\$161,415.00	\$72,216.95	44.74%	\$86,466.15	\$134,218.19
Transfer to own funds		\$303,000.00	\$303,000.00	100.00%	\$252,500.00	\$322,780.68
Capital expense	9,433.69	\$28,875.00	\$19,441.31	67.33%	\$15,823.42	\$21,118.62
Depreciation		\$0.00	\$0.00		\$0.00	\$373,910.35
Gain/Loss on Disposal of Capital Assets		\$0.00	\$0.00		\$0.00	\$85,517.25
Less: recoverable costs	(32,311.60)	\$0.00	\$32,311.60		(\$32,591.56)	(\$53,340.86)
TOTAL OTHER EXPENSES	842,448.46	\$1,619,773.00	\$777,324.54	47.99%	\$1,071,316.64	\$1,939,183.46
	13,037,217.83	\$17,978,633.00	\$4,941,415.17	27.48%	\$13,106,055.89	\$18,082,230.99
NET (REVENUE)/EXPENDITURE	9,461,306.74	\$13,065,153.00	\$3,603,846.26	27.58%	\$9,708,341.89	\$13,504,482.30

POLICE SERVICES

2015 - THIRD QUARTER ENDED

	YTD	YTD		Percentage	2014	2014
	Actual	Budget	Variance	Budget-Rem	Actual	Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$281,337.76)	(\$338,805.00)	(\$57,467.24)	16.96%	(\$318,102.51)	(\$471,420.02)
Government grants	(630,530.11)	(\$1,487,035.00)	(\$856,504.89)	57.60%	(\$409,259.15)	(\$1,255,471.23)
Contribution from own funds		\$0.00	\$0.00		\$0.00	(\$277,299.28)
Other income	(270,937.93)	\$0.00	\$270,937.93		(\$74,977.28)	(\$94,050.12)
	(1,182,805.80)	(\$1,825,840.00)	(\$643,034.20)	35.22%	(\$802,338.94)	(\$2,098,240.65)
EXPENDITURES						
Salaries	12,962,481.49	\$17,508,465.00	\$4,545,983.51	25.96%	\$13,301,493.78	\$18,115,816.93
Benefits	3,328,030.85	\$4,470,595.00	\$1,142,564.15	25.56%	\$3,296,830.56	\$4,167,933.34
TOTAL SALARIES/BENEFITS	16,290,512.34	\$21,979,060.00	\$5,688,547.66	25.88%	\$16,598,324.34	\$22,283,750.27
Travel and training	205,229.22	\$402,020.00	\$196,790.78	48.95%	\$231,739.18	\$280,334.92
Vehicle allowance, maintenance and repairs	318,537.91	\$422,670.00	\$104,132.09	24.64%	\$356,373.42	\$542,651.84
Utilities and Fuel	278,752.76	\$380,340.00	\$101,587.24	26.71%	\$309,842.69	\$404,675.59
Materials and supplies	438,229.67	\$765,340.00	\$327,110.33	42.74%	\$497,411.48	\$757,903.87
Maintenance and repairs	260,849.73	\$336,825.00	\$75,975.27	22.56%	\$243,178.04	\$297,921.43
Rents and leases	79,578.89	\$117,700.00	\$38,121.11	32.39%	\$59,060.71	\$81,784.09
Taxes and licenses	80,045.75	\$88,000.00	\$7,954.25	9.04%	\$78,681.39	\$97,659.63
Financial expenses	1,211.60	\$0.00	(\$1,211.60)		\$1,174.33	\$1,555.48
Purchased and contracted services	233,446.45	\$490,880.00	\$257,433.55	52.44%	\$421,966.21	\$588,953.68
Transfer to own funds		\$165,000.00	\$165,000.00	100.00%	\$165,000.00	\$165,000.00
Capital expense	442,759.02	\$394,710.00	(\$48,049.02)	(12.17%)	\$445,939.52	\$694,167.01
Depreciation		\$0.00	\$0.00		\$0.00	\$648,162.81
TOTAL OTHER EXPENSES	2,338,641.00	\$3,563,485.00	\$1,224,844.00	34.37%	\$2,810,366.97	\$4,560,770.35
	18,629,153.34	\$25,542,545.00	\$6,913,391.66	27.07%	\$19,408,691.31	\$26,844,520.62
NET (REVENUE)/EXPENDITURE	17,446,347.54	\$23,716,705.00	\$6,270,357.46	26.44%	\$18,606,352.37	\$24,746,279.97

ENGINEERING AND PLANNING

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$843,981.58)	(\$924,215.00)	(\$80,233.42)	8.68%	(\$772,363.95)	(\$879,239.59)
Government grants	(124,711.59)	(\$35,000.00)	\$89,711.59	(256.32%)	(\$75,459.15)	(\$46,381.50)
Contribution from own funds		(\$461,534.00)	(\$461,534.00)	100.00%	\$0.00	(\$424,894.61)
Other income	(2,509.93)	\$0.00	\$2,509.93		(\$2,600.00)	(\$8,365.30)
	(971,203.10)	(\$1,420,749.00)	(\$449,545.90)	31.64%	(\$850,423.10)	(\$1,358,881.00)
EXPENDITURES						
Salaries	2,529,430.54	\$3,508,155.00	\$978,724.46	27.90%	\$2,536,321.14	\$3,461,885.27
Benefits	595,379.28	\$894,360.00	\$298,980.72	33.43%	\$612,366.20	\$789,238.91
TOTAL SALARIES/BENEFITS	3,124,809.82	\$4,402,515.00	\$1,277,705.18	29.02%	\$3,148,687.34	\$4,251,124.18
Travel and training	29,407.65	\$48,430.00	\$19,022.35	39.28%	\$18,311.41	\$31,249.66
Vehicle allowance, maintenance and repairs	41,047.71	\$59,850.00	\$18,802.29	31.42%	\$9,965.80	\$14,263.94
Utilities and Fuel	3,197,735.96	\$5,712,300.00	\$2,514,564.04	44.02%	\$2,919,204.00	\$5,001,857.43
Materials and supplies	147,766.02	\$318,644.00	\$170,877.98	53.63%	\$215,345.25	\$308,731.01
Maintenance and repairs	188,586.42	\$220,000.00	\$31,413.58	14.28%	\$147,120.69	\$220,551.49
Rents and leases		\$100,000.00	\$100,000.00	100.00%	\$100,000.00	\$100,000.00
Financial expenses	496.78	\$500.00	\$3.22	0.64%	(\$166.68)	(\$48.84)
Purchased and contracted services	1,774,323.48	\$3,597,350.00	\$1,823,026.52	50.68%	\$2,590,936.16	\$3,462,193.47
Grants to others	46,118.02	\$0.00	(\$46,118.02)		\$0.00	\$0.00
Transfer to own funds		\$1,340,000.00	\$1,340,000.00	100.00%	\$1,300,000.00	\$1,416,494.14
Capital expense	16,914.03	\$50,500.00	\$33,585.97	66.51%	\$74,143.37	\$17,714.63
Depreciation		\$0.00	\$0.00		\$0.00	\$10,117,866.39
Gain/Loss on Disposal of Capital Assets		\$0.00	\$0.00		\$0.00	\$185.09
TOTAL OTHER EXPENSES	5,442,396.07	\$11,447,574.00	\$6,005,177.93	52.46%	\$7,374,860.00	\$20,691,058.41
	8,567,205.89	\$15,850,089.00	\$7,282,883.11	45.95%	\$10,523,547.34	\$24,942,182.59
NET (REVENUE)/EXPENDITURE	7,596,002.79	\$14,429,340.00	\$6,833,337.21	47.36%	\$9,673,124.24	\$23,583,301.59

PUBLIC WORKS AND TRANSPORTATION

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$4,277,943.96)	(\$7,312,646.00)	(\$3,034,702.04)	41.50%	(\$5,394,385.13)	(\$7,106,378.25)
Government grants	(642,125.41)	(\$1,716,130.00)	(\$1,074,004.59)	62.58%	(\$587,991.15)	(\$1,841,847.70)
Contribution from own funds		(\$163,705.00)	(\$163,705.00)	100.00%	\$0.00	(\$292,066.44)
Other income	(67,632.83)	(\$19,500.00)	\$48,132.83	(246.84%)	(\$87,118.59)	(\$149,681.08)
	(4,987,702.20)	(\$9,211,981.00)	(\$4,224,278.80)	45.86%	(\$6,069,494.87)	(\$9,389,973.47)
EXPENDITURES						
Salaries	14,821,730.80	\$19,723,669.00	\$4,901,938.20	24.85%	\$14,461,596.33	\$19,371,947.66
Benefits	4,103,586.94	\$5,882,576.00	\$1,778,989.06	30.24%	\$4,238,144.78	\$5,407,015.21
TOTAL SALARIES/BENEFITS	18,925,317.74	\$25,606,245.00	\$6,680,927.26	26.09%	\$18,699,741.11	\$24,778,962.87
Travel and training	43,700.64	\$98,055.00	\$54,354.36	55.43%	\$32,781.32	\$49,858.31
Vehicle allowance, maintenance and repairs	2,624,724.13	\$3,015,611.55	\$390,887.42	12.96%	\$2,757,561.93	\$3,630,980.01
Utilities and Fuel	2,184,869.55	\$2,880,515.00	\$695,645.45	24.15%	\$2,618,994.06	\$3,544,872.26
Materials and supplies	2,621,984.25	\$3,799,881.00	\$1,177,896.75	31.00%	\$2,418,863.24	\$3,703,654.01
Maintenance and repairs	219,720.22	\$366,850.00	\$147,129.78	40.11%	\$231,346.45	\$356,768.11
Taxes and licenses	237,383.51	\$339,260.00	\$101,876.49	30.03%	\$239,145.94	\$259,071.95
Financial expenses	7,952.51	\$9,725.00	\$1,772.49	18.23%	\$6,818.62	\$8,783.39
Purchased and contracted services	2,404,785.89	\$3,488,190.00	\$1,083,404.11	31.06%	\$2,368,151.25	\$3,400,827.56
Transfer to own funds	1,035,232.11	\$2,480,715.00	\$1,445,482.89	58.27%	\$1,360,624.70	\$2,724,576.58
Capital expense	5,909.01	\$15,020.00	\$9,110.99	60.66%	\$3,142.96	\$4,390.64
Less: recoverable costs	(260,509.16)	(\$220,130.00)	\$40,379.16	(18.34%)	(\$227,444.38)	(\$442,946.52)
TOTAL OTHER EXPENSES	11,125,752.66	\$16,273,692.55	\$5,147,939.89	31.63%	\$11,809,986.09	\$17,240,836.30
	30,051,070.40	\$41,879,937.55	\$11,828,867.15	28.24%	\$30,509,727.20	\$42,019,799.17
NET (REVENUE)/EXPENDITURE	25,063,368.20	\$32,667,956.55	\$7,604,588.35	23.28%	\$24,440,232.33	\$32,629,825.70
Operations						
Winter Control: Roadways and Sidewalks	5,387,455.58	6,472,150.00	1,084,694.42	16.76%		
Sanitary Sewers	1,588,444.44	1,531,100.00	(57,344.44)	(3.75%)		
Storm Sewers	506,442.29	542,525.00	36,082.71	6.65%		
Roadways and Sidewalks	2,120,111.01	3,250,517.00	1,130,405.99	34.78%		
Supervision and Overhead	2,264,512.54	3,070,440.00	805,927.46	26.25%		
	11,866,965.86	14,866,732.00	2,999,766.14	20.18%		
Traffic & Communications	1,353,874.07	1,696,775.00	342,900.93	20.21%		
Carpentry	416,336.53	681,030.00	264,693.47	38.87%		
Administration	1,218,179.69	1,689,990.00	471,810.31	27.92%		
Buildings & Equipment	942,609.21	1,958,455.00	1,015,845.79	51.87%		
Waste Management	1,905,401.78	2,448,706.00	543,304.22	22.19%		
Parks	2,311,123.74	2,935,890.00	624,766.26	21.28%		
Cemetery	200,925.64	0.00	(200,925.64)	.00%		
School Guards	163,012.77	281,790.00	118,777.23	42.15%		
Transit	4,586,842.92	5,912,304.00	1,325,461.08	22.42%		
Parking	98,095.99	196,285.00	98,189.01	50.02%		

COMMUNITY SERVICES DEPARTMENT

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem 25%	2014 Actual YTD TO: September	2014 Actual Year
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$3,755,411.36)	(\$5,002,228.00)	(\$1,246,816.64)	24.93%	(\$3,741,413.52)	(\$5,204,172.53)
Government grants	(132,599.77)	(\$104,180.00)	\$28,419.77	(27.28%)	(\$107,491.92)	(\$192,234.01)
Contribution from own funds		\$0.00	\$0.00		\$0.00	(\$3,879.44)
Other income	(30,421.30)	(\$41,320.00)	(\$10,898.70)	26.38%	(\$37,661.28)	(\$60,652.17)
	(3,918,432.43)	(\$5,147,728.00)	(\$1,229,295.57)	23.88%	(\$3,886,566.72)	(\$5,460,938.15)
EXPENDITURES						
Salaries	4,049,343.76	\$5,457,522.00	\$1,408,178.24	25.80%	\$3,834,818.39	\$5,303,020.24
Benefits	766,303.67	\$1,060,745.00	\$294,441.33	27.76%	\$770,987.17	\$994,951.11
TOTAL SALARIES/BENEFITS	4,815,647.43	\$6,518,267.00	\$1,702,619.57	26.12%	\$4,605,805.56	\$6,297,971.35
Travel and training	3,793.88	\$14,935.00	\$11,141.12	74.60%	\$7,536.64	\$9,618.03
Vehicle allowance, maintenance and repairs	2,417.94	\$7,835.00	\$5,417.06	69.14%	\$1,942.10	\$3,171.84
Utilities and Fuel	962,628.63	\$1,340,385.00	\$377,756.37	28.18%	\$856,654.00	\$1,387,785.10
Materials and supplies	190,681.93	\$369,110.00	\$178,428.07	48.34%	\$237,101.00	\$317,927.76
Maintenance and repairs	622,837.91	\$866,445.00	\$243,607.09	28.12%	\$581,198.09	\$847,022.66
Program expenses	65,719.12	\$121,200.00	\$55,480.88	45.78%	\$100,684.06	\$198,443.00
Goods for resale	420,168.60	\$618,175.00	\$198,006.40	32.03%	\$385,195.65	\$557,242.75
Rents and leases	10,085.72	\$10,250.00	\$164.28	1.60%	\$10,118.58	\$10,118.58
Taxes and licenses	765.13	\$1,360.00	\$594.87	43.74%	\$1,606.24	\$1,606.24
Financial expenses	43,239.91	\$36,970.00	(\$6,269.91)	(16.96%)	\$60,126.06	\$87,261.35
Purchased and contracted services	151,763.29	\$220,650.00	\$68,886.71	31.22%	\$146,545.86	\$194,965.60
Grants to others	1,840.65	\$14,000.00	\$12,159.35	86.85%	\$6,239.59	\$12,066.09
Transfer to own funds	500.00	\$82,715.00	\$82,215.00	99.40%	\$15,000.00	\$116,953.78
Capital expense	29,267.67	\$42,205.00	\$12,937.33	30.65%	\$21,207.22	\$50,160.36
Depreciation		\$0.00	\$0.00		\$0.00	\$1,677,975.45
TOTAL OTHER EXPENSES	2,505,710.38	\$3,746,235.00	\$1,240,524.62	33.11%	\$2,431,155.09	\$5,472,318.59
	7,321,357.81	\$10,264,502.00	\$2,943,144.19	28.67%	\$7,036,960.65	\$11,770,289.94
NET (REVENUE)/EXPENDITURE	3,402,925.38	\$5,116,774.00	\$1,713,848.62	33.49%	\$3,150,393.93	\$6,309,351.79
Recreation & Culture	977,695.84	1,452,237.00	474,541.16	32.68%		
Community Centres						
John Rhodes Community Centre	922,484.93	1,359,020.00	436,535.07	32.12%		
McMeeken Centre	102,008.59	141,560.00	39,551.41	27.94%		
Essar Centre	48,494.46	530,790.00	482,295.54	90.86%		
Northern Community Centre	(42,813.98)	(67,200.00)	(24,386.02)	36.29%		
Outdoor Pools/Concessions	115,296.87	111,370.00	(3,926.87)	(3.53%)		
Administration	630,949.11	916,570.00	285,620.89	31.16%		
	1,776,419.98	2,992,110.00	1,215,690.02	40.63%		
Daycare	333,117.69	177,067.00	(156,050.69)	(88.13%)		
Administration	315,691.87	495,360.00	179,668.13	36.27%		

SOCIAL SERVICES DEPARTMENT

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$6,585,538.13)	(\$8,871,948.00)	(\$2,286,409.87)	25.77%	(\$6,465,289.71)	(\$8,405,807.81)
Government grants	(198,320.00)	(\$187,310.00)	\$11,010.00	(5.88%)	(\$243,180.00)	(\$401,494.00)
Contribution from own funds		\$0.00	\$0.00		\$0.00	(\$1,253.52)
Other income		\$0.00	\$0.00		\$0.00	(\$2,275.00)
	(6,783,858.13)	(\$9,059,258.00)	(\$2,275,399.87)	25.12%	(\$6,708,469.71)	(\$8,810,830.33)
EXPENDITURES						
Salaries	4,488,335.92	\$6,069,610.00	\$1,581,274.08	26.05%	\$4,357,961.74	\$5,869,437.23
Benefits	1,116,891.37	\$1,592,850.00	\$475,958.63	29.88%	\$1,087,259.61	\$1,496,053.67
TOTAL SALARIES/BENEFITS	5,605,227.29	\$7,662,460.00	\$2,057,232.71	26.85%	\$5,445,221.35	\$7,365,490.90
Travel and training	22,805.47	\$83,850.00	\$61,044.53	72.80%	\$28,743.06	\$35,380.50
Vehicle allowance, maintenance and repairs	6,457.44	\$18,200.00	\$11,742.56	64.52%	\$7,578.90	\$9,559.97
Utilities and Fuel	21,328.94	\$33,364.00	\$12,035.06	36.07%	\$21,161.64	\$27,554.46
Materials and supplies	182,340.34	\$326,360.00	\$144,019.66	44.13%	\$176,291.24	\$240,318.72
Maintenance and repairs	1,062.93	\$18,600.00	\$17,537.07	94.29%	\$11,144.64	\$11,472.32
Rents and leases	181,901.22	\$188,036.00	\$6,134.78	3.26%	\$176,604.70	\$205,519.98
Purchased and contracted services	59,346.24	\$147,580.00	\$88,233.76	59.79%	\$88,634.59	\$114,596.52
Grants to others	12,463,120.17	\$16,411,434.00	\$3,948,313.83	24.06%	\$16,811,767.00	\$16,850,380.50
Transfer to own funds		\$0.00	\$0.00		\$0.00	\$40,977.58
Capital expense	49,417.35	\$130,260.00	\$80,842.65	62.06%	\$40,124.05	\$59,732.40
TOTAL OTHER EXPENSES	12,987,780.10	\$17,357,684.00	\$4,369,903.90	25.18%	\$17,362,049.82	\$17,595,492.95
	18,593,007.39	\$25,020,144.00	\$6,427,136.61	25.69%	\$22,807,271.17	\$24,960,983.85
NET (REVENUE)/EXPENDITURE	11,809,149.26	\$15,960,886.00	\$4,151,736.74	26.01%	\$16,098,801.46	\$16,150,153.52

LEVY BOARDS - ALGOMA PUBLIC HEALTH

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	TD TO: Septembe	Year
REVENUE						
=====	=====	=====	=====	=====	=====	=====
EXPENDITURES						
-----	-----	-----	-----	-----	-----	-----
Grants to others	\$1,700,431.50	\$2,301,477.00	\$601,045.50	26.12%	\$2,198,770.00	\$2,198,770.00
TOTAL OTHER EXPENSES	1,700,431.50	2,301,477.00	\$601,045.50	26.12%	\$2,198,770.00	\$2,198,770.00
-----	-----	-----	-----	-----	-----	-----
	1,700,431.50	\$2,301,477.00	\$601,045.50	26.12%	\$2,198,770.00	\$2,198,770.00
=====	=====	=====	=====	=====	=====	=====
NET (REVENUE)/EXPENDITURE	1,700,431.50	\$2,301,477.00	\$601,045.50	26.12%	\$2,198,770.00	\$2,198,770.00

OUTSIDE AGENCIES

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges		\$0.00	\$0.00		\$0.00	(\$2,386.00)
Government grants	(101,915.40)	\$0.00	\$101,915.40		(\$35,971.00)	(\$100,090.36)
	(101,915.40)	\$0.00	\$101,915.40		(\$35,971.00)	(\$102,476.36)
EXPENDITURES						
Materials and supplies	11,292.42	\$0.00	(\$11,292.42)		\$0.00	\$0.00
Purchased and contracted services	5.94	\$0.00	(\$5.94)		\$0.00	\$0.00
Grants to others	3,696,427.85	\$4,391,135.00	\$694,707.15	15.82%	\$3,435,915.50	\$4,477,451.27
Transfer to own funds		\$80,000.00	\$80,000.00	100.00%	\$80,000.00	\$80,000.00
Less: recoverable costs		\$0.00	\$0.00		(\$65,692.05)	(\$95,224.42)
TOTAL OTHER EXPENSES	3,707,726.21	\$4,471,135.00	\$763,408.79	17.07%	\$3,450,223.45	\$4,462,226.85
	3,707,726.21	\$4,471,135.00	\$763,408.79	17.07%	\$3,450,223.45	\$4,462,226.85
NET (REVENUE)/EXPENDITURE	3,605,810.81	\$4,471,135.00	\$865,324.19	19.35%	\$3,414,252.45	\$4,359,750.49

OUTSIDE AGENCIES-OTHER

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	<i>YTD TO: September</i>	<i>Year</i>
REVENUE						
Fees and user charges	(\$158,054.82)	(\$200,000.00)	(\$41,945.18)	20.97%	<i>(\$150,000.00)</i>	<i>(\$191,945.18)</i>
Contribution from own funds		(\$100,000.00)	(\$100,000.00)	100.00%	<i>(\$107,755.05)</i>	<i>(\$107,755.05)</i>
Other income		\$0.00	\$0.00		<i>(\$563.34)</i>	<i>(\$563.34)</i>
	(158,054.82)	(\$300,000.00)	(\$141,945.18)	47.32%	<i>(\$258,318.39)</i>	<i>(\$300,263.57)</i>
EXPENDITURES						
Materials and supplies	131,829.69	\$300,000.00	\$168,170.31	56.06%	<i>\$258,318.39</i>	<i>\$288,481.12</i>
Grants to others	1,598,609.41	\$1,902,470.00	\$303,860.59	15.97%	<i>\$1,729,607.90</i>	<i>\$2,068,104.80</i>
Transfer to own funds		\$0.00	\$0.00		<i>\$0.00</i>	<i>\$11,782.46</i>
TOTAL OTHER EXPENSES	1,730,439.10	\$2,202,470.00	\$472,030.90	21.43%	<i>\$1,987,926.29</i>	<i>\$2,368,368.38</i>
	1,730,439.10	\$2,202,470.00	\$472,030.90	21.43%	<i>\$1,987,926.29</i>	<i>\$2,368,368.38</i>
NET (REVENUE)/EXPENDITURE	1,572,384.28	\$1,902,470.00	\$330,085.72	17.35%	<i>\$1,729,607.90</i>	<i>\$2,068,104.81</i>

ECONOMIC DIVERSIFICATION PROJECTS

2015- THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	<i>YTD TO: September</i>	<i>Year</i>
REVENUE						
Contribution from own funds	\$44,040.34	\$0.00	(\$44,040.34)		(\$500,000.00)	(\$735,064.45)
Other income		\$0.00	\$0.00		(\$5,000.00)	(\$5,000.00)
	44,040.34	\$0.00	(\$44,040.34)		(\$505,000.00)	(\$740,064.45)
EXPENDITURES						
Materials and supplies	79,839.80	\$0.00	(\$79,839.80)		\$592,995.35	\$740,064.45
Transfer to own funds		\$500,000.00	\$500,000.00	100.00%	\$500,000.00	\$500,000.00
TOTAL OTHER EXPENSES	79,839.80	\$500,000.00	\$420,160.20	84.03%	\$1,092,995.35	\$1,240,064.45
	79,839.80	\$500,000.00	\$420,160.20	84.03%	\$1,092,995.35	\$1,240,064.45
NET (REVENUE)/EXPENDITURE	123,880.14	\$500,000.00	\$376,119.86	75.22%	\$587,995.35	\$500,000.00

CORPORATE FINANCIAL

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Taxation	(\$104,411,017.91)	(104,478,366.00)	(67,348.09)	0.06%	(103,533,399.90)	(102,652,835.98)
Payment in Lieu of taxes	(4,222,072.91)	(\$4,325,515.00)	(\$103,442.09)	2.39%	(\$4,198,130.32)	(\$4,345,785.80)
Fees and user charges	(9,352,845.20)	(\$17,800,000.00)	(\$8,447,154.80)	47.46%	(\$7,580,325.69)	(\$15,880,086.19)
Government grants	(12,183,450.00)	(\$16,244,600.00)	(\$4,061,150.00)	25.00%	(\$12,933,525.00)	(\$17,244,700.00)
Interest and Investment income	(3,450,690.90)	(\$4,305,000.00)	(\$854,309.10)	19.84%	(\$3,599,927.63)	(\$6,185,581.71)
Contribution from own funds	(105,584.74)	(\$105,585.00)	(\$0.26)	0.00%	\$0.00	(\$15,130.84)
Other income	(840,446.81)	(\$1,300,000.00)	(\$459,553.19)	35.35%	(\$647,674.18)	(\$2,199,483.54)
Prior year surplus		(\$3,516,847.00)	(\$3,516,847.00)	100.00%	(\$3,620,054.00)	(\$3,620,054.00)
	(134,566,108.47)	(\$152,075,913.00)	(\$17,509,804.53)	11.51%	(\$136,113,036.72)	(\$152,143,658.06)
EXPENDITURES						
Salaries	75.00	\$0.00	(\$75.00)		\$0.00	\$0.00
Benefits	24,000.00	\$20,000.00	(\$4,000.00)	(20.00%)	\$24,000.00	\$32,000.00
TOTAL SALARIES/BENEFITS	24,075.00	\$20,000.00	(\$4,075.00)	(20.38%)	\$24,000.00	\$32,000.00
Materials and supplies	56,048.40	\$360,516.00	\$304,467.60	84.45%	\$247,835.19	\$280,075.92
Financial expenses		\$0.00	\$0.00		\$0.00	\$17,316.13
Purchased and contracted services	20,936.29	\$40,000.00	\$19,063.71	47.66%	\$28,728.40	\$41,302.02
Grants to others	863.72	\$900.00	\$36.28	4.03%	\$693,863.72	\$693,863.72
Transfer to own funds		\$17,393,752.00	\$17,393,752.00	100.00%	\$1,901,580.00	\$13,253,053.90
TOTAL OTHER EXPENSES	77,848.41	\$17,795,168.00	\$17,717,319.59	99.56%	\$2,872,007.31	\$14,285,611.69
	101,923.41	\$17,815,168.00	\$17,713,244.59	99.43%	\$2,896,007.31	\$14,317,611.69
NET (REVENUE)/EXPENDITURE	(134,464,185.06)	(\$134,260,745.00)	\$203,440.06	(0.15%)	(\$133,217,029.41)	(\$137,826,046.37)

CAPITAL LEVY AND LONG TERM DEBT

2015 - THIRD QUARTER ENDED

	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :				25%	YTD TO: September	Year
REVENUE						
Fees and user charges	(\$248,591.76)	(\$350,000.00)	(\$101,408.24)	28.97%	(\$268,581.44)	(\$372,956.40)
	(248,591.76)	(\$350,000.00)	(\$101,408.24)	28.97%	(\$268,581.44)	(\$372,956.40)
EXPENDITURES						
Long term debt	1,715,563.29	\$2,230,331.00	\$514,767.71	23.08%	\$2,859,507.62	\$2,877,272.81
Transfer to own funds		\$6,269,280.00	\$6,269,280.00	100.00%	\$6,923,185.00	\$6,901,491.16
TOTAL OTHER EXPENSES	1,715,563.29	\$8,499,611.00	\$6,784,047.71	79.82%	\$9,782,692.62	\$9,778,763.97
	1,715,563.29	\$8,499,611.00	\$6,784,047.71	79.82%	\$9,782,692.62	\$9,778,763.97
NET (REVENUE)/EXPENDITURE	1,466,971.53	\$8,149,611.00	\$6,682,639.47	82.00%	\$9,514,111.18	\$9,405,807.57



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Nicholas J. Apostle

DEPARTMENT: Community Services Department

RE: Essar Centre – Arena Glass

PURPOSE

The purpose of this report is to advise Council of changes to arena glass systems.

As a result of these changes staff is recommending retrofitting the Essar Centre arena glass system to an acrylic system with funding being allocated from the Essar Centre Enhancement Project budget.

BACKGROUND

The Essar Centre presently has a tempered glass system. It is an excellent product from the spectators' point of view. When in place it is easy to maintain however, it weighs a considerable amount and is therefore cumbersome to handle when the arena has to change-over to a concert or event configuration.

The arena glass is removed and replaced several times during the year in order to accommodate special events/concerts. There are safety issues associated with this process as well as an increase in glass breakage.

The present system is compliant with Ontario Hockey League (OHL) standards. The Soo Greyhounds are an OHL member team.

The National Hockey League has mandated that their arenas, and any arenas that host pre-season games, have the following in place:

- acrylic glass throughout the arena
- curved acrylic panels attached to an “energy-managing sleeve” at termination points
- recessed and padded termination posts that are attached only to glass that is perpendicular to the boards

ANALYSIS

Although the acrylic glass system is not presently required by the Ontario Hockey League/Soo Greyhounds, we have been advised that it will be in the very near future and possibly as early as next season.

The improvements associated with acrylic glass are:

- Flexible and “forgiving” for increased player safety and comfort
- Outstanding impact resistance for increased safety – does not shatter like glass
- Enhanced optical performance for improved spectator viewing
- Abrasion resistant for less marring
- Weighs 100 lbs less per pane than glass
- Faster changeovers save time and reduce costs by 50% or more
- Easy to clean with commercial cleaners
- Simple on site fabrication for camera portals and rink entrances

In addition, the “energy-managing sleeve”, increases player safety. (*See photo attached*)

Sport tourism is a substantial revenue generator for the Essar Centre and the City in general. Replacing the existing glass system with the acrylic arena glass and the “energy-managing sleeve” will ensure we are able to bid/host professional national and international hockey events.

The World Under-17 Hockey Challenge will be held at the Essar Centre from October 28 to November 6, 2016. Although the acrylic glass system is not a requirement for this event, it certainly will provide enhanced player safety.

IMPACT

A cost to supply acrylic glass and the “energy-management sleeve” was obtained from a supplier and is estimated to cost between \$80,000 \$90,000. Installation would be done by arena staff.

There is approximately \$120,000 remaining in a recent Essar Centre project (Essar Centre Enhancements) budget that was established to fund items related to hosting events.

STRATEGIC PLAN

This matter 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 23, 2015, concerning installation of an acrylic glass system, at the Essar Centre, to NHL standards, be received and that the estimated cost of between \$80,000 and \$90,000 be allocated from the previous Essar Centre Enhancement Project budget, be approved.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'N. Apostle', written in a cursive style.

Nicholas J. Apostle
Commissioner, Community Services

'energy management sleeve'





COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Catherine Taddo, P. Eng, Land Development and Environmental Engineer

DEPARTMENT: Engineering and Planning Department

RE: Wastewater Advisory Services Engineering Agreement

PURPOSE

The purpose of this report is to request Council Approval for extension to an annual Engineering Agreement for purposes of wastewater advisory services.

BACKGROUND

Ongoing advisory services are required for SCADA and process issues that arise at the treatment plants, seven large pump stations, and nineteen small pump stations. At the Council meeting of February 7, 2011 an Advisory Services Engineering Agreement was approved with AECOM, with an annual renewal for a period of five years. An annual allowance of \$50,000 was approved and is funded through the sanitary sewer surcharge account. The existing Agreement will expire at the end of 2015.

ANALYSIS

There is a continuing requirement for specialized engineering assistance related to operational matters based on the complexity of the wastewater system and ongoing and changing regulatory obligations. The specialized involvement is required for both operations, and SCADA issues, as follows:

- **Operations:** The PWT Department maintains the City's sanitary sewer pipes and operates and maintains nineteen small pump stations, whereas the PUC operates and maintains the City's seven large pump stations, including the sanitary sewer overflow tank, and two treatment plants. Ongoing specialized engineering assistance is required for both the PWT and PUC operated sites. AECOM historically has designed and administered the construction of the bulk of our pump and treatment facilities. Their wastewater experts, both locally and globally, have a strong knowledge of our system.

- **SCADA:** The City's supervisory control and data acquisition system (SCADA) was also recently upgraded and programmed through AECOM to a wide area network, which incorporates all pump stations and treatment plants. This system requires continual monitoring and programming modifications as operational challenges and potential improvements are identified.

IMPACT

It is recommended that the AECOM Engineering Advisory Services contract be extended for an additional year with an allowance of \$50,000 excluding HST, to be funded through the sanitary sewer surcharge budget. Subject to approval, it is proposed to be included in the 2016 budget. It is intended that the Agreement renewal for subsequent years be revisited following the completion of the procurement process evaluation, which is anticipated to be completed in the spring of 2016. Any further renewals will follow the recommendations of the assessment.

STRATEGIC PLAN

The Advisory Services Agreement, although not specifically mentioned in the Strategic Plan, is linked to Strategic Direction1: Developing Solid Infrastructure.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Land Development and Environmental Engineer dated 2015 11 23 concerning the Advisory Services Engineering Agreement be received, and that AECOM be retained for an additional one year period with an allowance of \$50,000.

By-law 2015-209 appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,



Catherine Taddo, P. Eng.
Land Development and
Environmental Engineer

Recommended for approval



Jerry Dolcetti, RPP
Commissioner of Engineering and
Planning



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Elliott, Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

RE: Bay Street EA – Notice of Completion

PURPOSE

The purpose of this report is to advise Council that the environmental assessment (EA) for Bay Street between Andrew Street and Pim Street has been completed. It is recommended for receipt.

BACKGROUND

When the Transportation Corridor, Carmen's Way was opened in 2006, the majority of commercial traffic was diverted from Bay Street. In the 2011-1015 approved capital plan, Bay Street was identified as a candidate for resurfacing. Given that commercial traffic volume was so greatly reduced, and resurfacing was required, staff recommended an EA be completed to determine if there was still a need for four lanes on Bay Street. At the 2013 11 18 meeting, Council entered into an agreement with Kresin Engineering to complete an EA to establish the lane configuration for Bay between Andrew and Pim Streets.

ANALYSIS

A Class C municipal environmental assessment was carried out, including two open houses for public consultation. The following alternatives were thoroughly evaluated:

- 1. Maintain existing conditions (do nothing)
- 2. Reduce Bay Street to 3 lanes and incorporate a contraflow bike lane
- 2A: Reduce Bay Street to 3 lanes and incorporate a multi-use path
- 3: Reduce Bay Street to 2 lanes and incorporate a multi-use path
- 3A: Reduce Bay Street to 2 lanes and incorporate a contra-flow bike lane
- 3B: Reduce Bay Street to 2 lanes and an off-road contra-flow bike path

Bay Street EA – Notice of Completion

2015 11 23

Page 2.

The EA has determined that the preferred solution is alternative 2A, - reduce Bay Street to three lanes and incorporate a multi-use path on the resulting wider south boulevard.

At this time, in accordance with the environmental assessment process, a Notice of Completion will be published identifying the preferred alternative. There is a 30 day period after publication during which an individual or agency can submit a request for a Part II Order to the province for a full environmental assessment. If no such request is received, the City may proceed with the project when the funds are in place. The Environmental Study Report will be available for viewing on the City web site on-line at www.saultstemarie.ca/BayStreetEA.

IMPACT

The most recent cost estimate to implement the preferred alternative is \$3.1M. The City has \$1.7M in the 2015 capital budget for Bay Street. Council is aware that an expression of interest was submitted for \$2M in funding for Bay Street under the application based portion of the Ontario Community Infrastructure Fund (OCIF). We have received an unfavourable response to the expression of interest so there will be no OCIF funds available for this project. Construction in 2016 is dependent on capital funding.

STRATEGIC PLAN

Road improvements are linked to the Transportation Network Improvements objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering Services of 2015 11 23 concerning the Notice of Completion for the Bay Street environmental assessment be accepted as information.

Respectfully submitted,



Don Elliott, P. Eng.
Director of Engineering Services

Recommended for approval



Jerry Dolcetti, RPP
Commissioner of Engineering and
Planning



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Carl Rumiel, P. Eng., Design & Construction Engineer

DEPARTMENT: Engineering and Planning Department

RE: Fort Creek Aqueduct John Street Diversion – Revised Engineering Agreement

PURPOSE

The purpose of this report is to request Council approval to amend an engineering agreement between STEM Engineering and the City.

BACKGROUND

At the 2015 09 28 meeting, Council provided approval to enter into agreements with engineering consultants for engineering services for the 2016 Capital Construction Program.

By-law 2015-178 authorized entering into an agreement with STEM Engineering for the Fort Creek Aqueduct John Street Diversion – Albert Street to Wellington Street for an estimated cost of \$496,800.

ANALYSIS

Through a misunderstanding between STEM and the City, the report recommending approval was incorrect. The limits of the project should have been from Albert to Cathcart, not Albert to Wellington and the estimated cost should have been \$452,545, not \$496,800.

IMPACT

The impact of this change is that the 2016 allocation for engineering on this project will change from \$496,800 to \$452,545. Further, the limits of the project will be reduced to include work between Albert Street and Cathcart Street.

The Fort Creek Aqueduct John Street Diversion is a two year project and will be covered within the Small Communities Fund (SCF) portion of the Build Canada Fund for the reconstruction of the Fort Creek Aqueduct which includes the City, the province and the federal government each contributing \$10.42M.

STRATEGIC PLAN

Improvements to our roads and infrastructure within our roads, is linked to Objective 1B, Transportation Network Improvements under the Developing Solid Infrastructure Strategic Direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Design and Construction Engineer dated 2015 11 23 be accepted and that Council repeals by-law 2015-178 which authorized the execution of the agreement with STEM Engineering for the Fort Creek Aqueduct John Street Diversion- Albert Street to Wellington Street.

Bylaws 2015-214 authorizing the execution of the revised agreement can be found elsewhere on this evening's agenda.

Respectfully submitted,



Carl Rumiel, P. Eng.
Design & Construction Engineer

Recommended for approval



Jerry Dolcetti, RPP
Commissioner

/ac

Attach.



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: Property Declared Surplus – 253 and 193 Anna Street

PURPOSE

The purpose of this report is to recommend to Council that the property described as PIN 31504-0351 (LT) JEAN AV PL H436 RANKIN LOCATION/TARENTORUS; SAULT STE. MARIE, being civic 193 Anna Street, and PIN 31504-0439 (LT) COREY AV PL H436 RANKIN LOCATION/TARENTORUS; SAULT STE. MARIE, being civic 253 Anna Street be declared as surplus and offered for sale by the City in accordance with the City's policy for the disposition of land.

ATTACHMENT

Attached as Schedule "A" is a drawing of the property, with civic 193 Anna Street shown as "Subject Property."

Attached as Schedule "B" is a drawing of the property, with civic 253 Anna Street shown as "Subject Property."

BACKGROUND

The Legal Department was contacted by Mike Cristillo with a request to ascertain if the City's property at 193 and 253 Anna Street could be declared surplus. The request was circulated to various City departments for comments.

All departments circulated, which included Engineering and Planning, Building, and Department of Public Works and Transportation had no concerns in declaring the Subject Property surplus and made available for sale.

The Sault Ste. Marie Region Conservation Authority advised that the subject property 253 Anna Street is under the consideration of the Sault Ste. Marie Region Source Protection Plan as it is within the WHPA-C (5 Year Capture Zone) and will require a review by the Risk Management Official.

ANALYSIS

If Council declares the Subject Properties surplus, the property will be advertised once in the Sault Star and also appear on the City's web page.

IMPACT

If the City decides to dispose of the Subject Properties 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:

By-law 2015-215 being a by-law to declare the City owned property described as PIN 31504-0351 (LT) JEAN AV PL H436 RANKIN LOCATION/TARENTORUS; SAULT STE. MARIE, being civic 193 Anna Street, and PIN 31504-0439 (LT) COREY AV PL H436 RANKIN LOCATION/TARENTORUS; SAULT STE. MARIE, being civic 253 Anna Street as surplus to the City's needs and to authorize the disposition of the said properties in accordance with the City's policy for the disposition of land appears elsewhere on the Agenda and is recommended for approval.

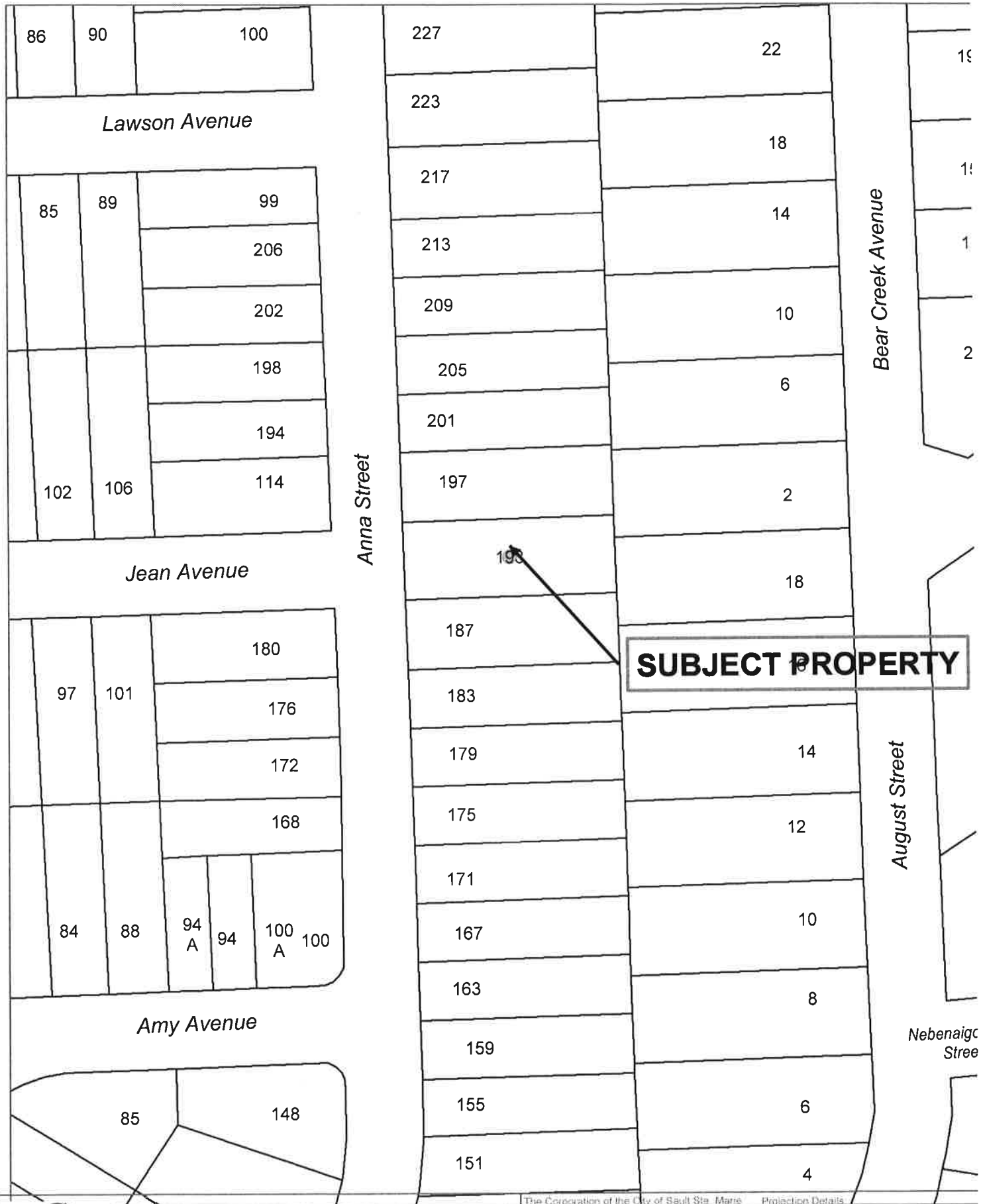
Respectfully submitted,



Nuala Kenny
City Solicitor

NK/md
Attachment

\\citydata\LegalDept\Legal\Staff\COUNCIL REPORTS\2015\Property Declared Surplus - 253 and 193 Anna Street.docx



193 ANNA STREET

SCHEDULE A

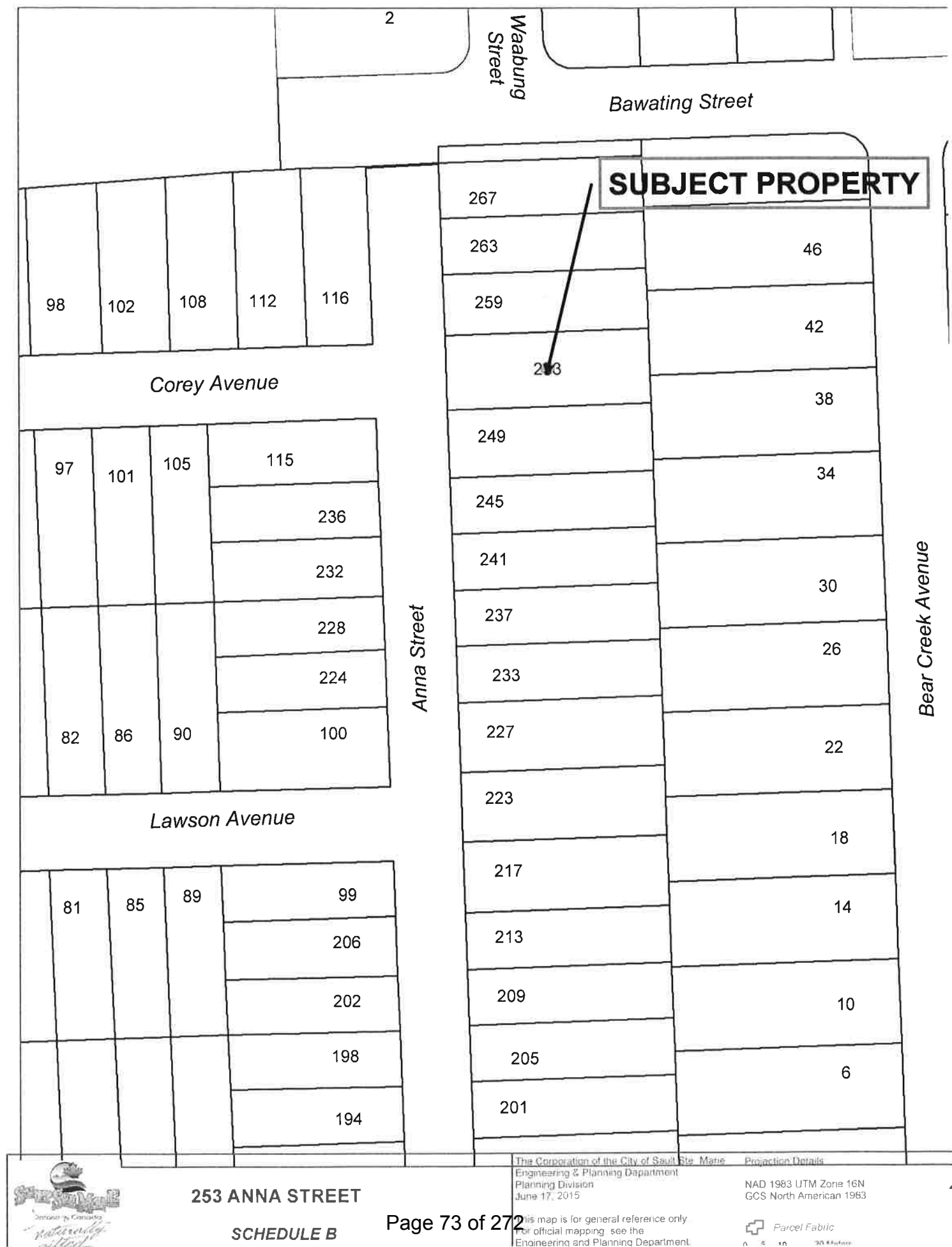
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The Corporation of the City of Sault Ste. Marie
Engineering & Planning Department
Planning Division
June 17, 2015

Projection Details
NAD 1983 UTM Zone 16N
GCS North American 1983

This map is for general reference only
For official mapping, see the
Engineering and Planning Department

Parcel Fabric
1:10,000





COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nuala Kenny, City Solicitor
DEPARTMENT: Legal Department
RE: Lane Closing Application – Elkins Subdivision

PURPOSE

The purpose of this report is to seek Council's approval to close and convey a lane in the Elkins Subdivision, Plan 7882.

BACKGROUND

The Legal Department received a petition to close and convey part of the public lane described as:

PART PIN 31578-0199 PART LANE PLAN 7545 ST. MARY'S.

The request was circulated to various City departments for their comments.

There were no objections received.

ATTACHMENT

Attached as Schedule "A" is a copy of a portion of Map 15, showing the lane as "Subject Property".

ANALYSIS

Not Applicable

IMPACT

There is no significant financial impact associated with this matter.

STRATEGIC PLAN

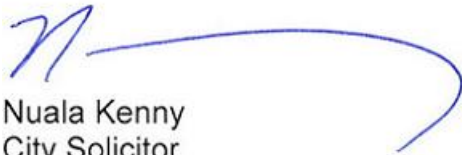
Not Applicable

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2015-210 being a by-law to assume the lane for public use and establish it as a public lane and By-law 2015-211 being a by-law to stop up, close and authorize the conveyance of the lane have been prepared for your consideration and appear elsewhere on the Agenda. These by-laws are recommended for your approval. By-law 2015-211 is before Council for the first and second reading this evening.

Respectfully submitted,

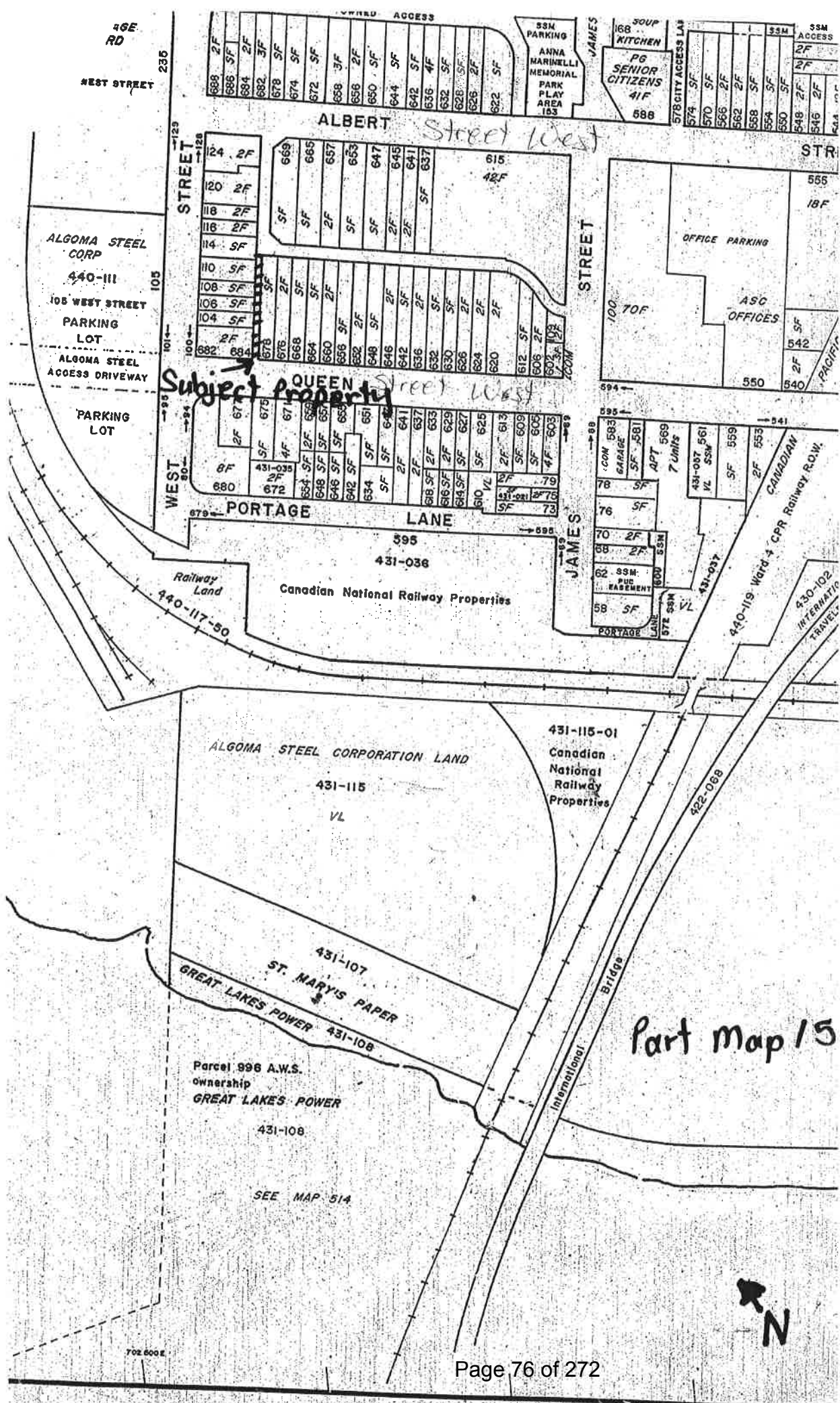


Nuala Kenny
City Solicitor

NK/da

Attachment

LEGAL\STAFF\COUNCIL REPORTS\2015\LANE CLOSING APPLICATION - ELKINS SUBDIVISION MAP 15.DOCX





COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Don McConnell, MCIP, RPP, Planning Director
DEPARTMENT: Engineering and Planning Department
RE: Heritage Conservation Districts

PURPOSE

The purpose of this report is to provide City Council with information and a recommendation on the feasibility of designating heritage conservation districts in the community.

BACKGROUND

On March 3, 2015 City Council passed the following Resolution:

“Whereas City Council recently dealt with an engineering matter that revealed the absence of a Heritage Designation Planning Policy for identified districts or neighbourhoods within the City; and;

Whereas the Ontario Heritage Act enables municipalities to designate the whole or any part of a community as a heritage conservation district to protect and enhance groups of properties or neighbourhoods that collectively give an area special character;

Now therefore be it resolved that the City Planning Department be requested to report back to City Council and:

1. Provide information as to the process involved to designate a neighbourhood;
2. Outline any additional costs to introduce this policy into the City planning process;
3. Consult with the Municipal Heritage Committee appointed by City Council as to the value in adding this step to our planning process.”

This report provides information on the feasibility and requirements of using the Ontario Heritage Act to designate heritage conservation districts and makes

recommendations concerning a policy based approach to this issue. This report was prepared in consultation with the Municipal Heritage Committee and city staff.

ANALYSIS

A heritage district is generally defined as an area that has one or more special characteristics which warrants preservation. These characteristics may include:

- a definable area,
- age of buildings,
- history of the area – time period in the nature of development,
- lot sizes and layout including yard setbacks,
- building style and materials,
- streetscape features including road widths, laneways, pathways, tree types and street lighting.

Part V of the Ontario Heritage Act enables the council of a municipality to designate the entire municipality or any defined area as a heritage conservation district.

Designation of a heritage conservation district requires the municipality to undertake a study of the area under consideration that includes an examination of the character and appearance of the area including buildings, structures and other property features to determine if the area should be preserved as a heritage conservation district.

This plan must include the following:

- A statement of the objectives to be achieved,
- A statement explaining the cultural heritage value or interest,
- A description of the heritage attributes of both the properties and district,
- Policy statements, guidelines and procedures for achieving the stated objectives and managing change in the district,
- A description of the alterations that are minor in nature and that the property owner may carry out without obtaining a permit as required by the Ontario Heritage Act.

The plan must also make recommendations as to any changes that will be required in the municipality's Official Plan, Zoning by-law or other documents.

Before approving a by-law to adopt a Heritage Conservation District plan, a municipality must also conduct consultation in the form of giving appropriate public notice, ensuring that copies of the draft plan are available and that at least one public meeting is held.

Should a Municipal Council pass a by-law to adopt a Heritage Conservation District plan, interested parties have the right to appeal the decision to the Ontario Municipal Board.

The effect of a Heritage Conservation District plan is to require owners of property within a designated district to obtain a permit from the municipality prior to any alteration, construction, demolition or removal unless the work has been identified as a minor alteration within the plan. An application under this plan must be considered by City Council within 90 days.

This approach is not recommended as it requires a significant effort to implement and administer and may be considered overly restrictive by some property owners. Further, the City's current policy is to provide grants for work on designated buildings and a 40% tax rebate on designated properties. Should this policy be extended to a larger area, there would also be significant financial implications for the municipality.

At present, the City has designated 36 properties under the Ontario Heritage Act. Past practice has been to only designate properties in which the owner agrees to the designation. This building specific approach should be continued.

An alternative to the heritage conservation district approach permitted by the Ontario Heritage Act is to place similar policies within the City's Official Plan and adopt procedures that require all Planning Act development approvals and capital works projects within identified areas to be reviewed by the Municipal Heritage Committee. The advantage of this approach is that it fits within the City's existing development review process, focuses on larger projects and is less restrictive on individual property owners.

Specifically, the following approach is recommended:

1. Amend the City's Official Plan to include specific heritage resource policies intended to conserve the heritage value and character defining elements of both buildings and identified areas. This work would be undertaken in consultation with the Municipal Heritage Committee and be included as part of the Official Plan Comprehensive Review that is currently underway. While general policies can be developed over the next few months, the identification of specific areas will require further study in consultation with the area property owners.
2. At present, all development approval applications such as requests for Official Plan Amendments, Rezoning or new Plans of Subdivision are reviewed by Community Services Department staff on behalf of the Municipal Heritage Committee. Development applications which affect a designated property are identified for further review. This review should be extended to include any applications within an area that has been identified as having specific heritage value. Building Permit applications

are reviewed by the Municipal Heritage Committee only for designated properties and this practice will continue.

3. Where road reconstruction or other significant capital works projects are proposed, the Municipal Heritage Committee will be consulted as part of the design process to ensure that heritage values are considered and preserved where possible.

IMPACT

Approval of this recommendation will not have a significant impact on the City's financial resources.

STRATEGIC PLAN

Although not specifically identified in the City's Corporate Strategic Plan, the preservation of heritage conservation areas and values is consistent with Strategic Direction 3 – Enhancing Quality of Life.

MUNICIPAL HERITAGE COMMITTEE

The Municipal Heritage Committee met three time to discuss the approach and review the draft report. At the November 4th 2015 meeting, the following resolution was approved:

“Resolved that the Sault Ste. Marie Municipal Heritage Committee support the Council Report regarding Heritage Conservation Districts and the recommendation as proposed by D. McConnell, Planning Director, Engineering and Planning Department.”

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Director dated November , 2015 be accepted and that City Council approve the recommended approach to heritage conservation relating to the Official Plan, new development approvals, and road reconstruction or other significant capital works project.

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

DBM:ps



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Donald B. McConnell, Planning Director

DEPARTMENT: Engineering and Planning Department

RE: Rental Housing Incentive Program - 3

PURPOSE

This report recommends a project for a municipal tax increment rebate under the City's Rental Housing Community Improvement Plan to create a total of 18 new rental units. The subject property is at civic address 531 Trunk Road.

BACKGROUND

In 2013, City Council approved a Rental Housing Community Improvement Plan under Section 28 of the Planning Act and Section 365.1 of the Municipal Act. This legislation allows municipalities to provide property tax assistance for qualified projects.

The development of additional rental units is important to provide for a range of housing types to match residents' needs; to ensure that the overall supply of affordable housing is maintained; and to provide good short-term housing options for persons wishing to move to Sault Ste. Marie.

The Rental Housing Community Improvement Plan provides for tax rebates on a declining basis over a three-year period (75%, 50%, 25%) with an additional incentive for facilities which support assisted-living programs and where additional barrier free units are constructed.

City Council has previously approved seven projects to create a total of 176 new rental units under this program.

ANALYSIS

An application has been received from Silverbirch Developments Incorporated for construction of a new 18 unit apartment building at the end of Silver Birch Drive. All units will be two bedrooms. Access to the site will be from Trunk Road and shares the abutting Moose Lodge building driveway.

The total value of this project will exceed \$2,000,000.

A perspective of the proposed building is attached.

This application has been reviewed by a City staff committee with representation from Building, Finance and Planning and is recommended for approval.

IMPACT

There is no direct cost to the municipality associated with this approval aside from the deferral of taxes during the first three years after project completion. The City will benefit from the increased assessment in future years.

STRATEGIC PLAN

This recommendation is not linked to any specific policies contained within the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Director dated 2015 11 23 be accepted as information and that City Council authorize an incremental tax rebate program for the Silverbirch Developments Inc. property subject to:

- 1) That the municipal rebate apply only to the increase in assessment resulting from new construction, and
- 2) After the rebate program is completed, the full municipal taxes will apply.

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Planning & Engineering

DM:ps





COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Victoria Prouse, MPI, Planning Coordinator, Downtown Development Initiative

DEPARTMENT: Engineering and Planning Department

RE: Downtown Community Improvement Plan - Financial Incentive Grant Application

PURPOSE

The purpose of this report is to recommend an outstanding Façade Improvement Grant (FIG) application for Council's approval as part of Sault Ste. Marie's Downtown Community Improvement Plan (DCIP).

BACKGROUND

In February 2014, City Council approved a Downtown Community Improvement Plan. The DCIP is a collaborative initiative which seeks to encourage new, private sector investment in the downtown. The DCIP has two key elements. The first is a public realm improvement strategy, which looks at improving areas such as streets, sidewalks, as well as park space in the downtown. The second element is a series of financial incentive grant programs which are meant to encourage direct new investment into the downtown. This investment helps to restore or repurpose both functional and aesthetic components of the existing built form to improve the downtown's building quality and public realm, contributing to its viability as a competitive commercial neighbourhood.

The FIG matches funding up to 50% to a maximum of \$10,000 towards exterior improvements to building facades. The objective of this program is to facilitate the restoration of historic facades and improve the visual appearance and character of non-heritage buildings. Projects must align with existing urban design guidelines. Although innovative designs are encouraged, for buildings that exhibit heritage qualities or details (i.e., masonry facades, cornice lines, etc.), the purpose is to preserve and enhance those heritage features.

ANALYSIS

September 30, 2015 marked the end of an intake period for grant applications. The Grants Review Committee – comprised of staff from the City's Planning,

Building, and Finance (including Tax) Divisions – review the applications to ensure compliance with eligibility criteria of the programs, and to determine if there are any outstanding work orders, by-law infractions, or tax arrears. Intake periods occur periodically within the duration of the DCIP. Upon evaluation of the following application, the Grants Review Committee suggested the applicant consider a more substantive façade renovation to enhance building aesthetics and capitalize on the grant program. The applicant agreed, and time was given to submit a revised application including an updated quote for the proposed work.

The following applicant has applied for a FIG of 50% of eligible costs.

Applicant: Nick Tassone, 446 Albert Street East Business: Midtown Mortgages Description: The applicant seeks to replace existing windows, exterior door, and siding. Total Project Cost: \$10,640 Grant Requested: \$5,320
--

IMPACT

The funding allocation for the financial incentive grant programs is \$600,000. The addition of this grant leaves approximately \$92,362 remaining in this budget.

STRATEGIC PLAN

Strategic Direction 1: Developing Solid Infrastructure, Objective 1-C, Property Management and Development in the City of Sault Ste. Marie's Corporate Strategic Plan identifies the implementation of the Downtown Development Initiative (DCIP).

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Division dated 2015 11 23, concerning the Downtown Community Improvement Plan Financial Incentive Application be accepted as information, and the grant application listed in this report be approved by Council.

Respectfully submitted,



Victoria Prouse, MPI
Planning Coordinator
Downtown Development Initiative

Recommended for approval,



Don McConnell, RPP, MCIP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Planning & Engineering

VP:ps



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Don Scott
DEPARTMENT: Public Works and Transportation Department
RE: November 2015 Amendment to By-Law 90-305

PURPOSE

The purpose of this report is to update By-law 90-305, which appoints municipal law enforcement officers. Staff recommends approval of the proposed changes.

BACKGROUND

By-law 90-305 is a By-law appointing special constables and is amended from time to time.

ANALYSIS

Not applicable.

IMPACT

There is no budgetary impact.

STRATEGIC PLAN

This is an optional activity, not articulated in the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

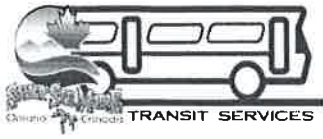
By-law 2015-212 appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

Don Scott
Manager of Transit and Parking

Recommended for approval

Larry Girardi
Commissioner of Public Works
and Transportation



Mr. Don Scott
Manager of
Transit and Parking

Public Works and Transportation
Department
Transit / Parking Division
111 Huron St.,
Sault Ste. Marie, ON P6A 5P9
Tel: (705) 759-5320
Fax: (705) 759-5834

2015 11 03

Nuala Kenny, City Solicitor
Legal Department
Civic Centre

RE: MUNICIPAL LAW ENFORCEMENT OFFICERS

On January 24, 1996 City Council approved By-law 96-15, which amended Schedule "A" to By-law 90-305, being a by-law to appoint Municipal Law Enforcement officers for the issuing of parking infractions on private property.

Schedule "A" of this by-law lists all officers that are eligible to issue tickets. The following individuals have applied to be a Municipal Law Enforcement Officers in regards to parking and have been approved by the Police Services and the Parking Section for this position.

<u>NO.</u>	<u>NAME</u>	<u>EMPLOYER</u>	<u>PROP. LOCATION</u>
651	Hutchinson ,Hillary	NorthEast Security	S.College/A.University/Essar Centre/ GHC/Cambrian Mall/Tenaris/John Rhodes/QE Sports Complex
652	Mangone ,Matthew	G4S Secure	Sault Airport/Hospital

Would you please amend By-law 96-15 with the new attached Schedule "A".

Thank you.

Yours truly,


Don Scott
Manager of Transit and Parking

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	DENTAL BUILDING	946 & 216 QUEEN ST E
138	CAIN, JOSEPH	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
151	PARR, DEREK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
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
196	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL, ROBIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
248	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	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
267	CORBIERE, JOHN (TED)	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
276	SMITH, DENNIS, ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
321	LORENZO, COREY	NORPROP SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
334	MILLER, BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
335	GROSSO, DONALD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
344	HARPE, KEN	HOLIDAY INN.	320 BAY ST.
346	HAZLETON, MARGARET	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE.SPORTS COMPLEX
366	TROINOW, VICTORIA	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
369	CARMICHAEL, MARY	ONT.FINNISH HOME ASS.	725 NORTH ST.
370	HANSEN, LOUIS	ONT.FINNISH HOME ASS.	725 NORTH ST.
372	BENOIT, ALAIN	ONT.FINNISH HOME ASS.	725 NORTH ST.
374	TAAVEL, ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
376	FINN, ROBERT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
391	MCLEOD, HEATHER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
397	LAFRAMBOISE, YVON	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
400	JOHNSON, MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
410	POYNER, HAROLD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
411	MOORE, ROBERT	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR/JOHN RHODES/QE SPORTS COMPLEX
420	FABIANO, ANTONIO	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
430	RUSCIO, DOMINIC	MAJOR.CONTRACTING LTD	DAYS INN HOTEL
435	TRAMBLE, GEORGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
441	WILSON, DAVID	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
442	MACLENNAN, MATTHEW	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
443	MARCIL, MARK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
446	HALLIDAY, DANA	SAULT COLLEGE	443 NORTHERN AVE
456	CONEYBEARE, KEVIN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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/JOHN RHODES/QE SPORTS COMPLEX
470	WOOLEY, NATHANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
480	TELFORD, JASON	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
481	FORD, BRIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
484	MCLEOD, VIRGINIA	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE.SPORTS COMPLEX
486	LONGO, NADIA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
487	ROUGEAU, MARISA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
488	LEFLEUR, MARILYN	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
489	MCQUEEN, WANDA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
490	LUXTON, JEFF	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
493	BROWN, FRASER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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
511	ADAIR, BRENDAN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
512	DIMMA, JUSTIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
516	GAY, JAMES	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
517	ROY, BRENDA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
522	MCNAMA, STEVEN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
523	MCBRIDE, GUY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHLCAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
526	JOHNSTON, CORY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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/JOHN RHODES/QE SPORTS COMPLEX
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR. (CIVC CENTRE)
552	SENEGAL,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
556	ARCAND,SCOTT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
562	DEARING,SCOTT	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
565	LISCUMB,GERALD	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
566	SWEET,WILLARD	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
568	PICK,DENNY	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
569	ZEPPA,JACOB	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
573	RHODES,LILIAN	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
580	CHARETTE,ROBERT	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
581	PAVONI,JORDAN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
582	MAITLAND,DARLA	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
583	MADIGAN,LORRI-ANNE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
587	GIULETTI,MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR/JOHN RHODES/QE SPORTS COMPLEX
594	PELOSO,MATT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
596	WAGNER,TODD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
599	BUMBACCO,CARL	CB HOME INSTALLTIONS	321 JOHN ST /342,346 ST GEORGE'S AVE.
601	HART,JASON	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
602	GREENWOOD,LESLIE	GREENWOOD HARDWARD	41 ALBERT ST W
603	LAMMING,DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
604	WAGNER,MATTHEW	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
606	SHEWFELT,CHERYL	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
607	FROST,CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
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/JOHN RHODES/QE SPORTS COMPLEX
611	MIZZI,PRESTON	WENDY'S	1 QUEEN ST W
613	SULLIVAN,SHAWN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
617	SAVAGE,SAMUEL	G4S SECURITY	SAULT AIRPORT / HOSPITAL
618	DEWING,SANDRA	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
619	BERTO,DEBORAH	GATEVIEW REALTY INC.	304-310 ALBERT ST/420A&B MCNABB/715 DOUGLAS/67 ELGIN/47 PRINCESS
620	FERA,NORMAN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
622	PROULX,PATRICK	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHAILIUK,JASON	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
626	CHARRON,ROBERT	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
627	BAKER,WILLIAM	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
628	DEWAR,JEFFREY	G4S SECURITY	SAULT AIRPORT / HOSPITAL
630	LAFRAMBOISE,CORY	G4S SECURITY	SAULT AIRPORT / HOSPITAL
631	MACMILLER,TYLER	G4S SECURITY	SAULT AIRPORT / HOSPITAL
632	SAVAGE,MATT	G4S SECURITY	SAULT AIRPORT / HOSPITAL
633	HILL,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
635	BROUILLARD,BERNARD	EMBE SECURITY	
636	KLYM,TIMOTHY	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
637	TOMASONE,LUIGI	LOU'S AUTOMOTIVE	317 ALBERT ST E
638	SICOLY,TERESA	AIRPORT	1-475 AIRPORT RD.
640	BRUNI,MICHAEL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
641	WILHEM,CHARLES	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
642	COULTER,BRANT	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
643	SHAW,KEVIN	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
644	SANTA MARIE,ROBERT	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
645	RANDALL,JOSEPH	G4S SECURITY	SAULT AIRPORT / HOSPITAL
646	GOERTZ,ABBY	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKKEN CENTRE/NORTHERN COMMUNITY CENTRE
647	DAFOE,TRUDY	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
648	ELWGREN,STEPHEN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE
649	GRAHAM,STEVEN	FENGATE PROPERTY	248 NORTHERN AVE
650	LANG,RICHARD	G4S SECURITY	SAULT AIRPORT / HOSPITAL
651	HUTCHINSON, HILLARY	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
652	MANGONE,MATTHEW	G4S SECURITY	SAULT AIRPORT / HOSPITAL

SPENDING REVIEW

CITY OF SAULT STE. MARIE PUBLIC WORKS & TRANSPORTATION

PUBLIC WORKS & TRANSPORTATION

ADMINISTRATION

Dispatch, Accounting, Health and Safety

WORKS

Road & Sidewalk Maintenance, Sewer Maintenance, and Winter Control

PARKS

6 Major Parks, 75 Neighborhood Parks, Forestry, and Horticulture

BUILDINGS & EQUIPMENT

Maintenance of PWT Facilities and Equipment

PUBLIC WORKS & TRANSPORTATION

TRAFFIC & COMMUNICATION

Traffic Signals, Line Painting, Reports and Studies, Maintenance of Traffic Control Systems and Carpentry

WASTE MANAGEMENT

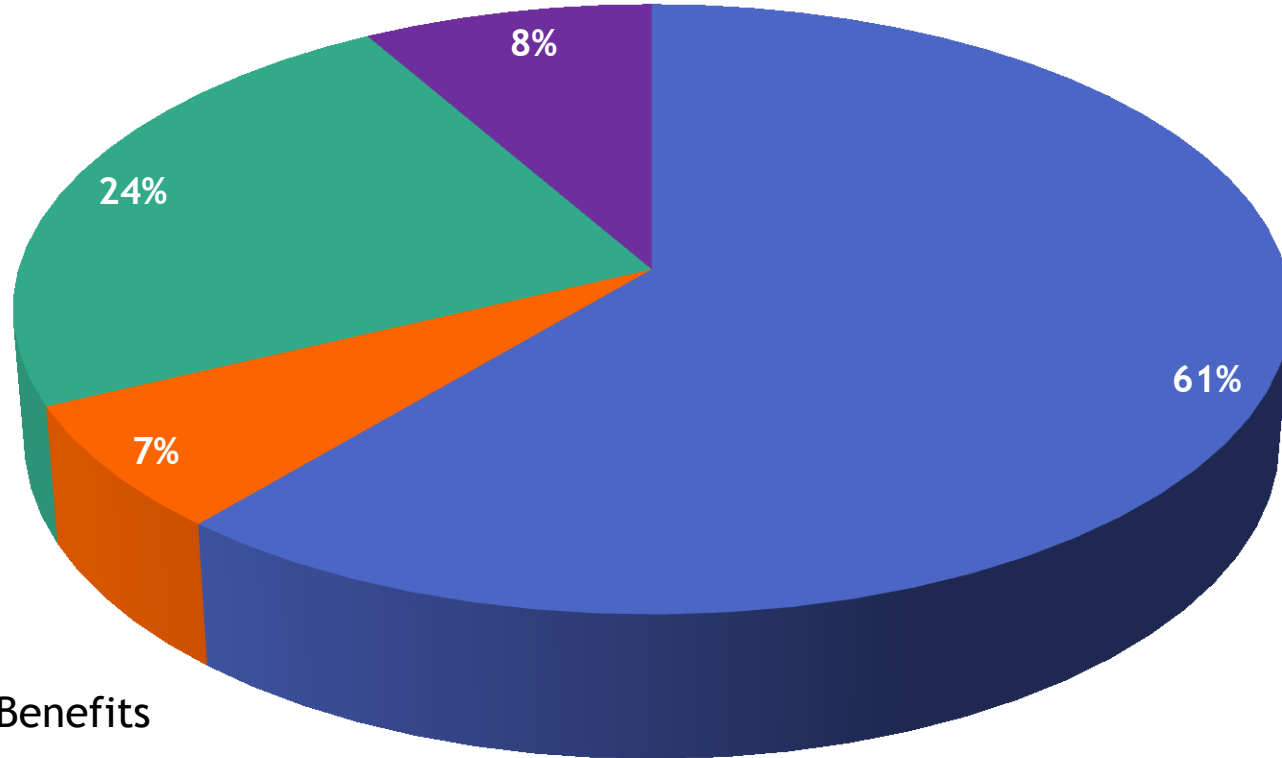
Landfill Operations, Waste Collection, and Waste Diversion

TRANSIT

Conventional Transit, Para Transit, Community Bus, Bus Terminal, and Parking

CEMETERIES

Daily Burials, Maintenance and Operation of 4 Cemeteries, Operation of Crematorium, and Mausoleum



■ Salaries & Benefits

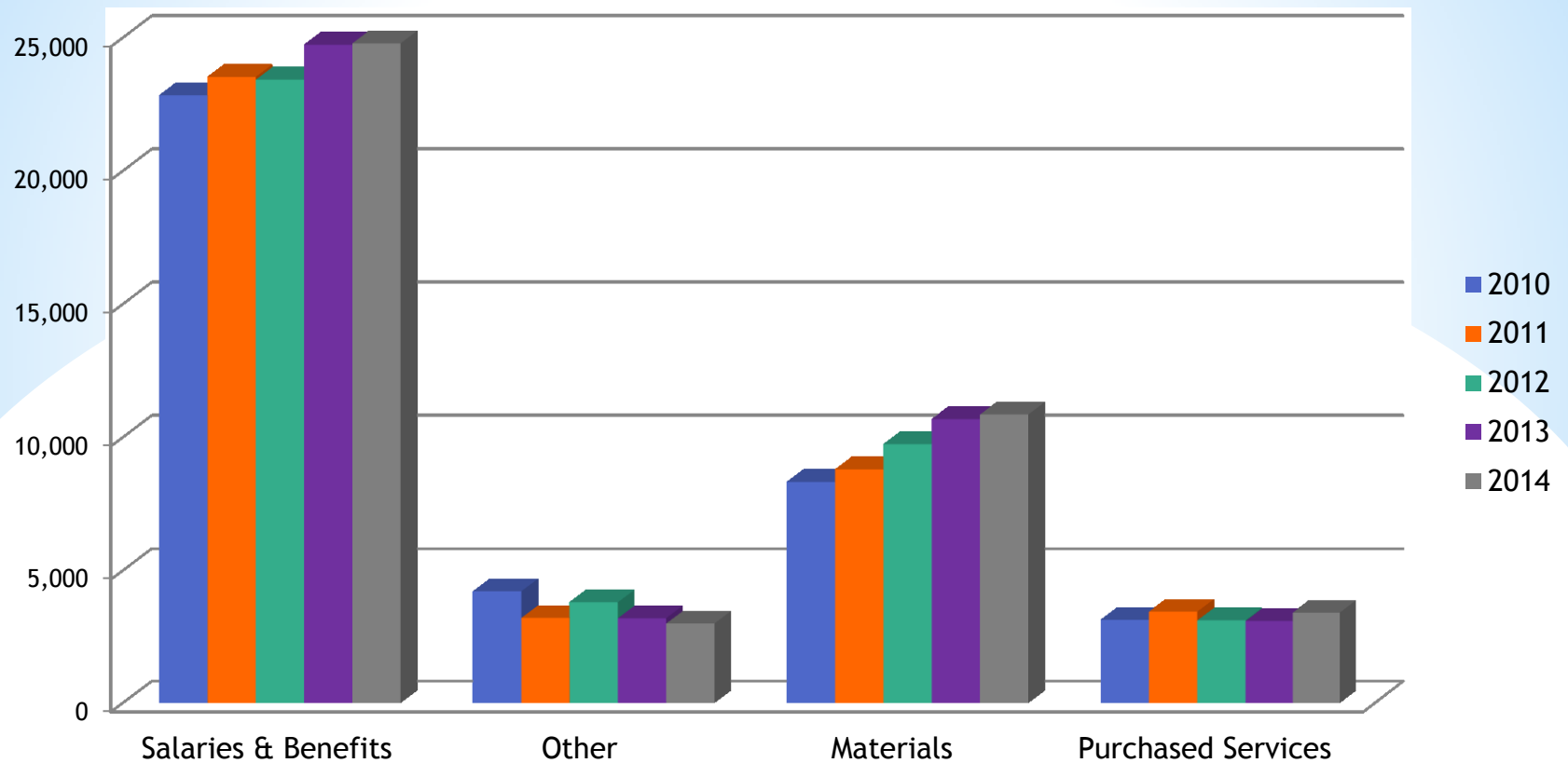
■ Other

■ Materials

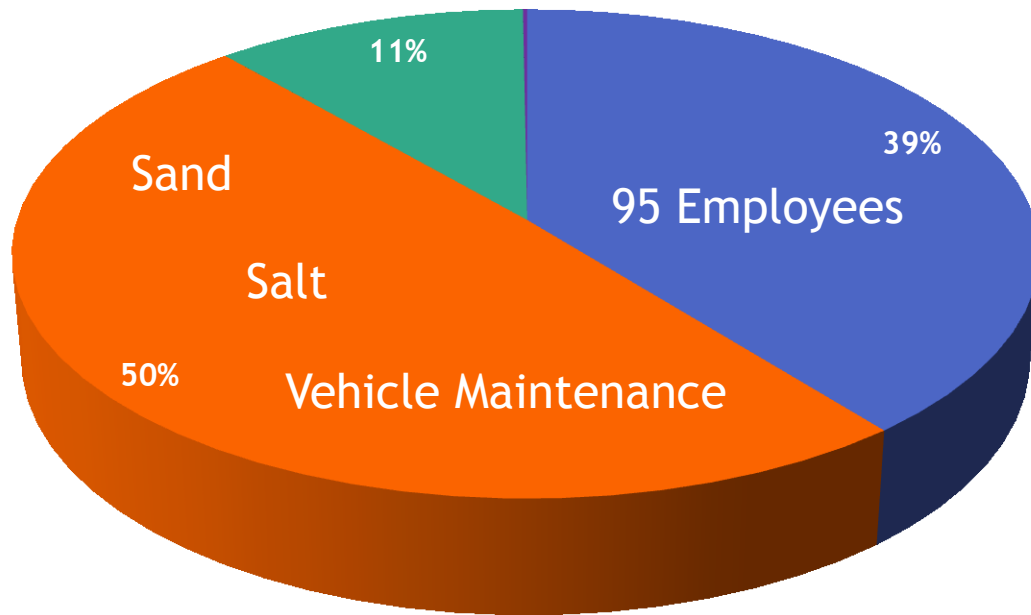
■ Purchased & Contracted Services

Total Budget: \$32.6 Million

*** 2015 BUDGET
PWT**



*** PWT**
FIVE YEAR TREND ACTUALS 2010 TO 2014



■ Salaries & Benefits

■ Materials

■ Hired Equipment

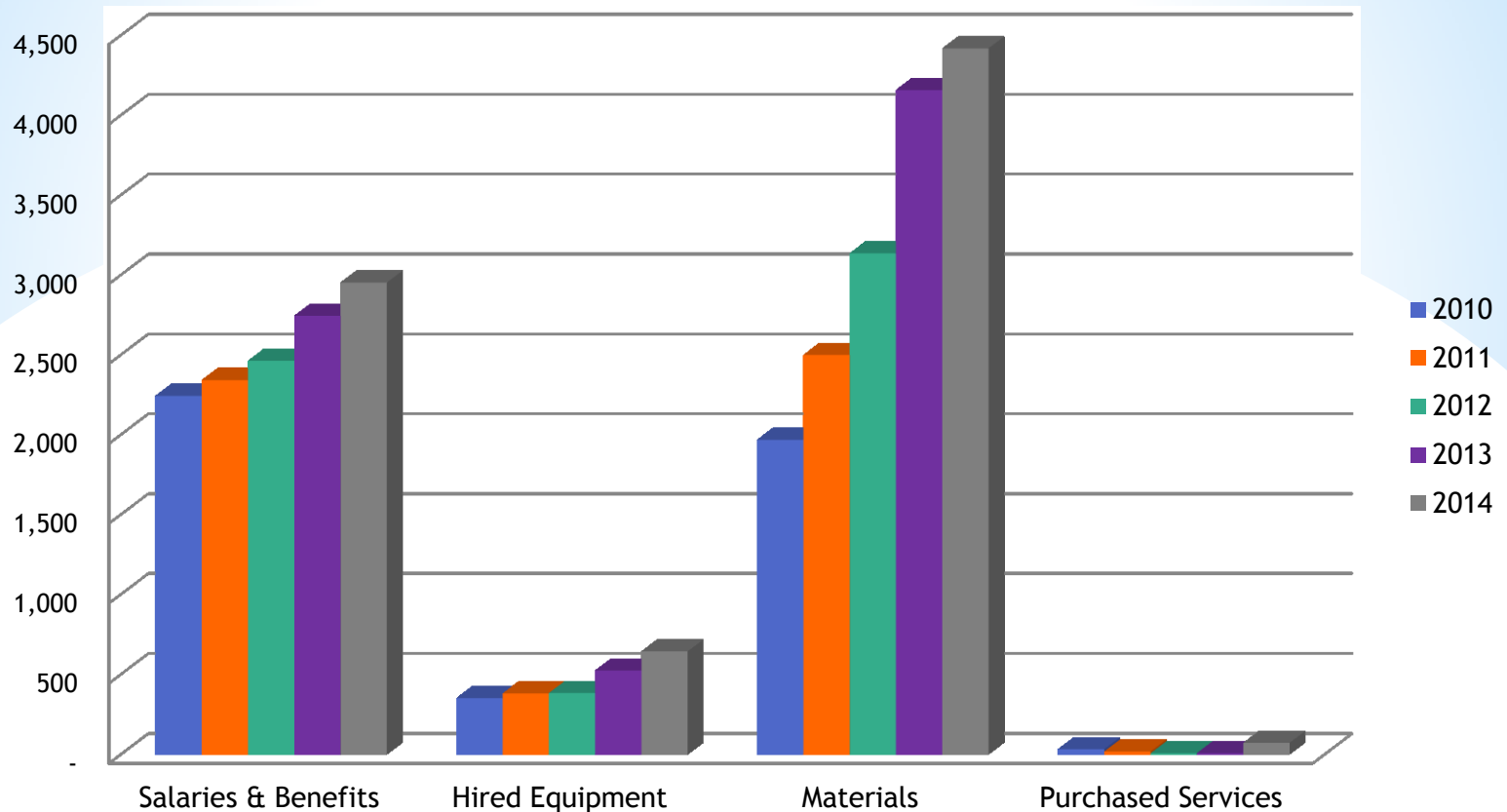
■ Purchased Services

Total Budget: \$6.4 Million

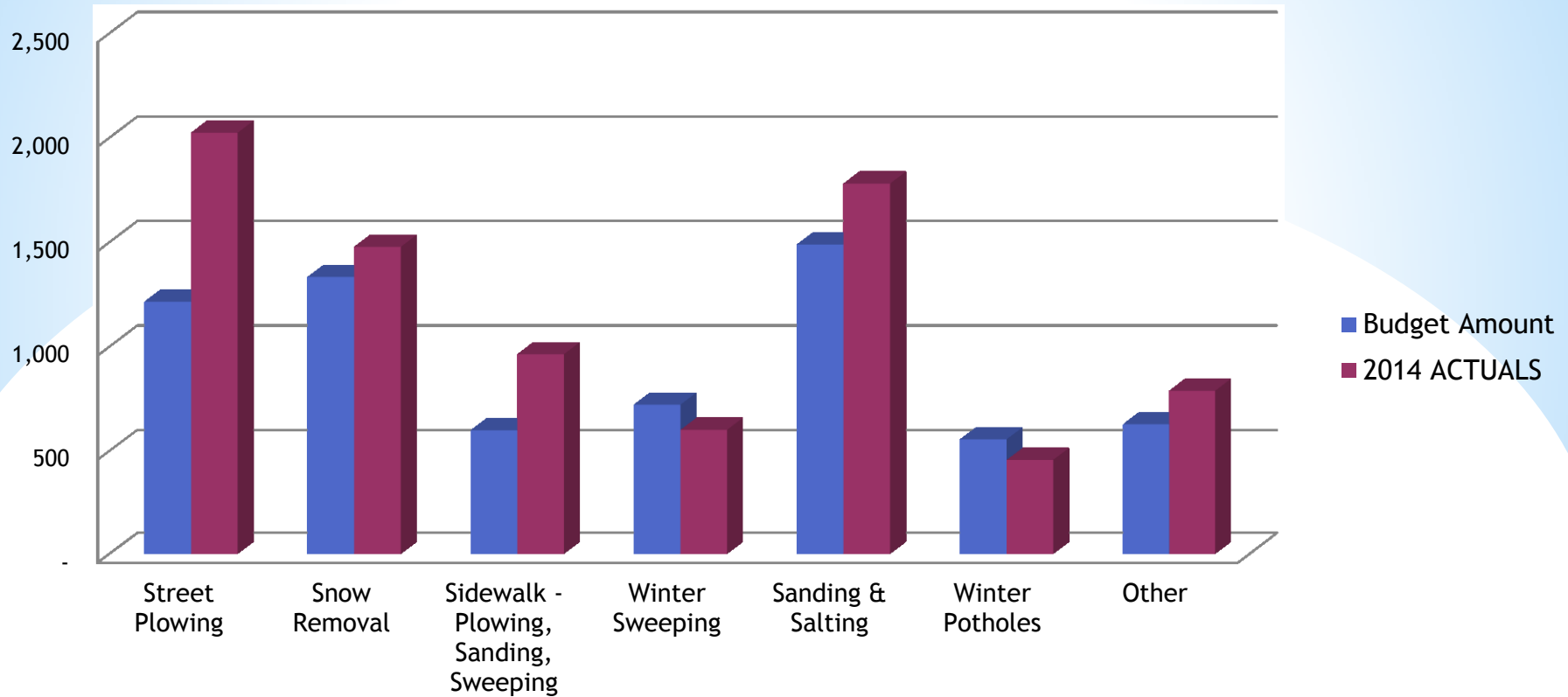
Level of Service:

- Plow/Sand/Salt
 - 1,214 lane kilometres
 - 232 kms of sidewalks
- Snow ditching approx. 40 km
- Sweeping and cleaning the 1214 kms of roadways, boulevards, sidewalks that are sanded during winter
- Clean and maintain 539 bus stops
- Complete lawn restoration from damage caused by plowing
- All of which is governed by Council approved policy

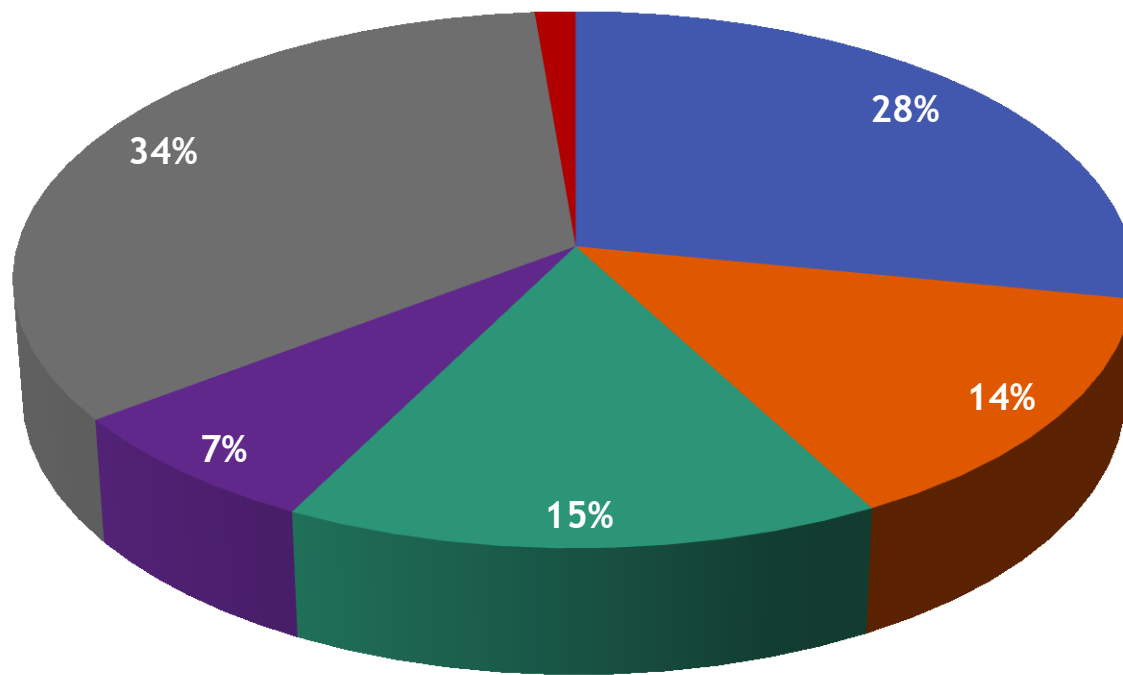
* 2015 BUDGET WINTER CONTROL



*** WINTER CONTROL**
FIVE YEAR TREND ACTUALS 2010 TO 2014



* Winter Control: Budget vs. 2014 Actual



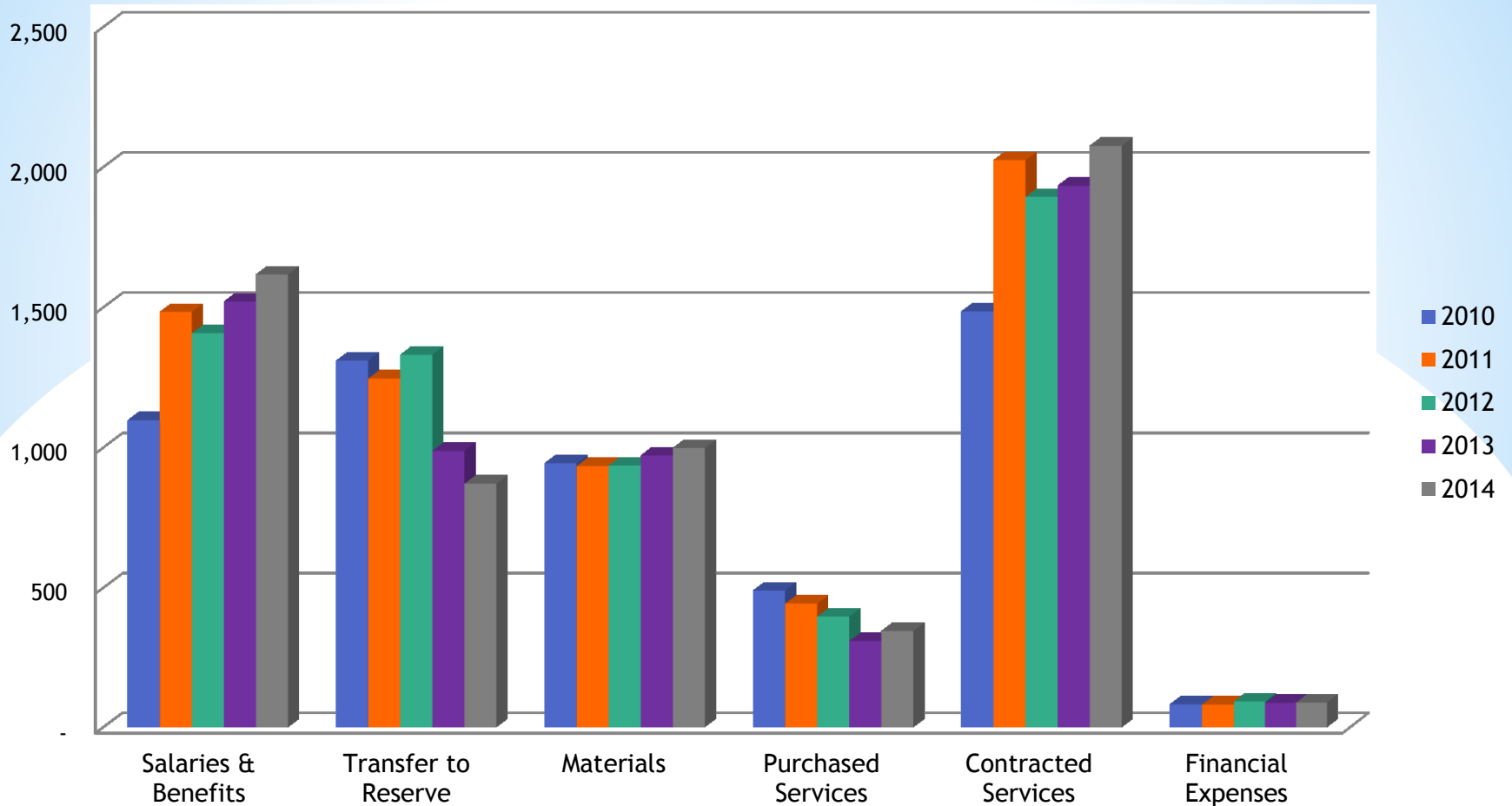
Level of Service:

- +61,000 customers cross the scales
- Per year 63,000+/- tonnes

- Salaries & Benefits
- Transfer to Reserve
- Materials
- Purchased Services
- Contracted Services
- Financial Expenses

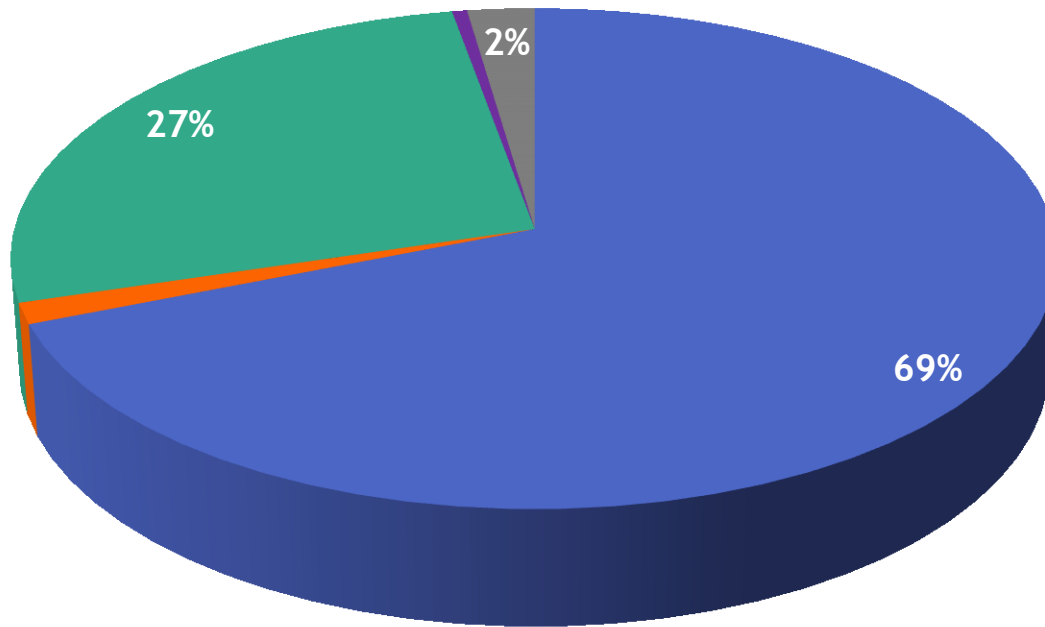
Total Budget: \$2.4 Million

* 2015 BUDGET WASTE MANAGEMENT



* WASTE MANAGEMENT

FIVE YEAR TREND ACTUALS 2010 TO 2014



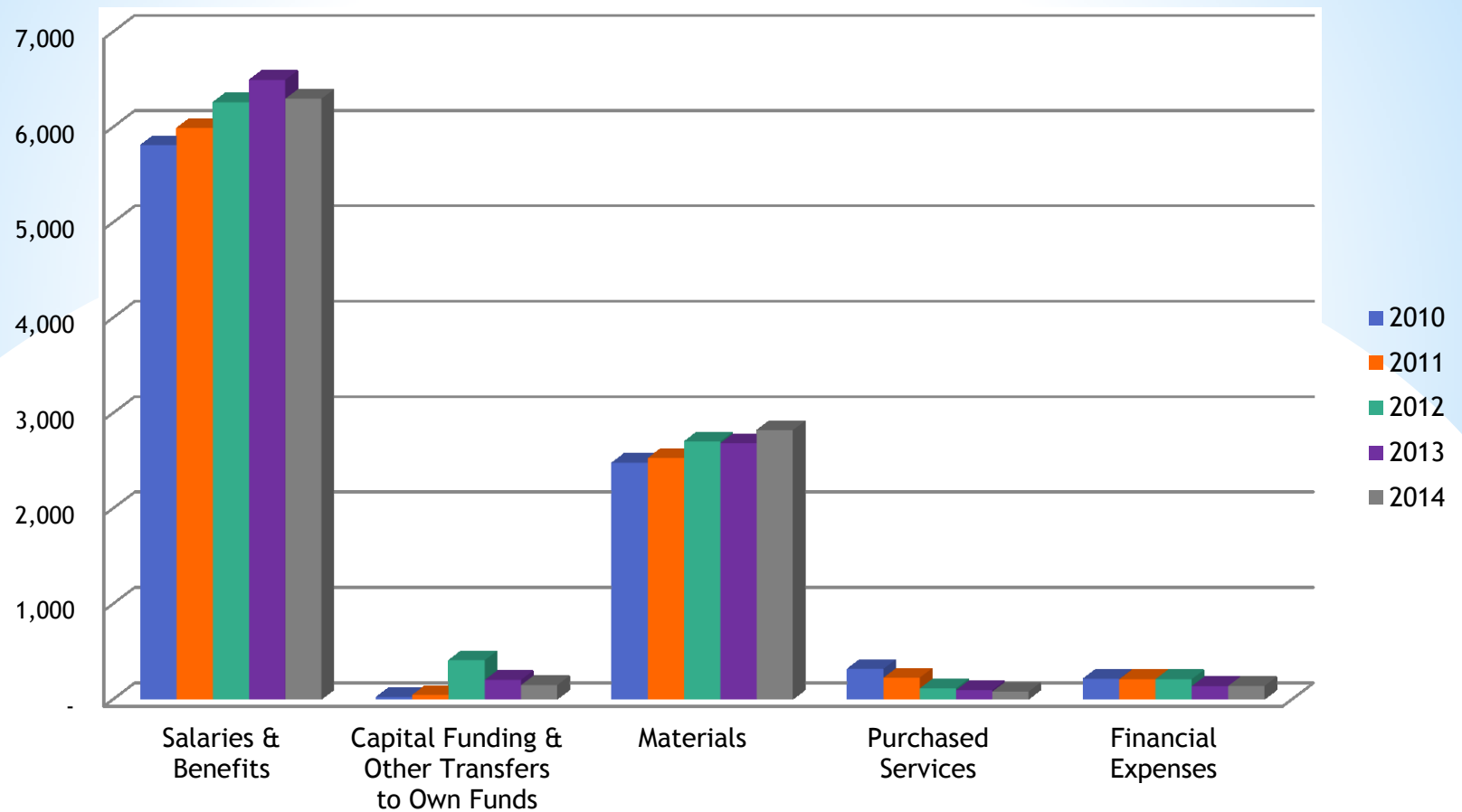
- Salaries & Benefits
- Capital Funding & Other Transfers to Own Funds
- Materials
- Purchased Services
- Financial Expenses

Total Budget: \$5.9 Million

Level of Service:

- 8 major bus routes; 3 Community bus routes; fleet of 26 (40 foot) Conventional buses and 2 (30 foot) medium duty buses. 11 fixed routes cover 1.765 million km annually; provide for 1.78 million passenger trips.
- 9 Parabus vehicles, travel total 263,000 kms, provide 47,258 passenger trips for 2,729 registered clients.
- 300 parking meters and 10 pay & displays and 10 parking lots

* 2015 BUDGET TRANSIT



***TRANSIT**
FIVE YEAR TREND ACTUALS 2010 TO 2014

PWT Complement Reduction

Manager of Administration position eliminated: **\$92,000**

(Duties performed by Commissioner and Deputy Commissioner)

Manager of Parks position reduced to Area Coordinator: **\$18,000**

(duties assumed by Operations Superintendent)

Carpentry Area Coordinator position eliminated: **\$18,000**

(duties assumed by Manager of Traffic)

Assistant Manager of Parking and Transit position eliminated: **\$85,000**

(Duties shared between Manager of Transit and Parking and the Area Coordinator of Transit)

Salary Savings **\$213,000**

Benefit Savings (approx) **\$ 57,000**

Total **\$270,000**

*** Changes and Efficiencies**

Program Savings

- * Purchase of the Asphalt Recycler - \$40,000 annually
- * Production of Topsoil from our Compost and Ditching Material -\$18,000 to \$25,000 annually
- * Annual Layoff of PWT 'Works' Employees - \$140,000 annually
- * LED Traffic Signal Program - \$50,000 annually
- * Total Savings annually - approx. \$248,000

* Changes and Efficiencies

Program Efficiencies

- * Reduction of overtime in Traffic Division
- * Transit parts and inventory room has been revamped
- * New scheduling software and telephone system for Parabus dispatching
- * New contract for bus advertising
- * Replacement of fare boxes on all buses
- * Installation of AVL/GPS on all buses

* Changes and Efficiencies

2015 Capital Budget:

- Demolition of Pipe Plant (Accomplished)

2016 Capital Budget:

- Operations - Water Supply Upgrade
- Waste Management - Re-locate HSW and re-purpose old site to Carpentry shop
- Transit - 2 Para buses and 1 Community bus

2016 User Fees:

- Request of Council to consider salary increases that directly affect fees

 **OVERVIEW**

Works - Succession Planning - 60% of Supervision eligible to retire in 5 years

Transit - Surveillance cameras for fleet, Annually purchase bus/parabus(es), Purchase announcement system for terminal and complete Operational review

Buildings and Equipment - Upgrade watermain to 10" with backcheck valves, Re-roof North Storage Garage, Re-side/insulate PWT building, Install electrical/ventilation Parks Garage, Install fire alarm system in several buildings, Upgrade building boilers

Traffic - Complete: UPS Rollout, Traffic Controller Upgrades, Opticom Upgrade and Radio System Upgrades and begin Battery Replacement Program

Cemeteries - Continue Mausoleum expansion, New Chapel doors, Re-upholster Chapel seats, Install UV protection on Chapel windows, Crematorium Re-line, Columbarium expansion, Replace Chapel flooring

Waste Management - Operate in compliance with existing approvals and facilitate expansion and mining plans as per the Environmental Assessment lead by the Engineering and Planning Department

*Future 5 year plan

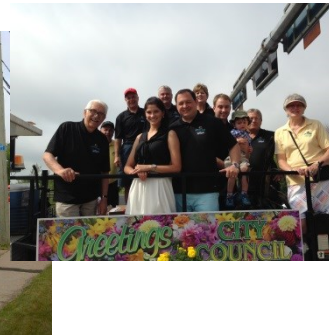
* Asphalt and concrete workers get little praise
We have many talented, skilled
workers...in the Works Area



* Talented, artistic and
award winning Horticulture Division



* Participation in the Rotary Day Parade



* PWT Recognitions -
Talent beyond concrete and asphalt...

- * Transit coordinates the Stuff-a-bus campaign for Christmas Cheer and has been doing this for many years
- * PWT - Parks and Carpentry took pride in constructing the recently opened Dog Park
- * PWT - Sign shop's creativity is second to none!
- * PWT - Sign shop helps in the fight against graffiti and wraps City owned controllers and other targeted infrastructure



*** PWT Recognitions -
Talent beyond concrete and asphalt...**

- * PWT Divisions provide a consistent level of service in a wide variety of programs
- * Always seeking efficiencies and reducing costs
- * City's population has not increased but, it has grown in maintained kilometres and responsibilities
- * High quality winter control program and overall maintenance and operational services

* In Summary



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nicholas J. Apostle, Commissioner of Community Services
DEPARTMENT: Community Services Department
RE: Day Care Review Committee Report

PURPOSE

This report is in response to the following Council resolution, which was passed on June 23, 2014.

“Whereas the Council of the City of Sault Ste. Marie has been asked to take the initial steps to effect the transfer of the 100 municipal day care spaces to other licensed daycare providers via the SSMDSSAB and Whereas Council has been asked to initiate the appropriate legal wind-down of municipal day care, and Whereas the City now operates three (3) day care centres: Maycourt, Jessie Irving, and the Best Start Program, and

Whereas a survey was used to gather on-line information, and

Whereas a public Open House was held on Wednesday June 11, 2014, and

Whereas many emails were received by members of Council from day care staff, concerned parents of children attending municipal day care centres and the public at large, and

Whereas many suggestions and questions were received related to finding options on how the City could make up the funding reductions of the municipal day care system by the Ministry of Education, Now Therefore Be it Resolved that the Council of the City of Sault Ste. Marie refer any decision on the legal wind-down of municipal day care, and strike a Municipal Day Care Review Committee to investigate all options on the future municipal provision of day care services, and

Be it further resolved that said Review Committee be comprised of:

The Commissioner of Community Service, the Commissioner of Finance, the Commissioner of Human Resources, the Commissioner of Social Services, the Manager of Community Child Care Services, two (2) day care staff members (one non-union and one union), a CUPE Local 67 executive member, two (2) members of City Council (councillors Niro and Bruni) and others that the committee may deem appropriate.

Further that the said Committee report its findings and recommendation to City Council.”

This report is provided for Council's information.

BACKGROUND

March 3, 2014 Council meeting (See Appendix #3) – the Commissioner of Social Services reported a change in the Provincial funding model for Day Care. This change resulted in a 27.5 % cut in the SSMDSSAB funding to the municipal day care program. Council passed the following resolution:

“Resolved that the report of the Commissioner of Social Services dated 2014 03 03 concerning Child Care Funding be referred to appropriate staff for review and report back to Council.”

May 12, 2014 Council meeting (see Appendix #4) – the following staff submitted reports in response to the March 23rd resolution: the Chief Administrative Officer, the Commissioner of Human Resources, the Commissioner of Finance, and the Commissioner of Community Services. All of the reports recommended that Council authorize staff to take the initial steps to effect the transfer of the 100 Municipal Day Care spaces to other licensed day care providers via the SSMDSSAB, and furthermore, to initiate the appropriate legal wind down of the Municipal Day Care. Council did not approve the staff recommendation; the following resolution was approved:

“Resolved that this matter be postponed to June 23, 2014 Council meeting in order to allow for community consultation; and

Further that the following information be provided at that time:

- 1. confirmation from the Sault Ste. Marie DSSAB that the 100 day care spots can be absorbed by existing licenced day cares in the City*
- 2. what increase in “full fee” is required to make continued municipal day care operations viable.”*

The following was undertaken to facilitate public comment on this matter. The findings were reported to Council on June 23, 2014:

- A Public Open House was held on Wednesday June 11, 2014.

- A survey using “Survey Monkey” was undertaken
- Public Comments were received through emails

June 23, 2014 Council meeting (see Appendix #5) – from the Commissioner of Finance, the Commissioner of Social Services, and the Commissioner of Community Services, were presented to Council as information. Council authorized a committee to review options (see resolution above under Purpose) and report back.

The formation of the Committee was postponed until after the municipal election.

The Committee’s first meeting was held on March 12, 2015. At that meeting, Councillor Niro and Councillor Bruni were voted in as Co-Chairs. Further, the committee approved having parent representatives from each of the Municipal Day Cares and a representative from a not-for-profit Day Care Centre.

The Committee’s second meeting was held on March 26, 2015. This meeting was a brainstorming session to identify concepts/options/alternatives for Council to consider. Four options were identified

The third Committee meeting was September 23, 2015. A fifth option was reviewed.

The final meeting was held on October 22, 2015 to review the draft report to Council.

ANALYSIS

Five options were identified for Council’s consideration (See Appendix #1):

1. Close all Municipal Day Care Centres at the same time
2. Close Day Cares but stay open until a new provider(s) can be confirmed and able to take over the spaces
3. Part 1 – Systematically close Day Care Centres
Part 2 – Operate only one Day Care Centre but at a break-even or profitable level
4. Keep all Day Care Centres open and continue to implement concepts that generate revenue and/or decrease expenses.
5. Operate Municipal Day Care Centres out of Schools – Close Jessie Irving and Maycourt Day Care Centres.

Appendix #2 outlines various municipalities that have transitioned out of providing/operating municipal day care and also various municipalities that continue to provide/operate municipal day care.

Although the Council resolution dated, June 23, 2014, noted the Committee is to report its findings and recommendation to City Council, the Committee, due to its make-up, was not able to come to any recommendation that reflected a unanimous recommendation(s), other than Council receiving the report as information.

IMPACT

The five options that are attached identify the Pros and Cons of each option, including the financial and human resource impact.

STRATEGIC PLAN

This matter is not specifically identified 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 on behalf of the Day Care Review Committee, dated November 23, 2015, regarding the investigation of options on the future municipal provision of day care services, be received as information.

Respectfully submitted,

“Marchy Bruni”

Marchy Bruni
Councillor, City of Sault Ste. Marie
and Committee Co-Chair

“Rick Niro”

Rick Niro
Councillor, City of Sault Ste. Marie
and Committee Co-Chair

Option #1

Close all Municipal Day Care Centres at the same time.

Advantages to the Corporation (PROS)	Liabilities to the Corporation (CONS)
1. Municipality would save approximately \$340,000 annually (operational requirements) 2. From a real estate perspective there is value to the two Municipal Day Care facilities (Jessie Irving and Maycourt) could be sold. 3. The City subsidy from DSSAB would go to other providers in the community. 4. On-going capital items for the facilities would not need to be addressed. Capital investment required (25 year estimate) <u>Maycourt</u> 2015-2018 = \$136,000 2019-2037 = <u>\$385,000</u> TOTAL \$521,000 <u>Jessie Irving</u> 2015-2018 = \$156,500 2019-2037 = <u>\$446,500</u> TOTAL \$603,000 Note: A new roof was installed at a cost of \$210,000 5. Transfer of spaces to other licensed Day Care providers could open employment opportunities for laid off workers as (child/teacher) ratios are legislated by the Province. 6. The Corporation is supporting local businesses by providing the opportunity to expand their operations.	1. The elimination of positions would result in severance packages totaling approximately \$480,000. 2. It will be a loss to the Corporation to lose dedicated and skilled City employees. 3. Economic impact to the City with the loss of good paying jobs and quality programs. 4. Concern on how other day care facilities will absorb the spots, and if they can be absorbed. 5. Potential negative impact on the Corporate image and employee morale. 6. Notice period may not be sufficient to allow City Departments to develop a strategic plan to address the closure and implement the plan of action. 7. Notice period may not be sufficient to allow Municipal Day Care Families to secure alternate arrangements.

Option #2

Close Day Cares but stay open until a new provider(s) can be confirmed and able to take over the spaces (children).

Advantages to the Corporation (PROS)	Liabilities to the Corporation (CONS)
1. Municipality would save approximately \$340,000 annually (operational requirements) 2. From a real estate perspective there is value to the two municipal day care facilities (Jessie Irving and Maycourt) could be sold. 3. The City subsidy from DSSAB could go to other providers in the community assuming spaces are transferred to another provider. 4. On-going capital items for the facilities would not need to be addressed. Capital investment required (25 year estimate) <u>Maycourt</u> 2015-2018 = \$136,000 2019-2037 = <u>\$385,000</u> TOTAL \$521,000 <u>Jessie Irving</u> 2015-2018 = \$156,500 2019-2037 = <u>\$446,500</u> TOTAL \$603,000 5. Note: A new roof was installed at a cost of \$210,000 6. Spaces would be transferred over to the new Day Care provider which would allow parents to obtain spaces in other Day Cares. 7. It will allow DSSAB time to work with local Day Care providers 8. It allows time to implement the steps necessary to transfer the 100 Day Care spaces from Municipal Day Care program to other licensed Day Care providers. 9. DSSAB has the notice required to develop and implement a strategic approach that would minimize the impact on families.	1. Cost will be incurred as the systematic process is implemented (operational and capital). 2. There will be costs associated with maintaining the facilities until they are reconstituted. 3. The elimination of positions would result in severance packages totaling approximately \$480,000. 4. It will be a loss to the Corporation to lose dedicated and skilled City employees. 5. Economic impact to the City with the loss of good paying jobs. 6. Concern on how other day care facilities will absorb the spots, and if they can be absorbed. 7. Potential negative impact on the Corporate image and employee morale.

Option #2

<u>NOTE:</u> DSSAB requires a resolution from Council indicating the child cares will be closed. DSSAB cannot proceed with discussions to obtain other child care providers without a resolution to Close. 10. Transfer of spaces to other licensed Day Care providers will open employment opportunities for laid off workers as (child/teacher) ratios are legislated by the Province.	
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Option #3

Part 1 - Systematically close Day Care Centres. Review order of closure (i.e. Maycourt; Best Start; Jessie Irving)

Advantages to the Corporation (PROS)	Liabilities to the Corporation (CONS)
1. Municipality would save approximately \$340,000 annually (operational requirements) 2. From a real estate perspective, there is value to the two municipal day care facilities (Jessie Irving and Maycourt) could be sold. 3. The City subsidy from DSSAB could go to other providers in the community assuming spaces are transferred to another provider. 4. On-going capital items for the facilities would not need to be addressed. Capital investment required (25 year estimate) <u>Maycourt</u> 2015-2018 = \$136,000 2019-2037 = <u>\$385,000</u> TOTAL \$521,000 <u>Jessie Irving</u> 2015-2018 = \$156,500 2019-2037 = <u>\$446,500</u> TOTAL \$603,000 Note: A new roof was installed at a cost of \$210,000 5. Systematic closure would allow parents to obtain spaces in other day care centres. 6. It will allow DSSAB time to work with local day care providers 7. It allows time to implement the steps necessary to transfer the 100 day care spaces from Municipal Day Care program to other licensed day care providers. 8. DSSAB has requested that ample notice be given of any closure so a strategic approach can be implemented that would minimize the impact on families.	1. Costs will be incurred in 2016 as the systematic process is implemented (operational and capital). 2. There will be costs associated with maintaining the facilities until they are reconstituted. 3. The elimination of positions would result in severance packages totaling approximately \$480,000. 4. It will be a loss to the Corporation to lose dedicated and skilled City employees. 5. Economic impact to the City with the loss of good paying jobs. 6. Concern on how other day care facilities will absorb the spots, and if they can be absorbed. 7. There is a concern that it is possible that children from the same family will have to attend different Day Care Centres. 8. Potential negative impact on the corporate image and employee morale.

Option #3

9. Transfer of spaces to other licensed day care providers will open employment opportunities for laid off workers as (child/teacher) ratios are legislated by the Province.

ANY CLOSURE SHOULD BE WITHIN THE TERM OF COUNCIL

Option #3**Part 2** - Operate only one Municipal Day Care Centre but at break-even or profitable level.

Advantages to the Corporation (PROS)	Liabilities to the Corporation (CONS)
1. Municipality would save approximately \$340,000 annually (operational requirements) if operating at a break-even or profitable level. 2. From a real estate perspective there is value and the closed Day Care facility (Jessie Irving OR Maycourt) could be sold. 3. City could continue to operate high quality programs with decreased displacement of children. 4. Fewer full-time staff would be impacted. 5. The Municipal Day Cares would have the opportunity to implement new and innovative programming to include additional revenue sources.	1. Capital Investment required (25 year estimate) <u>Maycourt</u> 2015-2018 = \$136,000 2019-2037 = <u>\$385,000</u> - TOTAL \$521,000 <u>Jessie Irving</u> 2015-2018 = \$156,500 2019-2037 = <u>\$446,500</u> - TOTAL \$603,000 Note: A new roof was installed at a cost of \$210,000 2. Staff costs will continue to increase – currently wages comprise 88% of the childcare budget. Any amount of restructuring and revenue/expense changes cannot generate the amount of savings required to bring the operations to a break-even point. 3. A full-fee rate of \$80/day to recover operational and capital costs is not within the parents' means which could affect enrollment. 4. The elimination of positions would result in severance packages to some employees. 5. Concern on how other day care facilities will absorb the spots, and if they can absorb the spots.

Option #4

Keep all Day Care Centres open and continue to implement concepts that generate revenue and/or decrease expenses.

Advantages to the Corporation (PROS)	Liabilities to the Corporation (CONS)
- Staff would continue to implement reduction and revenue increases where possible. - Employees are retained and severance packages totaling approximately \$480,000. are not required. - Corporation retains dedicated and skilled employees. - Municipal Day Care families' spots are retained at their current location. - Able to continue to provide service for a large waiting list of children (Between the centres there are 450 children). There are a 1000 children on the 1 or more waiting lists throughout the Sault. - When a municipality invests in child care they invest in the community. Economic benefit and employment. - Preserve 3 high quality day care programs. - The Municipal day cares have been used as models for training. - The child cares provide safe, monitored licensed services. - Quality day cares help attract young families to the Sault. - Municipal day care facilities and grounds provide high level experiences and opportunities. - Repairs that have been completed may improve efficiency and lower operating costs. - Quality programs are a tool to recruit quality staff and retain them. - To generate revenue could look at a partial increase in fees. - To decrease costs could review supervisory structure.	- The budgeted Day Care levy (deficit) of \$340,000 (2014) operating cost would continue to grow. - Capital investment required (25 year estimate) <u>Maycourt</u> 2015-2018 = \$136,000 2019-2037 = <u>\$385,000</u> TOTAL \$521,000 <u>Jessie Irving</u> 2015-2018 = \$156,500 2019-2037 = <u>\$446,500</u> TOTAL \$603,000 Note: A new roof was installed at a cost of \$210,000 - The City's Day Care staff are currently among the highest paid in the area due to pay equity and therefore unable to renegotiate wages. - Staff costs will continue to increase – currently wages comprise 86% of the child care budget. Any amount of restructuring and revenue/expense changes cannot generate the amount of savings required to bring the operations to a break-even point. - A full-fee rate of \$80/day to recover operational and capital costs is not within the parents' means which could affect enrollment. - Fairness issue: The Corporation does not provide any subsidy to other day care providers, other than what is provided through DSSMSSAB. - Corporation already supports child care by paying to the DSSMSSAB levy. DSSMSSAB in turn funds licenced day care providers.

Option #5

Operate Municipal Day Care Centres out of Schools – close Jessie Irving and Maycourt Day Care Centres.

Comments:

1. This scenario provides municipal day care services at potentially three different schools.
2. Retention of high quality day cares which helps attract young families to the City.
3. The Municipal Day Cares would continue to be used models for training other day cares.
4. The estimated cost to the City to operate these locations would be revenue neutral and perhaps even a small profit. Municipality would save approximately \$340,000 annually (operational requirements)
5. From a real estate perspective there is value to the two Municipal Day Care facilities (Jessie Irving and Maycourt) that could be sold.
6. The City would still receive the subsidy from DSSAB.
7. On-going capital items for the facilities would not need to be addressed. Capital investment required (25 year **estimate**)

Maycourt

2015-2018 = \$136,000

2019-2037 = \$385,000

TOTAL \$521,000

Jessie Irving

2015-2018 = \$156,500

2019-2037 = \$446,500

TOTAL \$603,000

Note: A new roof was installed at a cost of \$210,000

8. Severance packages would not be required.
9. The City retains dedicated and skilled employees.
10. Elimination of the economic impact due to the loss of good paying jobs and quality programs to the City.
11. Removal of the potential negative impact on the Corporate image and employee morale.
12. This option would require much more review in order to provide an accurate accounting of the impact.
13. Should the City decide to go this route and at some point in the future decide to divest itself of the Day Care business then any incoming Day Care provider would have to deal with the union succession rights.
14. Currently Isabel Fletcher Public School is looking for a day care provider. Because of our state of flux DSSAB would probably not consider us as a provider.

Option #5

15. The former St. Basil School is being repurposed to an elementary school and a day care is being considered. If approved the day care area would not be open until 2017.
16. There are fifteen (15) other Day Care providers and therefore it needs to be decided whether or not the Municipality should continue to be in the business of providing Day Care services any longer.

Day Care Review - Other Municipalities Information

Municipalities that have transferred out of operating Municipal Day Cares:

1. Sudbury (population 160,000),
2. Windsor (population 210,000),
3. Chatham-Kent (population 108,000),
4. Sarnia (population 72,000),
5. Region of Peel (population 1.3 million).

Municipalities that provide/operate Municipal Day Cares:

1. Peterborough (population 135,000)
2. Ottawa (population 870,250)
3. Cornwall (population 58,957)
4. Dufferin County (population 56,811)
5. Stratford (population 30,886)



COUNCIL REPORT

March 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Mike Nadeau, Commissioner of Social Services

DEPARTMENT: Social Services Department

RE: Child Care Funding

PURPOSE

The purpose of this report is to advise City Council of changes in the manner that the SSM DSSAB Child Care Service System will be funded as a result of funding reductions by the Ministry of Education and the subsequent effect of funding reductions to the City of Sault Ste. Marie.

BACKGROUND

The Ministry of Education (MED) introduced a new child care funding formula, effective January 1, 2013. The new funding formula and subsequent revised DSSAB local funding model resulted in a reduction of \$885,843.35 in direct annual child care program funding for the community. The DSSAB has been using one-time provincial mitigation funding to offset this cut since January 1, 2013.

ANALYSIS

The DSSAB was tasked with developing a new child care program funding model that was both transparent and equitable for all child care providers in the system. Social Services developed a community child care stakeholder group that provided input and recommendations into the development of a new local program funding model. The model adopted was based on two components:

1. General Operating: based on licensed capacity and ages of children served by a child care provider
2. Fee Subsidy: based on percentage of 2012 actual subsidized spaces of care provided

When developing the new child care program funding model, efforts were made to preserve as many subsidized spaces in the child care system as possible.

Report to Council – Child Care Funding
2013 03 03
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The new funding model also attempted to ensure funding equity for all child care providers. The DSSAB developed a new funding model that resulted in funding cuts to child care providers ranging from a minimum of 13% to a maximum of 27.5 %.

Historically, funding to the child care service system was provided to child care providers based on the previous year's funding contribution and was not necessarily provided in response to program need or service system equity. Changes in funding focusing on overall system equity will result in providers with the highest child program costs being the most negatively affected. Similarly, programs operating close to actual per diem rates charged will see the least impact and programs that have been historically underfunded will see a slight increase.

IMPACT

\$885,843.35 in child care program funding will be removed from the system by January 1, 2015. The current child care system that the DSSAB manages will see general funding cuts as described above and a reduction of 61.5 subsidized spaces. The spaces are currently being absorbed by parents who can afford to pay full fees to a child care provider.

Effective April 1, 2014 the City's Community Services Department will experience a 13% (\$153,483.72) reduction in funding from the DSSAB. On January 1, 2015 an additional and final reduction will occur bringing the total reduction to 27.5% (\$324,677.00) compared to 2012 funding levels.

The City will also experience a reduction in the total number of subsidized spaces it provides for the DSSAB. In 2012 the DSSAB funded 70 subsidized spaces within the City's child care programs. This number will be reduced to a maximum of 51, effective April 1, 2014. There may be opportunity for the City to offset some of the DSSAB funding loss by parents who can afford to pay full fee.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

Resolved that the report of the Commissioner of Social Services dated 2014 03 03 concerning Child Care Funding be referred to appropriate staff for review and report back to Council.

Respectfully submitted,

"Mike Nadeau"
Mike Nadeau
Commissioner of Social Services

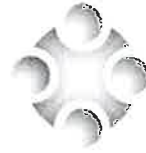
Recommended for approval,


Joseph M. Fratesi
Chief Administrative Officer

New Child Care Funding Model

March 3, 2014

Municipal Day Nurseries



District of Sault Ste. Marie
Social Services Administration Board

Overall Funding Impact

DSSAB Historical Funding	2015 Allocation	Variance		2015 Allocation	2014 Capping Through Mitigation	2014 Allocation
5,642,091.00	4,756,247.65	(885,843.35)		4,756,247.65	546,967.77	5,303,215.42

* As of December 2013

Appendix #3

Program Impact Municipal Day Nurseries 2014

DSSAB Historical Funding	New Allocation	Variance	Percentage in Variance
1,180,644.00	1,027,160.28	(153,483.72)	(13.00)

Appendix #3

Program Impact Municipal Day Nurseries 2015

	Proposed Funding Model	DSSAB Historical Funding	New Allocation	Variance	Percentage in Variance
#1	Operating Grant	127,136.00	213,150.00		
#2	Fee Subsidy Grant	1,053,508.00	501,600.00		
	Subtotal	1,180,644.00	714,750.00	(465,894.00)	(39.46)
#3	Capping of loss at 27.5% of historical budget.		141,217.00		
	TOTAL	1,180,644.00	855,967.00	(324,677.00)	(27.50)

Appendix #3

Municipal Day Nurseries Future Operating Potential				
Total Licensed Spaces	2012		2015	
	Subsidized Spaces (FDE)	Subsidized Spaces (FDE)	Subsidized Spaces (FDE)	Subsidy Reduced by:
	70		51	19
DSSAB Allocation 2012			1,180,644.00	
DSSAB Allocation 2015			<u>855,967.00</u>	
DSSAB Funding Difference			<u>(324,677)</u>	



COUNCIL REPORT

May 12, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Joseph M. Fratesi, Chief Administrative Officer

DEPARTMENT: Chief Administrative Officer

RE: Municipal Day Care Services

PURPOSE

To provide Council with a report and recommendation regarding the implications of a reduction in funding from the District of Sault Ste. Marie Social Services Administration Board (SSM DSSAB) to the City of Sault Ste. Marie for the City's Day Care program.

BACKGROUND

At its March 3, 2014 meeting, City Council passed the following resolution: "Resolved that the Report of the Commissioner of Social Services, dated 2014 03 03 concerning Child Care Funding be referred to appropriate staff for review and report back to Council".

ANALYSIS

A copy of the March 3, 2014 report by the Commissioner, as well as his presentation entitled "New Child Care Funding Model, March 3, 2014 – Municipal Day Nurseries" is reproduced and attached for Council's ease of reference. As noted in the report, a change in the formula by the Province resulted in a reduction of just under \$1million in direct annual child care funding to our community and all of its providers. As a result, the DSSAB developed a new child care program funding model that was more equitable to all providers in our community, attempting to preserve as many subsidized spaces as possible.

The new model resulted in funding cuts of anywhere from 13% to 27.5%. The City's Municipal Day Care program will incur a 27.5% cut in its funding from DSSAB, phased in over 2014 and 2015.

Just so that City Council is clear, the taxpayers of this City are currently subsidizing day care services in our community in two distinct ways. Firstly, we pay to the Sault Ste. Marie District Social Services Board (DSSAB) an annual

levy which includes \$1,289,187.00 for 2014 for our share of all day care spaces that the DSSAB funds. Secondly, these same taxpayers cover the operating losses of our two City-run municipal daycare centres (Jessie Irving and Maycourt) and the Best Start Program. These municipally-operated daycare centres provide 100 spaces (full-time equivalents) of which 51 are subsidized and 49 are "full-fee". It is interesting to note that today even "full-fee" is subsidized to the extent of about \$30 per day per space (cost of about \$70 per space per day with fee of about \$40 per day)

With the new Child Care Funding Model implemented by the DSSAB, the annual deficit for municipal daycares will grow to about \$578,137 in 2015 to provide spaces for 100 children, resulting in a municipal cost of about \$5,781 per space or about \$6,480 per space if capital needs are considered as well.

It is expected that if the City decides to get out of the delivery of daycare services, that other providers will pick up the extra spaces. The DSSAB has advised that it will work with other current providers to ensure that at least the subsidized spaces are picked up. It is expected that full-fee spaces would be picked up as well. These would be licensed operators who are required to meet Provincial standards. While it is admitted that the level of care that the City operations currently provide might not be matched by other operators, it can be safely assumed that these providers would meet Provincial standards.

Appearing elsewhere on this Agenda, are the reports of Nick Apostle, Commissioner of Community Services, Bill Freiburger, Commissioner of Finance and Peter Niro, Commissioner of Human Resources. All staff appreciate that Council is being asked to make a very difficult decision.

IMPACT

Day Care Services are not a core municipal service and are not provided by all municipalities. Those that are providing these services are going through a similar review as this to determine whether they should continue, in view of the recent Provincial cuts. There are other licensed providers who can deliver daycare services much more economically and who would step forward to replace the City in providing these 100 spaces. Those who need subsidized daycare would be offered spots in other licenced centres.

The annual savings to the City's levy would be about \$650,000 when future capital costs are included.

The City, however, would continue to provide funding for all daycare spaces provided in our community (approximately 1,000) through the annual levy paid to the DSSAB, this portion amounting to about \$1,289,187 in 2014.

Municipal Day Care Services
2014 05 12
Page 3

There are, however, 32 municipal jobs at stake with the employees in our daycares. These are good paying jobs and while it is expected that most will be eligible to be re-employed in other licensed daycares, the wages will not likely be as high. There will be one-time severance costs that would need to be paid by the City, as set out in the report by the Commissioner of Human Resources.

STRATEGIC PLAN

(not applicable)

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the reports of the Chief Administrative Officer, the Commissioner of Community Services, Commissioner of Finance and Commissioner of Human Resources all dated 2014 05 12 concerning Municipal Day Care Services be received and that Council authorize staff to take the initial steps to effect the transfer of the 100 municipal daycare spaces to other licensed daycare providers via the SSMDSSAB, and furthermore, to initiate the appropriate legal wind-down of municipal day care.

Respectfully submitted,



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

May 12, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nicholas J. Apostle, Commissioner Community Services

DEPARTMENT: Community Services Department

RE: Municipal Day Care Services

PURPOSE

This report is in response to the following resolution that was passed at the March 3, 2014 Council meeting:

“Resolved that the report of the Commissioner of Social Services dated 2014 03 03 concerning Child Care Funding be referred to appropriate staff for review and report back to Council.”

BACKGROUND

On March 3, 2014 the District of Sault Ste. Marie Social Services Administration Board (SSMDSSAB) advised the City that there will be a reduction in their funding to the Municipal Day Care programs starting in 2014 with a further reduction in 2015.

The City operates three (3) Day Care Centres:

- Maycourt Children’s Centre opened in 1972
- Jessie Irving Centre opened in 1976
- Best Start Program (which operates out of Holy Family School) opened in 2006

Originally, the Provincial subsidy for child care was only available to municipalities and First Nations. In 1992, the Province changed the requirements for subsidies to Day Cares so that more Day Care providers were eligible to receive funding from the Province. Only those providers who are non-profit receive funding assistance.

Presently the SSMDSSAB provides funding to 17 providers, who in turn operate a total of 31 Day Care sites.

The municipally-operated Day Care centres provide 100 spaces (full-time equivalents):

- subsidized spaces 51
- full-fee spaces 49

Earlier this year, the Commissioner of Social Services reported that SSMDSSAB experienced a funding reduction from the Ministry of Education which resulted in a revised local funding formula to ensure funding equity for all providers that was equitable and transparent for all providers.

In 2014, SSMDSSAB is providing one-time funding to mitigate against the impact of the subsidy restructuring. The full subsidy reduction will be implemented in 2015.

Municipal Day Care was impacted more significantly than other providers because historically the City realized a proportionately larger percentage of the funding.

Some of the main factors affecting Day Care today are:

- The implementation of the full-day Junior Kindergarten - Historically, the Municipal Day Care programs provided care to children ages 2 to 5 years, with a Day Nurseries mandated staff-to-child ratio of 1:8. In October 2009, the Early Learning Program (full-day Junior/Senior Kindergarten) resulted in a significant decrease in four and five year old children in Day Care. In order to meet the new child care demands for younger children by the community, licensing changes were made to include Day Care for infants and toddlers. These licensing changes meant adhering to different child/staff ratios (1:3 for infants and 1:5 for toddlers) thereby reducing the total number of licensed spaces offered by Municipal Day Care Services.
- The infant and toddler teacher to child ratio has had a direct bearing on the cost increase to the program.

ANALYSIS

- Community Child Care (SSMDSSAB) provides funding to many non-profit Day Care providers of which the City is one.
- The 2014 Municipal Day Care levy (deficit) is projected to be \$555,540.
- The 2015 Municipal Day Care levy (deficit) is projected to be \$578,137.
- The City will continue to fund childcare through the SSMDSSAB regardless of who operates the day cares
- Wages make up 88% of the budget.
- Day Care is important to today's young families where parent(s) work.
- The SSMDSSAB has advised that, if the City decides to no longer provide the Municipal Day Care Services, they (the SSMDSSAB) will require ample notification so that they may begin the process of reallocation of the spaces.

- The quality of the Day Care service is first class, with a waiting list of approximately 340 children for the Municipal Day Care program.
- Maycourt and Jessie Irving Centres are visited by many other child care providers who are seeking programming ideas. The programs are also showcased by the local Program Advisor with the Child Care Quality Assurance and Licensing Branch, as examples of quality programming for children in this community.

Annually, staff reviews fees (revenue) and expenses and make adjustments to reduce the overall cost.

Child Care Rates

The User Fee for infant care is \$45.00/day; toddler care is \$39.66/day; and preschool care is \$37.14/day. Subsidized rates are based on income. The cost per day of a subsidized spot ranges from a minimum user rate of \$1.75 up to \$36.40. Effective April 1, 2014, SSMDSSAB discontinued the minimum user rate, meaning families that qualify for full subsidy are not charged \$1.75 per day by the Day Care programs.

Jobs

There are 32 Municipal Day Care Employees:

- 4 Non-Union staff;
- 11 Early Childhood Educators – full time;
- 1 Early Childhood Educator – part-time;
- 2 Cooks – part time;
- 1 Clerk – part-time;
- 10 Supply Early Childhood Educators;
- 3 Supply Cooks
- The jobs are good paying jobs; the Municipal Day Care Staff are the second highest paid Day Care staff amongst all Day Cares in Sault Ste. Marie. Compared to other providers their hourly rate is greater anywhere from between \$6.00/hour to \$13.00/hour.

Options

1. Continue Providing Day Care Services
 - Staff would continue to implement reductions and revenue increases where possible.
 - The budgeted Day Care levy (deficit) of \$555,540. (2014) would continue grow.
 - There would continue to be on-going capital items that would need to be funded.
2. Transfer of Municipal Day Care Services to SSMDSSAB (Licensed Day Care Provider)
 - A process would be put in place to implement the steps necessary to effect the transfer of the 100 Day Care spaces from the Municipal Day Care program to other Licensed Day Care providers. This would involve

coordination with the SSMDSSAB. Steps would include meeting with the SSMDSSAB, the Municipal Day Care staff and the parents.

- It is possible that affected families may not access replacement spaces right away. They would be placed in a priority sequence for spaces as they become available. The SSMDSSAB has requested that ample notice be given of any closure so a strategic approach can be implemented that would minimize the impact on families.
- Wage rates for new employees that are employed by those Day Cares that are allotted the City spaces will likely be much less than the wage rates paid to the City Day Care employees.
- The Municipal Day Cares will continue to operate until SSMDSSAB has finalized their implementation plan for the transfer of the spaces.
- After the severance and closing costs have been paid out there will be an annual savings to the budget in the amount of \$555,540 which is the 2014 Day Care levy (deficit).
- The Human Resources Department has provided the implications of closing the Municipal Day Cares. Severances will have to be paid to the employees.
- From a real estate perspective, there is value to the two Municipal Day Care facilities (Jessie Irving and Maycourt). They could be sold.
- The community will lose good paying jobs. The wages paid to the Municipal Day Care staff are very close to the highest in the SSMDSSAB service area.
- City subsidy from SSMDSSAB would go to other providers.
- The on-going capital items for the facilities would not need to be addressed.

Recent Announcement from the Abinogii Kinomaago Day Care

The Abinogii Kinomaago Day Care recently announced that

Due to financial matters the Indigenous Friendship Centre Board of Directors has made the difficult decision to close the day care and will officially close on Friday, June 27, 2014.

It is our understanding that the annual deficit was approximately \$80,000. The SSMDSSAB is currently in discussions with other providers about transferring the Day Care spaces.

IMPACT

The Financial impact and analysis appears elsewhere on your agenda in a report by the Commissioner of Finance.

This report was composed with the understanding of how sensitive this topic is to those in the Municipal Day Care setting; the staff, parents and the children at Jessie Irving, Maycourt, and Holy Family- Best Start Day Cares.

STRATEGIC PLAN

This matter is not specifically identified in the Corporate Strategic Plan

RECOMMENDATION

That the report of the Commissioner of Community Services regarding Municipal Day Care Services be received and that Council authorize staff to take the initial steps to effect the transfer of the 100 Municipal Day Care spaces to other licensed day care providers via the SSMDSSAB, and furthermore, to initiate the appropriate legal wind down of the Municipal Day Care.

Respectfully submitted,



Nicholas J. Apostle
Commissioner Community Services

Copies to: B. Freiburger, Commissioner of Finance
P. Niro, Commissioner of Human Resources
M. Nadeau, Commissioner of Social Services



COUNCIL REPORT

May 12, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: William Freiburger, Commissioner of Finance and Treasurer

DEPARTMENT: Finance Department

RE: Municipal Day Cares

PURPOSE

This report is in response to the following resolution that was passed at the March 3, 2014 Council meeting:

Resolved that the report of the Commissioner of Social Services dated 2014 03 03 concerning Child Care Funding be referred to appropriate staff for review and report back to Council.

BACKGROUND

Announced graduated funding cuts will impact future operational costs of providing Municipal Day Care Services.

ANALYSIS

There are three financial costs that will be highlighted.

1. Facility maintenance costs to maintain the Jessie Irving and Maycourt Day Care Centres were identified by Morrison Hershfield Limited for the next 25 years.
2. Operating costs for the municipal day care operations included in the City Budget.
3. City contribution to daycare through the Sault Ste. Marie District Social Services Administration Board (SSMDSSAB).

1. Facility Maintenance Costs

Facility maintenance costs from the present to 2018 will be listed separately and a total number from 2019 to 2037 will also be listed.

Maycourt Children's Centre

Exterior soffit	\$ 20,000
HVAC upgrades	27,000
Security system	6,000
Fire alarm system	31,000
Parking lot	80,000
Electrical upgrades	9,000
Concrete – sidewalk & pads	<u>10,000</u>
Total Costs to 2018	\$183,000
Costs from 2019 to 2037	<u>385,000</u>
Total 25 year estimated costs	<u>\$568,000</u>

Jesse Irving Children's Centre

Exterior windows	\$ 10,000
HVAC upgrade	66,000
Fire alarm system	28,000
Pedestrian paving	15,000
Replace shed	9,000
Electrical room improvements	21,500
Security system	<u>17,000</u>
Total Costs to 2018	\$166,500
Costs from 2019 to 2037	<u>446,500</u>
Total 25 year estimated costs	<u>\$613,000</u>

In addition, the City has recently installed a new roof on the Jesse Irving Centre at a cost of \$210,000.

2. Operating costs for the municipal day care operations included in the City Budget.

The following summarizes the tax levy for municipal day care operations based on the 2014 budget and estimates for 2015 as prepared by S. Schell, CPA, CA, Manager of Finance and Budgets. The analysis is based on a total of 100 day care spaces that are currently provided by the City.

A capital funding cost amount is also included by taking the above total capital costs for the next 5 five years and dividing by 100 spaces and then dividing by 5 years to determine an average annual capital cost to maintain the two day care facilities.

	2014 <u>Budget</u>	2015 <u>Estimate</u>
Expenditures	\$1,864,180	\$1,901,464
Revenues	<u>1,308,640</u>	<u>1,323,327</u>
Operating Tax Levy	\$ 555,540	\$ 578,137
Estimated annual capital costs	<u>69,900</u>	<u>69,900</u>
Estimated capital and operating costs	<u>\$ 625,440</u>	<u>\$ 648,037</u>
Operating tax levy per day care space	\$ 5,555	\$ 5,781
Estimated annual capital cost per space	<u>699</u>	<u>699</u>
Estimated total annual cost per space	<u>\$ 6,254</u>	<u>\$ 6,480</u>

3. City funding of the SSMDSSAB for childcare services.

In 2014, the City was levied \$16,719,931 for the SSMDSSAB levy which includes \$1,289,187 to provide community childcare services. The City will continue to fund childcare through the SSMDSSAB regardless of who operates the day cares .

In addition, the City budgeted \$555,540 in 2014 to fund our two day care centres along with an estimated cost of \$69,900 for capital upgrades.

Report to Council – Municipal Day Cares
2014 05 12
Page 4.

IMPACT

The 2014 tax levy for municipal day cares is \$555,540 and is estimated to be \$578,137 for 2015 to provide programming for 100 day care spaces.

If the capital costs per space were factored in over the next 5 years, there would be an additional average annual capital cost of \$69,900 over the next 5 years.

If it was decided to transfer the municipal day care spaces to another licensed day care provider. The budget levy would be maintained until the severance and other asset disposition costs are funded.

We do appreciate the sensitivity of this issue to our employees and our customers.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

Resolved that the report of the Commissioner of Finance and Treasurer dated 2014 05 12 concerning Municipal Day Care Services be received and that Council authorize staff to take the initial steps to effect the transfer of the 100 municipal day care spaces to other licensed day care providers via the SSMDSSAB, and furthermore, to initiate the appropriate legal wind-down of municipal day care.

Respectfully submitted,



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

Recommended for approval,



Joseph M. Fratesi
Chief Administrative Officer

WF/kl



COUNCIL REPORT

May 12, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Peter Niro, Commissioner, Human Resources

DEPARTMENT: Human Resources Department

RE: Labour Relations Impact of Funding Cuts to Municipal Day Care Services

PURPOSE

To provide Council with the impact of closing Municipal Day Cares from a labour relations perspective.

BACKGROUND

Announced graduated funding cuts will impact the operational cost of providing Municipal Day Care Services.

ANALYSIS

The cost of operating the Day Care program without present levels of funding remaining constant will present financial challenges for the Municipality. The impact facing the Municipality in eliminating the service can result in socio-economic concerns but a one-time mandatory severance pay-out would eliminate future financial responsibility and liability.

IMPACT

The elimination of thirty two (32) unionized positions: four (4) non-union staff, eleven (11) full time day care teachers, one (1) part time teacher and two (2) part-time cooks, three (3) supply cooks, one (1) part time clerical clerk in addition to ten (10) supply staff would result in a severance package totalling approximately \$400,000. Sufficient time is required to issue appropriate notice⁴ to the employees in such circumstances.

Labour Relations Impact of Funding Cuts to Municipal Day Care Services
2014 05 12
Page 2.

The City's day care teachers are currently one of the highest paid in the area well above the industry average.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Human Resources dated May 12, 2014 concerning Labour Relations Impact of Funding Costs to Municipal Day Care Services be received and that Council authorize staff to take the necessary steps to effect the transfer of the 100 municipal day care spaces to other licensed day care providers via the SSMDSSAB and further to initiate the appropriate legal wind-down of municipal day care.

Respectfully submitted,



Peter Niro
Commissioner
Human Resources Department

Recommended for approval,



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

June 23, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nicholas J. Apostle, Commissioner Community Services

DEPARTMENT: Community Services Department

RE: Public Input on Possible Transfer of Municipal Day Care Spaces

PURPOSE

This report is in response to the following Council resolution:

"Resolved that this matter be postponed to June 23, 2014 Council meeting in order to allow for community consultation; and

Further that the following information be provided at that time:

1. *confirmation from the Sault Ste. Marie DSSAB that the 100 day care spots can be absorbed by existing licenced day cares in the City*
2. *what increase in "full fee" is required to make continued municipal day care operations viable."*

BACKGROUND

The following was undertaken to facilitate public comment on this issue:

- "Survey Monkey" was used to gather on-line comments. A copy of the survey is attached. It was activated on Tuesday May 20, 2014
- "City Seeks Input of Possible Transfer of Day Care Spaces" was advertised in the Sault Star May 24 & 31 and also posted on the City website and Twitter.
- "Open House for Public Input Regarding Possible Transfer of Day Care Spaces" was advertised in the Sault Star on June 7 and also posted on the City website and Twitter. A news release regarding the Open House went out to the media on June 5.
- A public Open House was held on Wednesday June 11, 2014 at the Civic Centre, Russ Ramsay Room.
- Emails were also received.

All of the above information was reviewed and analysed. All of the comments that were received are available to be viewed at the CSD office.

ANALYSIS

175 responses were received from all sources. 46 of these were handwritten or emails. 129 responses were received through Survey Monkey. Of these, 41 (23.4%) were in favour of the transfer of day care spaces and 124 (70.9%) were against the transfer. 10 of the responses did not fall into either category. The majority of responses were with regard to two issues: the transfer of spaces, and the loss of jobs.

	FOR TRANSFER OF SPACES	AGAINST TRANSFER OF SPACES	N/A SUBMISSIONS	TOTAL
Email/Written Submissions	5	41	/	46 (26.3%)
Survey Monkey	36	83	10	129 (73.7%)
TOTAL	41 (23.4%)	124 (70.9%)	10 (5.7%)	175

For the most part, the responses could be categorized into the following areas:

Financial Comments

1. The City day cares are 50% subsidized; is the ratio of subsidized to full-fee equal among the 17 not-for-profit organizations?
Staff Response – The Commissioner of Social Services reported on March 3, 2014 that The District Of Sault Ste. Marie Social Services Administration Board (SSM DSSAB) “was tasked with developing a new child care program funding model that was both transparent and equitable for all child care providers in the system”.
2. What will parents do who already work full time but cannot afford full-fee?
Staff Response – The full-fee rates charged by licenced non-profit child care providers in our community are similar across all providers.
3. Would parents who already pay full-fee be willing to have a fee increase to recover some of the costs?
Staff Response – We have heard from some full-fee paying parents and they have stated they would pay more; however, at the Open House the comments were that the full-fee rate of \$80/day was not within their means.
4. Was restructuring the day care operations considered and were staff consulted on ways to save money and be more profitable?

Staff Response – Revenue generation and expense reduction reviews are always at the forefront of discussions and are implemented where and when possible. The largest expense is wages which makes up eighty-eight percent (88%) of the budget. Any amount of restructuring and revenue/expense changes cannot generate the amount of savings required to bring the operations to a break-even point.

5. What has the child care centre staff come up with as options for offering service under a different model?

Staff Response – Minor tweaks can be made to the model; however we are mandated by the provincial government to maintain child/teacher ratios.

6. How much of a deficit would the City be willing to carry to maintain this service?

Staff Response – This is a matter for Council to consider. Other licenced non-profit providers do not run a deficit.

7. Is it possible to re-negotiate wages or freeze them?

Staff Response – This is not possible given legislative restrictions.

Transfer of Day Care Spaces

1. How will the other day cares in the city be affected by the transfer of spaces?

Staff Response – This is a matter for the SSM DSSAB.

2. Can statistics be provided where these 100 openings are located?

Staff Response – This is a matter for the SSM DSSAB.

3. Does the space exist to transfer the existing spots?

Staff Response – Elsewhere on your agenda is a report from the Commissioner of Social Services regarding this issue.

4. Would funding cuts also affect the ability of other providers to take on more child care spaces when they are also faced with cuts?

Staff Response – No - The funds that are presently allocated to the municipal day cares would be transferred to those providers taking the transferred spaces.

5. Concerns with the large discrepancy with respect to the level of care and education that children will receive at public versus private day cares.

Staff Response – It is widely acknowledged that the municipal day cares run a high quality program. The 100 spaces would be transferred to provincially licenced non-profit providers.

6. Can private day care provide all of the necessary services?

Staff Response – The 100 spaces would be transferred to provincially licenced non-profit providers.

Impact of Job Losses

1. What will happen to the workers, both full-time and part-time, losing their jobs?

Staff Response – As reported by the Commissioner of Human Resources, the elimination of the positions would result in severance packages for the affected employees. Sufficient time is required to issue appropriate notice to the employees.

2. Will municipal jobs lost be made up by new providers in a need for additional employers to make up for the extra placements they acquire?

Staff Response – The providers that receive the 100 transferred spaces will require additional employees (child/teacher ratios are legislated by the Province).

3. What are the economic impacts of the job loss on the City?

Staff Response – There will be a negative impact associated with the loss of 15 full-time and 17 part-time positions. Some of the impact will be mitigated by the hiring of new employees by the providers that receive the 100 transferred spaces.

4. Are staff at other day cares as highly trained and knowledgeable as the staff at Jessie Irving and Maycourt?

Staff Response – It is widely acknowledged that the municipal day cares run a high quality program

5. Quality day care is important

Waiting List

1. How will the other day care facilities absorb those children who lose their current spots when there are already a significant number of children on the waiting list for day care spots?

Staff Response – This is a matter for the SSM DSSAB.

2. Will children losing their spots be placed at the end of the current waiting list?

Staff Response – This is a matter for the SSM DSSAB.

3. Will children on the waiting list lose their opportunity for a spot to those children losing their spots at the day care centres that close?

Staff Response – This is a matter for the SSM DSSAB.

4. Can private day cares accept all of these spots considering a waiting list of over 1000 children?

Staff Response – This is a matter for the SSM DSSAB.

Other

1. The City should be a leader in day care in the municipality.
2. Why is there no Strategic Plan for the day cares?

Staff Response – The City has a Corporate Strategic Plan. Individual departments and divisions contribute to the Corporate Strategic Plan; they do not have their own individual departmental Strategic Plans.

Those in favour of transferring the spots to other licenced non-profit day cares:

1. The City should not be in the day care business when the private sector can provide all of the necessary services, probably at a lesser cost.
2. Private day care providers are trained with the same qualifications as the city run staff and can do the same quality care as the city day care facilities
3. Any municipal jobs lost should be made up by the new providers as they would have to hire additional employees to make up for the extra placements they acquire.
4. If the program is transferred to privately licenced day care providers there should be no subsidies offered by the City to these organizations to entice them to take on the extra space either.
5. If funding by the Ministry of Education has been cut, then the City should transfer the day care spaces to other providers.
6. I think the funds should be transferred... I think the spots could be utilized elsewhere and the children will receive the same care.
7. If the City is going to maintain the present day care spots the fee should be raised to reflect the actual total cost of the program.
8. Tax dollars; either going to the right place in terms of education or that tax dollars should not be spent to take care of other citizens' children.
9. Senior citizens should not have to subsidize others; sell the day care buildings and the money saved by not having to subsidize could go against the City deficit to help offset City taxes on behalf of all residents.
10. There are many core city services which I as a tax payer do not have an issue with supporting; however, a day care service for the limited few is not one of them.
11. The tax payers already subsidize day care in our City by way of the DSSAB; they should not have to subsidize the municipal day care programs as well.
12. Tax dollars should not be going to further subsidizing day care.

What is happening in other Northern Ontario municipalities?

- Timmins - does **not** have municipally-operated day cares
- North Bay - does **not** have municipally-operated day cares
- Thunder Bay - we have been advised that staff is going to Council to seek approval to transfer municipal spaces to other licenced non-profit providers.
- Sudbury – on June 16, 2014 the Community Services Committee of Council (report attached) approved the following recommendation which will go to their June 24, 2014 City Council meeting. Also attached is a Sudbury Star article and a Sudbury Star editorial both dated June 17, 2014.

“WHEREAS the Ministry of Education, in 2012 changed the funding formula for child care across the Province of Ontario, resulting in a potential funding reduction of \$5.4 million in Greater Sudbury (\$1.8M cut in 2013 and \$3.6M potential cut in 2016); and

WHEREAS, in June 2013, Council requested a Child Care System Review to recommend changes to the child care system, to plan for future funding reductions in 2016; and

WHEREAS Children Services has led a community process in partnership with all child care operators and school boards, and has received unanimous endorsement of the recommended changes from that group of partners;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury authorize the proposed changes to the child care system outlined in the report dated June 4, 2014 from the General Manager of Community Development regarding Child Care System Review related to the Child Care Funding Allocation Formula, the Redistribution of Licensed Child Care Spaces, the Operating Grant Formula, the Changes to Child Care Rates, and the Direct Operation of Junior Citizens Day Care; and

THAT the City of Greater Sudbury revise Child Care funding agreements with community Child Care operators to reflect these changes; and

THAT a detailed transition plan to transfer directly operated services (Junior Citizens Day Care) to non-profit child care providers, be brought back to Council for approval before December 2015.”

IMPACT

The purpose of this report is to provide Council with a summary of public input and other requested information regarding the possible transfer of municipal day care spaces. The input and information received does not have a direct financial impact on the corporation.

STRATEGIC PLAN

This matter is not specifically addressed in the Corporate Strategic Plan

Public Input on Possible Transfer of Municipal Day Care Spaces
June 23, 2014
Page 7

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner Community Services dated June 23, 2014 regarding Public Input on Possible Transfer of Municipal Day Care Spaces be received as information.

Respectfully submitted,



Nicholas J. Apostle
Commissioner Community Services

jb/council/public input on possible transfer of municipal day care spaces

attachments



Possible Transfer of Day Care Spaces

CITY SEEKS INPUT FOR POSSIBLE TRANSFER OF DAY CARE SPACES

Mayor DeBoie Amaroso and Members of City Council are seeking the public's input on the possible transfer of the City's 100 day care spaces from municipally-operated day care centres to other licenced not-for-profit day care providers. City day care facilities include Jessie Irving, Maycourt, and the Best Start program at Holy Family School.

At its May 12, 2014 meeting, Council received reports from staff that provided details on possibly transferring the 100 municipal day care spaces to other licenced providers due to funding cuts from the Ministry of Education. The reports included funding information provided from the City and Province through the District of Sault Ste. Marie Social Services Administrative Board (DSSMSSAB), for both subsidized and non-subsidized (termed full-fee) spaces. These reports can be viewed on the city website www.cityssm.on.ca

The City operates 100 of the approximately 1,400 day care spaces that DSSMSSAB administers by way of 17 not-for-profit organizations licenced by the Province to deliver day care services.

Through DSSMSSAB, the City currently funds, and will continue to fund, approximately \$1.3 million as its share for the 1400 spaces. The City also funds \$578,000 (2015 level) for annual operating costs at Jessie Irving, Maycourt, and Best Start at Holy Family School, not covered by revenue. Current and future capital costs for municipal day care facilities will add to this annual amount.

Of the City's 100 spaces, approximately 50 are subsidized by DSSMSSAB and the City, and about 50 pay the full-fee amount. The cost for each municipal space is approximately \$80/day. The amount received for each DSSMSSAB subsidized space is approximately \$70/day. The full-fee rate is presently approximately \$40/day. The full-fee would need to increase to \$80/day in order to cover the cost of operating the municipal day care centres.

The transfer of the 100 municipal day care spaces to other providers would in effect mean that 15 full-time jobs, as well as part-time positions as required from time to time, would be cut from municipal operations. Some, if not all, of these jobs may be required by the new licenced providers.

The public (users as well as other tax payers) is encouraged to submit comments regarding the transfer of day care spaces. Deadline to complete the survey is June 14.

For additional information, contact the Community Services Department at 705-759-5310.

***1. The public is encouraged to submit comments regarding the transfer of day care spaces in the space provided below.**

Done

Appendix #5

Survey (Survey Monkey)



Request for Decision Child Care System Review-Presentation and Recommendations

Presented To: Community Services
Committee

Presented: Monday, Jun 16, 2014

Report Date: Wednesday, Jun 04,
2014

Type: Presentations

Recommendation

WHEREAS the Ministry of Education, in 2012 changed the funding formula for child care across the Province of Ontario, resulting in a potential funding reduction of \$5.4 million in Greater Sudbury (\$1.8M cut in 2013 and \$3.6M potential cut in 2016); and

WHEREAS, in June 2013, Council requested a Child Care System Review to recommend changes to the child care system, to plan for future funding reductions in 2016; and

WHEREAS Children Services has led a community process in partnership with all child care operators and school boards, and has received unanimous endorsement of the recommended changes from that group of partners;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury authorize the proposed changes to the child care system outlined in the report dated June 4, 2014 from the General Manager of Community Development regarding Child Care System Review related to the Child Care Funding Allocation Formula, the Redistribution of Licensed Child Care Spaces, the Operating Grant Formula, the Changes to Child Care Rates, and the Direct Operation of Junior Citizens Day Care; and

THAT the City of Greater Sudbury revise Child Care funding agreements with community Child Care operators to reflect these changes; and

THAT a detailed transition plan to transfer directly operated services (Junior Citizens Day Care) to non-profit child care providers, be brought back to Council for approval before December 2015.

Finance Implications

In 2016 there will be a potential \$3.6 Million reduction of grant funding, however, this will not translate into a tax levy reduction as the new Childcare funding allocation model requires a minimum level of municipal contributions that the City currently provides.

As previously reported the City has received mitigation funding to be used to assist in this transition.

Signed By

Report Prepared By

Tyler Campbell
Manager of Children Services
Digitally Signed Jun 4, 14

Division Review

Ron Henderson
Director of Citizen Services
Digitally Signed Jun 4, 14

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Jun 4, 14

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Jun 5, 14

Background

In 2012, the Ministry of Education announced a new Provincial Funding Reallocation which included a \$1.8 million cut to the City of Greater Sudbury's Children Services Budget for 2013, and projected a further potential budget reduction of up to \$4.6 million in the future. In 2014, Greater Sudbury's Provincial allocation was increased by \$1 million, thereby reducing the future reduction to \$3.6 million. The \$3.6 million dollar reduction is projected to be implemented in 2016.

With the Provincial funding reallocation came more local flexibility about allocating funds and a requirement to develop local policies to allocate child care funding based on local needs.

In June 2013, Council approved internal Child Care policy changes to respond to the immediate funding reduction and requested a Child Care System Review to recommend policy and operational changes to Council, in order to create a high quality, efficient child care system that can operate within the current funding realities and is positioned to be able to weather further funding reductions.

The City of Greater Sudbury Children's Services Section and its stakeholder agencies (licensed child care, school board and specialized services partners) have worked collaboratively to develop a plan which will create a strong, stable and responsive child care system that can operate within the current and future funding environments.

Historical challenges related to child care funding and delivery

In addition to responding to the current funding reduction and planning for future reductions, these recommendations also address several historical challenges with the funding and delivery of child care services:

1. Provincial funding allocations for the City of Greater Sudbury, historically, have over funded the child care subsidy program while other areas have been underfunded. This plan shifts more funding to direct grants to child care operators that will strengthen the system for all families.
2. Provincial funding increases starting in 2005 allowed for rapid growth of the child care system in Greater Sudbury. As a result, some child care programs were "over licensed" and now some of the spaces being funded are underutilized. This plan will redistribute spaces (and in some case reduce spaces) so that all funded spaces are maximized, and care is available across the City in an equitable way.
3. Provincial wage subsidy allocation formulas have underfunded the youngest age groups of care which are most expensive to provide, while providing significant grants for care for older children, which is much less expensive to provide. This plan shifts more of the grant funding to the younger age groups, where the costs are highest.
4. Provincial funding formulas and per space amounts have remained unchanged for many years. Some funding has been released on a year-to-year basis and subsidy rates have not been increased on a regular schedule. As a result, child care operators have been challenged to keep up with and plan for inevitable increases to costs. This plan provide a more stable and predictable funding plan to help child care operators plan for the future.
5. The system review identified several significant challenges related to the direct operation of Junior Citizens Day Care by the City of Greater Sudbury, especially in a time of funding reductions. These challenges relate to the high cost of providing this care at this site and issues related to inequitable distribution of funding, the potential or perceived conflict of interest of directly operating one child care centre and the non-profit operators' improved capacity to deliver evening and flexible care at a lower cost. More details about these challenges are provided later in this report. This plan

recommends that the unique services (evening and flexible care) currently provided by Junior Citizens Day Care be transferred to the non-profit system.

The Child Care System Review provides a foundation for an improved child care system which will allow all partners to work together to plan for, deliver and evaluate a high quality, equitable and stable child care system. It will give the City of Greater Sudbury, as the System Service Manager, the tools and policies to effectively manage the child care system now, and in the future.

Child Care System Review Process

The recommendations in this report are a result of a year-long collaborative community planning process led by the Children Services section. The System Review Working Group, made up of 14 members representing all stakeholders, met regularly and brought their recommendations to the System Review Stakeholders Group, made up of the boards and operators of all childcare agencies and all four school boards. All recommendations included in the report have the full endorsement of the Child Care System Review Stakeholder's Group.

Child Care System- Proposed Changes

1. Child Care Funding Allocation Formula

The System Review Working Group recommends an allocation strategy which will ensure that funding increases or decreases occur in a planned and predictable way. The new, local formula sets the proportion of subsidy funding at the historical level of actual spending on the program. This frees up additional funding to be shifted into direct grants for operators, in order to promote stability of child care programs, to maintain quality and affordability for all families, and to improve working conditions for Early Childhood Educators and child care workers. When changes are made to overall funding, program areas will be increased, or reduced, proportionally.

The System Review proposes a predictable "proportional" formula for core funding areas:

General Operating Grant 36%
Child Care Subsidy 55%
Special Needs Inclusion 9%

2. Redistribution of Licensed Child Care Spaces

The System Review Working Group completed a full review of the current child care system and studied issues related to demand, enrollment, demographics, school board plans, financial viability, efficiencies and facilities at a neighbourhood level.

In some neighbourhoods, there are spaces that are underutilized, while other neighbourhoods are under-served. By reducing spaces where they are underutilized, and creating some spaces in under-served areas, the child care redistribution will create a more equitable, efficient and stable child care system. Where spaces may be closed or moved, and there are currently some children using them, mitigation dollars will be used, where possible, to allow those children to "age out" of those programs.

After reviewing service levels, utilizations, demographics and demand, the System Review proposes a redistribution of licensed spaces that:

a. Improves equity of service by neighbourhood and language and provides care in locations that best meet families' needs

- b. Ensures care is available in remote areas and cultural communities
- c. Reduces underutilized spaces (approximately 190 spaces or 4% of spaces)
- d. Promotes viability/stability of existing agencies and maintains equity of service between school boards
- e. Uses mitigation dollars to ensure a smooth transition and avoid service interruptions for children and families

Child Care Operators and School Boards are actively working with the City to redistribute and reduce underutilized spaces by 2015. A decision making tool for the selection of locations for child care spaces, was developed and has been endorsed by the System Review Stakeholders Group.

The allocation and ongoing operation of funded spaces will be managed through Funding Agreements with the Child Care Agencies

The proposed redistribution of spaces by neighbourhood and language is summarized in Appendix #1 - Proposed Licensed Child Care Space Distribution.

3. Operating Grant Formula

Provincial wage subsidy allocation formulas have underfunded the youngest age groups of care which are most expensive to provide, while providing significant grants for care for older children, which is much less expensive to provide. This plan shifts more of the grant funding to the younger age groups, where the costs are highest. The proposed local formula recognizes the high cost of providing care for the younger age groups and focuses the funding on those age groups. It will allow agencies to operate these groups as they are required.

The system review proposes the following General Operating Grant formula which:

- shifts grants to younger age groups to better reflect costs of operating
- ensures that operators can offer the care that is required by the community
- controls the number of spaces approved and avoids funding "underutilized" spaces
- positions child care operators and programs to be able to remain viable as future funding reductions are implemented

1. A per space amount for approved spaces for 0-3.8 year olds:

\$6000 per Infant space per year (approximately 176 spaces will be funded)
\$4000 per Toddler space per year (approximately 475 spaces will be funded)
\$1520 per Preschool space per year (approximately 1044 spaces will be funded)

2. "Block funding" for spaces for children aged 4-12.

A maximum grant of \$7500 per year, per approved licensed site.

The City of Greater Sudbury will work with operators to determine spaces to be funded. Operators will not be permitted to operate spaces for 0 - 3.8 year olds that are not approved. Operators may operate child care programming for children aged 4 - 12 years old, based on community need.

The Grant formula and allocation will be reviewed on an annual basis to ensure it continues to meet community and agency needs.

4. Changes to Child Care Rates

While the Child Care System Review has worked to keep child care rates affordable for families, there are some areas where rates need to be raised to better reflect the true cost of providing care. Further, rates need planned increases that are small and predictable, in order to keep up with rising costs and maintain quality programming.

The System Review proposes the following changes to subsidized and full fee rates:

- a. Keep regular rates stable at their current level but build in small, predictable increases for cost of living.
- b. Support eligible shift working families who require flexible care for children aged 0-3.8, and evening care for children aged 0-10, by paying a negotiated community rate that reflects the higher cost of care.
- c. Operators receiving the flexible care and evening rates will be expected to implement higher flexible and evening rates for their full fee families over 4 years.

Because the overall budget for child care subsidy is fixed, and may be reduced as budgets are reduced, increasing costs over time will mean that less children can be served by the child care subsidy program, resulting in potential waitlists for service.

Details of current and proposed rates for child care subsidy are provided in Appendix #2- Proposed Subsidized Child Care Rates

5. Direct operation of Junior Citizens Day Care

The System Review studied the operation of Junior Citizens Day Care (JCDC), including the service delivered, costs and benefits of direct operation of the program by the City.

Direct operation has allowed Junior Citizens to be innovative and provide a unique type of care to meet families' needs that other operators have not been able to provide. However, the System Review identified several concerns related to the direct operation of Junior Citizens Day Care:

- a. The program costs significantly more to operate than other non-profit programs. In 2013, it cost \$94/child to provide a day of care at Junior Citizens Day Care, while the average rate paid to a community centre for a day of care was \$43/child.
- b. The operation of a child care program by the City of Greater Sudbury creates an inequitable situation in the child care system where one program uses a disproportionate amount of limited child care funding.
- c. The operation of one child care centre may be perceived to be a conflict of interest for the City in its role as the Local Service System Manager for Child Care (as defined by the Ministry of Education).
- d. The non-profit child care sector has the capacity to deliver a comparable service, if given appropriate support and resources.

The System Review proposes that the City transition out of directly operating child care at Junior Citizens Day Care by working to move these services to non-profit community operators who have identified capacity to deliver the unique services currently provided by JCDC.

Given Council direction, a detailed transition plan to transfer directly operated services to non-profit child care providers will be brought back to Council for approval before December 2015.

Planning for reduced funding

The changes to the Child Care System proposed by the System Review, allow for a projection of the impact to service when the identified budget reduction of \$3.6 million is implemented by the Ministry of Education.

A budget reduction as significant as this will have a large and direct impact on service. This table demonstrates the additional impact on service if Junior Citizens Day Care continues to be operated by the City.

Projected Service Impact of \$3.6 million Funding Reduction- with JCDC Options

	After 3.6 million reduction- With JCDC Services Remaining Direct Operated Status Quo	After 3.6 million reduction- With JCDC Services Delivered by the community Recommended
Funding for Core Programs (General Operating Grant, Child Care Subsidy, Special Needs Inclusion)	\$10,816,500	\$12,119,383
Funding for Directly Operated Day Care (JCDC)	\$1,302,833	-----
Projected loss of licensed child care spaces (Estimated loss of 0-3.8 spaces)	605	418
Projected waitlist for Child Care Subsidy (from 2014-estimated based on historical spending)	729	519

Next Steps

With approval from Council, Children Services will work with stakeholders to:

1. Implement required changes and submit required reports to the Ministry of Education
2. Revise Child Care Funding Agreements starting January, 2015
3. Develop a detailed transition plan and bring it to Council for approval by December, 2015

Supporting Documents

1. Appendix #1- Proposed Licensed Child Care Distribution (pdf)
2. Appendix #2- Proposed Subsidized Child Care Rates (pdf)

Appendix #1- Proposed Licensed Child Care Distribution

Neighbourhood	# of children (2011 census)	Proposed # of English Spaces for Ages 0-3.8 years-starting 2015	Proposed # of French Spaces for Ages 0- 3.8 years-starting 2015	Spaces as a proportion of number of children in the neighbourhood	Proposed variance in number of spaces (compared to May 2014)
Downtown/ Bell Park	243	158	13	70%	(17)
Flour Mill/Donovan	695	73	62	19%	(24)
West End	306	170	0	56%	(4)
Downtown Area	1244	401	75	38%	(45)
New Sudbury	1021	128	71	19%	(32)
Minnow Lake	550	50	26	14%	26
Minnow Lake/New Sudbury Area	1571	178	97	18%	(6)
South End	718	162	104	37%	(20)
South End Area	718	162	104	37%	(20)
Copper Cliff	105	0	0	0%	0
Lively (incl Whitefish)	459	102	13	25%	(8)
Lively/Copper Cliff Area	564	102	13	20%	(8)
Garson	508	106	13	23%	24
Coniston	96	13	16	30%	(40)
Garson/ Coniston Area	604	119	29	25%	(16)
Azilda	186	0	66	35%	0
Chelmsford	503	32	34	13%	0
Levack	96	13	0	14%	(8)
Dowling	121	0	13	11%	0
Rayside/ Onaping Area	906	45	113	17%	(8)
Val Caron	353	72	53	35%	(4)
Hanmer	909	48	71	13%	(21)
Capreol	126	21	0	17%	(26)
Valley/ Capreol Area	1388	141	124	19%	(51)
	6995	1148	555	24%	(154)

The final number of spaces to be funded will be negotiated with child care operators.

Appendix #2- Proposed Subsidized Child Care Rates

Current Daily Rates for Subsidized Centre-Based Child Care

	4 hours and under	Over 4 to under 6 hours	6 to 9 hours	Over 9 to under 12 hours
Infant	\$21	\$37	\$51	\$55
Toddler	\$16	\$29	\$41	\$45
Preschool	\$14.50	\$26	\$37	\$39
4- 12 years	\$15.50	\$25	\$34.50	\$39

Proposed Daily Rates for Flexible Child Care (Shift Work, On Call etc.) - to be finalized

	4 hours and under	Over 4 to under 6 hours	6 to 9 hours	Over 9 to under 12 hours
Infant	\$25	\$44	\$61	\$66
Toddler	\$19	\$35	\$49	\$54
Preschool	\$17	\$31	\$44	\$47
4- 12 years	\$15.50	\$25	\$34.50	\$39

Proposed Daily Rates for Evening Child Care -to be finalized

	4 hours and under	Over 4 to under 6 hours	6 to 9 hours	Over 9 to under 12 hours
Infant	\$25	\$44	\$61	\$66
Toddler	\$19	\$35	\$49	\$54
Preschool	\$17	\$31	\$44	\$47
4- 12 years	\$19	\$30	\$41	\$44

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NEWS LOCAL

Junior Citizens

Let not-for-profit run daycare: Review



By Carol Mulligan, Sudbury Star
Monday, June 16, 2014 10:13:33 EDT PM



Greater Sudbury Council's community services committee isn't looking to close Junior Citizens Day Care, but it will be looking for a not-for-profit organization to operate the centre and transition services to it by December 2015.

The committee made that recommendation Monday and it will now go to council for its consideration.

Members of a child-care system review unanimously agreed the City of Greater Sudbury could no longer afford to operate the centre that has been municipally run for 40 years.

In 2013, the Ministry of Education changed the funding formula for child care in Ontario, resulting in a \$1.8-million funding cut for the city last year and a future reduction of \$3.8-million.

In June 2013, council called for a review to recommend changes to the child-care system, to plan for future funding reductions and make recommendations about Junior Citizens Day Care.

The review process was conducted by 14 representatives from child care, school boards and resource centres, who took a hard look at what was best for children and families, said Tracy Saarikoski, a member of the committee.

The committee looked at the review as an opportunity to strengthen child care in Sudbury by making four key changes.

The committee heard that the annual cost of operating 110 licensed spaces at Junior Citizens is \$1,277,000, with the average daily cost being \$94 a day. The average cost of day care for a child in care in community spaces is \$43.

Twice as many spots could be funded in the community as are currently funded at Junior Citizens, the committee heard.

Coun. Claude Berthiaume asked how a not-for-profit could afford to operate the centre for so much less than Junior Citizens.

Ron Henderson, director of citizen services for the city, said it is partly because labour costs such as salary and benefits are higher at Junior Citizens, and the cost of the daycare's lease at the YMCA Centre for Life is expensive.

That lease will expire in 2015, but will only result in about \$17,000 in savings a year if another space is found.

Henderson said unionized employees at Junior Citizens may be able to bump other city employees, presuming they have the qualifications, if another organization takes over the centre.

Berthiaume argued that the long-time employees at Junior Citizens have offered stability for youngsters there and created new initiatives.

But the city will look to any new provider to offer evening care and other services at Junior Citizens.

Transitioning Junior Citizens Day Care to a not-for-profit provider is just one of the changes in the proposed new system.

The system review working group recommends an allocation strategy to ensure funding increases or decreases are planned and predictable; that spaces that aren't being used in some neighbourhoods are allocated to others where they are needed; that day care is available in remote areas and cultural communities.

carol.mulligan@sunmedia.ca

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OPINION EDITORIAL**PoV: Hand costly day care to non-profit agency**

By Brian MacLeod, Sudbury Star
Tuesday, June 17, 2014 10:44:24 EDT PM



Tom Davies Square

The City of Greater Sudbury has an obligation to the taxpayers to deliver services for the best economy of spending. There is always a balance to be found between services and cost, but for the Junior Citizens Day Care, that balance is out of whack.

Day care services are a vital part of making the city work. Young families, single-parent families and families on low income need access to affordable day care to ensure they can keep working, and parents can remain employed.

To that end, the city has run day-care spaces for decades. But hard realities require change. The city is looking for a not-for-profit organization - which is allowed to generate a surplus but usually reinvests it in the agency - to run the municipally owned Junior Citizens Day Care, which operates 110 licence spaces.

It is a sensible solution.

Last year, the Ministry of Education changed how it funds child care, leaving the city with a \$1.8-million funding reduction in 2013 and likely facing \$3.6 million more in cuts by 2016. So the city asked for a review of how day care is run, consulting representatives from child care agencies, school boards and other resource centres. They discovered that the city was spending \$94 a day on Junior Citizens spots, while the average in other community centres was \$43. Why it took a ministry cutback and a review to discover this is puzzling, but it cannot be allowed to continue.

As the staff report noted, the city could fund more than 200 spots with what it's paying now for 110 at Junior Citizens.

Opponents of the move have said the quality and stability of the services provided at Junior Citizens is worth the extra investment in children's futures. But the city is not in the business of raising kids or providing higher levels of salaries. It should provide quality day care at an equivalent level and cost to those who do it elsewhere, or it should be farmed out.

A well-run not-for-profit agency that operates licensed services is a reasonable alternative to a cost-heavy municipally run centre.

This begs the question: how many other city agencies are being run in such a fashion? We know Pioneer Manor is being run that way, with an annual deficit in the millions. It's considered a desirable home for the elderly, but it costs more than privately run facilities to operate. For those who are lucky enough to get in to Pioneer Manor, it's great. But should this be the way the city does business?

Much of the extra costs in these facilities are salaries. It generally costs more to run a facility with city staff than it does in the marketplace. Sometimes, that investment is worth the money - such as snow clearing, which is performed by city staff, complemented by contractors.

But day cares are run throughout Canada by competent private operators.

If the decision to go not-for-profit on day care is a turning point for the city, it's a sign that taxpayers' interests are becoming the priority.

brian.macleod@sunmedia.ca

Twitter: @MacLeodSudbury

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COUNCIL REPORT

June 23, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Mike Nadeau, Commissioner of Social Services

DEPARTMENT: Social Services Department

RE: Municipally Operated Child Care Centres

PURPOSE

To advise Council whether the municipally operated daycare spaces can be transferred to another not-for-profit licenced childcare provider(s) that operate within the City of Sault Ste. Marie.

BACKGROUND

On May 12th Council received reports requesting authorization for staff to take the initial steps to effect the transfer of the 100 municipal daycare spaces to other licenced daycare providers via the District of Sault Ste. Marie Sault Ste. Marie Social Service Administration Board (DSSMDSSAB), and furthermore, to initiate the appropriate legal wind-down of municipal day care. Council postponed the request and sought confirmation from the DSSMSSAB that the 100 daycare spaces could be absorbed by existing licenced childcare centres in the City.

ANALYSIS

Staff within the Social Services Department held preliminary conversations with two childcare providers who indicated they are willing to expand their services to help the DSSMSSAB maintain the current level of service in the DSSMDSSAB's child care system. Staff also received inquiry from a third provider who is interested in assisting should the City wind down its child care operations.

Currently providers are not in position to fully guarantee they would be able to expand their operations, as the DSSAB does not have funding or a contract to offer. There is, however, strong interest and the DSSMSSAB is confident that it can expand existing provider operations should the City cease operations. Council needs to be aware that the DSSAB cannot hold formal negotiations with providers until the City decides it will (or intends to) cease operating its child care centres.

Municipally Operated Child Care Centres
2014 06 23
Page 2.

IMPACT

To ensure smooth transition of spaces, the DSSMSSAB would require working closely with the City on a strategically phased wind down of the City's child care operations.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Social Services dated 2014 06 23 concerning Municipally Operated Child Care Centres be received as information.

Respectfully submitted,



Mike Nadeau
Commissioner of Social Services



COUNCIL REPORT

June 23, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Shelley J. Schell, CPA, CA, Manager of Finance and Budgets

DEPARTMENT: Finance Department

RE: Municipal Day Care Services

PURPOSE

This report is in response to Item 2 of the following resolution that was postponed at the May 12, 2014 Council meeting:

Resolved that this matter be postponed to June 23, 2014 in order to allow for community consultation; and

Further that the following information be provided:

- 1. Confirmation from the Sault Ste. Marie DSSAB that the 100 daycare spots can be absorbed by existing licenced daycares in the City.*
- 2. What increase in "full fee" is required to make continued municipal daycare operations viable?*

BACKGROUND

At its May 12, 2014 meeting, City Council requested additional information in regards to municipal daycare operations.

ANALYSIS

The City currently operates three day care facilities: Jessie Irving, Maycourt and Holy Family-Best Start, providing 100 full-time equivalent spaces. Of these spaces, 51 are subsidized provincially and municipally through the Sault Ste. Marie DSSAB and 49 are "full fee" spaces.

The "full fee" estimated revenue per space/day for 2015 is approximately \$40. The estimated revenue per space/day for the subsidized spaces is \$68.50, which is \$28.50 more than the \$40 average "full fee" rate.

The following reflects the cost per day/space to operate the Municipal Day Care Facilities and the increase in the "full fee" required to cover operational costs:

Estimated Annual Operating Costs	\$78
Estimated Annual Capital Costs	\$ 3
Total Annual Costs	\$81
Estimated "Full Fee" Revenue	\$40
Revenue increase required	\$41

IMPACT

The estimated municipal tax levy for 2015 is \$648,040 (including capital requirements). If the user fee for "full fee" is increased by an average of \$41/day, there would be no tax levy required for these spaces. There would be a remaining levy of \$155,835 to fund the revenue shortfall for the 51 subsidized spaces.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance and Budgets dated 2014 06 23 concerning Municipal Day Care Services be received as information.

Respectfully submitted,



Shelley J. Schell, CPA, CA
Manager of Finance & Budgets

Recommended for approval,



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

Recommended for approval,

Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nicholas J. Apostle, Commissioner of Community Services
DEPARTMENT: Community Services Department
RE: Municipal Day Cares

PURPOSE

The purpose of this report is to provide Council with senior staffs' position regarding the continued operation of Municipal Day Cares and, is in conjunction with the Day Care Review Committee's report that appears elsewhere on Council's agenda. To insure equity to all taxpayers and equal benefit to day care users, staff recommends that the City notify the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) that it intends to transition out of providing day care.

BACKGROUND

The Day Care Review Committee's report contains extensive background information on this matter and appears elsewhere on your agenda. So as not to overload or confuse the matter, this report will reference the Committee's report, rather than reproduce the entire background information.

May 12, 2014 Council meeting – in response to the March 3, 2014 Council resolution, reports were submitted by the Chief Administrative Officer, the Commissioner of Human Resources, the Commissioner of Finance, and the Commissioner of Community Services. All of the staff reports recommended that Council authorize staff to take the initial steps to effect the transfer of the 100 Municipal Day Care spaces to other licensed day care providers via the DSSMSSAB.

ANALYSIS

The provincial mandate and funding formula has changed over the years resulting in a significant reduction in total funding to the region since 2013.

Upon Council's approval, a process would be implemented for the City to transition out of being a day care provider. This process would commence in

January 2016 and have an intended end date of December 31, 2016. The various issues of the transition would be dealt with during this time frame including but not limited to any and all requirements of: the DSSMSSAB; the Ministry of Education; proper and appropriate notification to parents of enrolled children; all financial aspects; potential uses of the existing municipal day care facilities; all aspects of the legislated matters affecting staff and the associated human resource matters. Staff would report back to Council on a regular basis with updates on the transition.

IMPACT

All of the areas impacted are thoroughly detailed in the Day Care Review Committee's report which appears elsewhere in Council's agenda.

STRATEGIC PLAN

This matter is not specifically identified 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 on behalf of senior management staff, dated November 23, 2015, regarding having the City transition out of being a day care provider, be received and the recommendation that the City notify the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) that it intends to transition out of providing day care, and that staff commence a process in January 2016 to implement the various transitional issues including but not limited to any and all requirements of: the DSSMSSAB; the Ministry of Education; proper and appropriate notification to parents of enrolled children; all financial aspects; potential uses of the existing municipal day care facilities; all aspects of the legislated matters affecting staff and the associated human resource matters; and to be complete by December 31, 2016, be approved;

and further that staff report back to Council on a regular basis on the status of the transition.

Respectfully submitted,



Nicholas J. Apostle
Commissioner of Community Services

MUNICIPAL DAY CARE OVERVIEW

- There are 15 licensed child care providers including the City
 - There are 1,468 licensed child care spaces
 - The City is authorized for 100* child care spaces
 - 51 subsidized spaces
 - 49 non-subsidized
 - The City's 100 child care spaces equates to approximately 6.8% of all licensed daycare spaces
- *Utilization is currently 70% for 'year to date' 2015*
- The City operates three facilities:
 - Jessie Irving
 - Maycourt
 - Holy Family Best Start



MUNICIPAL DAY CARE OVERVIEW

March 3, 2014 Council meeting – the Commissioner of Social Services reported a change in the Provincial funding model for Day Care. This change resulted in a 27.5 % cut in the SSMDSSAB funding to the municipal day care program.

May 12, 2014 Council meeting – Senior City staff reports recommended that Council authorize staff to take the initial steps to effect the transfer of the 100 Municipal Day Care spaces to other licensed child care providers via the DSSMSSAB.

June 11, 2014 - A Public Open House was held; A survey using “Survey Monkey” was undertaken; Public Comments were received through emails

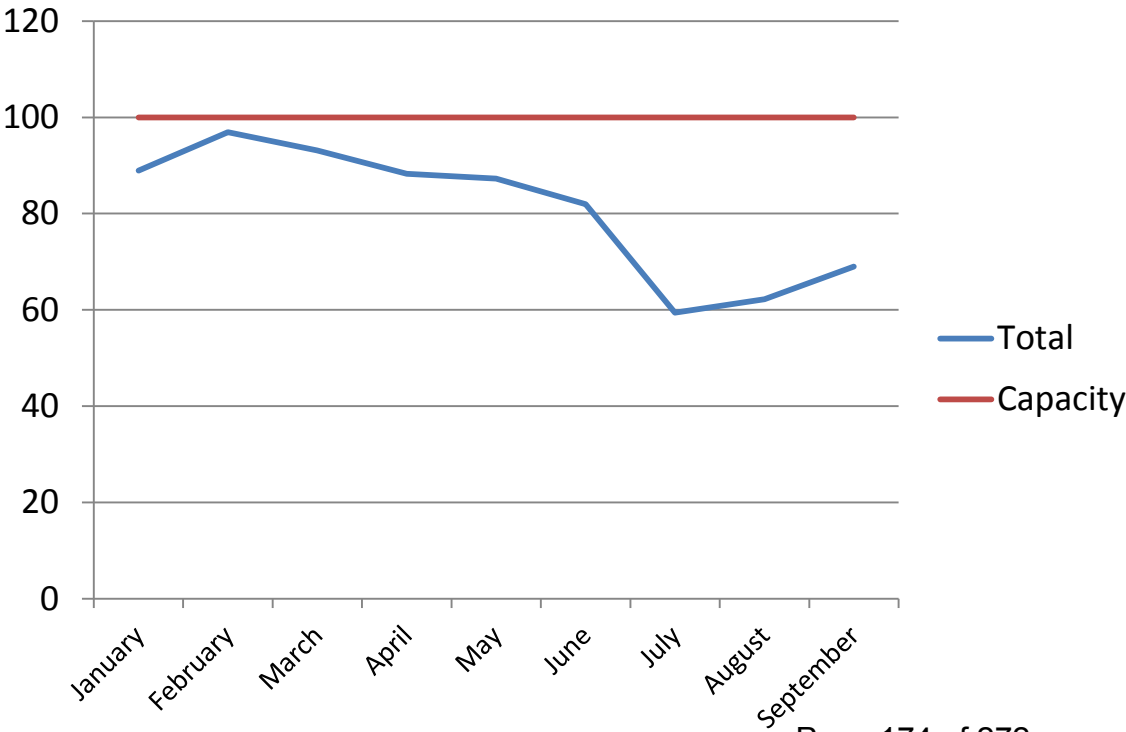
June 23, 2014 Council meeting -Council authorized a Day Care Review Committee to review options and report back.



MUNICIPAL DAY CARE OVERVIEW

	Full	Subsidized	Total	Capacity
January	44.75	44.2	88.95	100
February	43.65	53.3	96.95	100
March	41.05	52.1	93.15	100
April	45.4	42.9	88.3	100
May	40.4	46.9	87.3	100
June	37.65	44.3	81.95	100
July*	23.2	36.2	59.4	100
August*	27.7	34.5	62.2	100
September	32.8	36.2	69	100

**Note: Holy Family Closed for the Summer*



MUNICIPAL DAY CARE

OPTIONS PRESENTED IN DAY CARE COMMITTEE REPORT

1. Close all Municipal Day Care Centres at the same time
2. Close Day Cares but stay open until a new provider(s) can be confirmed and able to take over the spaces
3. Part 1 – Systematically close Day Care Centres
Part 2 – Operate only one Day Care Centre but at a break- even or profitable level
4. Keep all Day Care Centres open and continue to implement concepts that generate revenue and/or decrease expenses.
5. Operate Municipal Day Care Centres out of Schools – Close Jessie Irving and Maycourt Day Care Centres.



MUNICIPAL DAY CARE OVERVIEW

- Senior staff recommends that the City notify the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) that it intends to transition out of providing day care, and that staff commence a process in January 2016 to implement the various transitional issues including but not limited to any and all requirements of:
 - the DSSMSSAB;
 - the Ministry of Education;
 - proper and appropriate notification to parents of enrolled children;
 - all financial aspects;
 - potential uses of the existing municipal day care facilities;
 - all aspects of the legislated matters affecting staff and the associated human resource matters;
 - and to be complete by December 31, 2016.



MUNICIPAL DAY CARE

OVERVIEW

- If the City were to transition out of Day Care, the 100 City spaces would not be lost. There are licenced providers that are able to take these spaces.
- Recently there has been correspondence referring to child care spaces at St. Basil School (49 spaces) and Isabel Fletcher School (26 spaces). It has been confirmed that these are not new spaces; they are part of the existing allotment.
- The taxpayers of the City are currently subsidizing day care services in our community in two ways. First, there is a payment to the District Sault Ste. Marie Social Services Administration Board for the City's share of all child care spaces that the DSSMSSAB funds. Second is the payment to cover the operating losses of the City operated municipal daycare programs.
- If Council were to approve transitioning out of child care, the City would continue to provide funding for all day care spaces provided in our community (1,438) through the annual levy paid to the DSSMSSAB.



Malcolm White

From: Joe Krmpotich
Sent: Monday, November 23, 2015 11:02 AM
To: Mayor Provenzano; Steve Butland; Frank Fata; Susan Myers; Rick Niro; Matthew Shoemaker; Ross Romano; Judy Hupponen; Marchy Bruni; Paul Christian; Lou Turco
Cc: Malcolm White; Rachel Tyczinski
Subject: Day Care

Good Morning Mayor Provenzano and Councillors, in order to vote on a resolution you have to be present at the Municipal Council Meeting. Although I can't attend the meeting due to work commitments I have read the agenda and the information on Day Care. Please note that I support option #5.

Sincerely,

Joe Krmpotich



COUNCIL REPORT

November 23, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jerry Dolcetti, RPP – Commissioner

DEPARTMENT: Engineering and Planning Department

RE: Port of Algoma – Request for Extension to Consulting Agreement

PURPOSE

The purpose of this report is to obtain Council's approval of an Amending Agreement to the Agreement for Professional Consulting Services for the Master Consultant–Port of Algoma Project dated May 25, 2015 ("Consulting Agreement"), to extend the time frames for completion of Phase 1 and Phase 2 of the Project.

BACKGROUND

At the meeting of 2015 02 19, Council approved the Consulting Team of KPMG/AECOM ("Consultant") to be retained in carrying out the project, subject to the following conditions that:

- 1) Phase 1 can proceed for an upset limit of \$3,176,945, having a completion target date of October 31, 2015; and
- 2) Phase 2 can proceed only if the results in Phase 1 indicate a successful "go forward" action and funding for Phase 3 (implementation and construction) of the expanded harbour is available from various partners to this project, including the senior levels of government, private sector and others.

ANALYSIS

Main components of the project include:

- A traffic study and demand forecasting;
- Infrastructure planning / project scoping / stakeholder consultation, environmental assessment and First Nation Aboriginal consultation;
- Financial analysis – funding for implementation / construction;

- Engineering procurement construction (EPC), contractor procurement; and
- Overall project management.

The Consultant proceeded with the above components initially under a Letter of Engagement dated March 9, 2015 until May 25, 2015 when the Consulting Agreement was approved by Council. The Consulting Agreement provides for Phase 1 to be completed by October 2015 and Phase 2 to be completed by March 2016. The Consultant has requested a time extension for completion of Phase 1 and Phase 2 of the Project to March 31, 2016 and September 30, 2016 respectively. Section 19.3 of the Consulting Agreement allows for the Consulting Agreement to be amended by the express prior written consent of the City.

The original timelines although aggressive, were accepted by the consultants and the Project Management Team (PMT) and it was understood that every effort was being made to meet the Federal election in the fall of 2015. It was not anticipated though, that the election campaigning period was to be extended one month thus reducing the time period for government to be in session.

The Consultant proceeded with the work plan and has made progress in providing supportive documentation in traffic forecasting and environmental assessment, infrastructure planning and project scoping. The Consultant did uncover through site investigations, including soil sampling and dive surveys that marine structure conditions were in greater need of repair leading to additional assessment and review of various options and phasing of improvements.

First Nation Aboriginal Consultation continues to require additional time and effort in meeting the work plan schedules.

Lastly, funding for implementation has been delayed because of the Federal election and in consultation with Infrastructure Canada officials it is unlikely that meaningful discussions under the New Canada Fund will materialize until January 2016. At present, the Consultant continues to prepare a more complete submission for consideration.

The Amending Agreement for Council's consideration was drafted by the City's Legal Department and effectively provides for the time extensions requested. The Amending Agreement further confirms that all other terms and conditions as set out in the original Consulting Agreement shall continue to apply.

IMPACT

Reviewing the Consulting Agreements for the project with the assistance of Legal, confirmed that various clauses made reference to the time frames and require amendments to incorporate the request for extension. In addition both Federal and Provincial governments require notification of the change. At this time we are still maintaining the same completion date of December 31, 2016 for the Project under the requirements of funding and completion of all tasks.

The request by the Consultant (KPMG) in the position of Master Consultant is to amend the Consulting Agreement by extending the completion of Phase 1 and Phase 2 of the Project to March 31, 2016 and September 30, 2016 respectively (compared to October 2015 and March 2016 respectively). The Consultant has confirmed that all work required as per the original Consulting Agreement will be completed as per original recommendations noted above under 'Background'.

STRATEGIC PLAN

This project is directly linked to Developing Solid Infrastructure and strategic direction Transportation Network Improvements.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Engineering & Planning dated 2015 11 09 be accepted, and that Council approve the Amending Agreement to the Agreement for Professional Consulting Services for the Master Consultant – Port of Algoma Project dated May 25, 2015, thereby extending the completion date of Phase 1 of the Project from October 2015 to March 31, 2016 and Phase 2 of the Project from March 2016 to September 30, 2016.

By-law 2015-208 is located elsewhere on your agenda and authorizes the Amending Agreement to the Agreement for Professional Consulting Services for the Master Consultant – Port of Algoma Project between the City, KPMG LLP and AECOM Canada Ltd., and is recommended for approval.

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

November 16, 2015

To: Mayor Provenzano and Sault Ste. Marie City Council

From: Tom Dodds CEO, Sault Ste. Marie Economic Development Corporation

Re: **\$100,000 EDF Application – Canadian Bushplane Heritage Centre (CBHC)**

I. Introduction

The Sault Ste. Marie Economic Development Corporation's Board of Directors is recommending Sault Ste. Marie City Council support the CBHC application for \$100,000 in economic development fund support to assist it in:

- Levering over \$1 million in provincial funding through NOHFC and Trillium Programs to undertake capital projects to approve the visitor experience, but more importantly, to enable the CBHC to increase revenue through greater visitation, events and gift shop revenue; and, thereby supporting its sustainability plan.

II. Background:

The Canadian Bushplane Heritage Centre (CBHC) has made an application to the Economic Development Fund in the amount of \$100,000 to support applications to the Northern Ontario Heritage Fund and Ontario Trillium Foundation. The \$100,000 EDF money is expected to leverage \$900,000 from NOHFC and \$150,000 from the Ontario Trillium Foundation. CBHC is seeking a total of \$1,150,000 to complete major renovations to the Centre.

This project aligns with the CBHC's mandate to preserve and present the history of bush flying and forest protection that began in 1924 with the establishment of the Ontario Provincial Air Service in Sault Ste. Marie.

III. Project Summary:

This project is being undertaken to develop new business opportunities which will result in an increase in the number of current offerings and exhibits in the Centre. The expansion will lead to financial sustainability for CBHC as a result of an increase in visitations and tourism expenditures.

Three initiatives, as identified in the CBHC Business Plan 2010-2015, developed by TCI Management Consultants, will be undertaken:

- museum exhibits development;
- events area development; and,
- gift shop and lobby development.

CBHC is unable to undertake this initiative without the support of the EDF as all budget dollars are allocated to operations, programs and services as identified in the Expenses budget. The funding received here will be used primarily to cashflow the capital expenditures for the project.



I.V. EDF Funding Request:

CBHC has requested \$100,000 of EDF support towards a \$1,150,000 total project. Other funding partners include:

- Northern Ontario Heritage Fund Corporation \$900,000 (requested)
- Ontario Trillium Foundation \$150,000 (requested)
- EDF \$100,000 (requested)

CBHC volunteers contributed 4,391 hours of volunteer time to the Centre in 2014, which has an estimated dollar value of approximately \$50,000.

V. Other Financial Considerations:

- CBHC has been receiving approximately \$110,000 a year from the city of Sault Ste. Marie to assist in managing operational costs. The CBHC expects to be making a similar request in next year's budget
- The Destination Marketing Fund Tourism Partners are currently considering approximately \$25,000 to support CBHC's marketing efforts.

VII. Outcomes:

This initiative support EDF employment and economic development criteria:

Employment

- five new full time positions ,
- eight part time positions, 15 new in-direct jobs; and,
- supports the retention 7.5 full time positions.

Economic Development

It will be a strong anchor of the SSM Downtown Revitalization Initiatives Program contributing to the redevelopment of tourism products in the downtown area. It will offer unique training, education and employment opportunities for local students and residents and will support the growth and development of the knowledge-based employment.

This project sustains but does not increase is the city's tax assessment capacity.

CBHC annual revenues are projected to grow from the current \$615,499 to \$1,029,768 in the 3rd year after completion of these capital improvements, thereby supporting its future sustainability.

VIII. Other Considerations

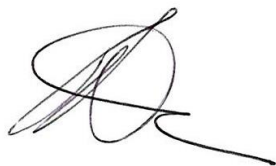
- Like the Ermatinger Clergue National Historic Site across the street (and primarily funded by the City), this CBHC provides the number of purposes that focus on the heritage of this city, province and country. It is a Heritage Museum, Cultural Icon, Educational Institution, Tourism Product and Destination Attraction. It is part of fabric of this community and region.
- Other facilities of this caliber would receive financial support from the Province and Federal government. In spite of the efforts of the CBHC Board, staff and its supporters.

- Like many of the arts, culture and tourism attractions, CBHC is challenged by maintaining financial sustainability through its operations.
- The Sault Ste. Marie Economic Development Corporation recognizes the importance of arts culture and tourism in the economic and social sustainability of this community. As part of its economic development strategic planning efforts, it proposes to examine how “arts and culture” - part of the creative economy of this community can be integrated as part of a broader economic development strategy and as part of a City’s community plan.
- Sault Ste. Marie is “Naturally Gifted”. Collectively, the community now it needs to examine how it may more effectively develop, capitalize, market and promote these remarkable “gifts” – that we Saultites may often take for granted.

IX. Recommendations:

1. The Sault Ste. Marie Economic Development Corporation Board of Directors (SSMEDC Board) recommends City Council support of this \$100,000 application by the Canadian Bushplane Heritage Centre.
2. The SSMEDC Board further recommends:
 - The City of Sault Ste. Marie consider arts, culture and heritage, including attractions such CBHC, as part of its community planning effort, identify opportunities and strategies to enhance their sustainability.
 - In support of this planning process, the City, SSMEDC along with tourism partners and lead by the CHBC, consider an initiative to work with the Province of Ontario, in particular the Ontario Ministry of Natural Resources the Ontario Ministry of Northern Development and Mines, to examine and assess the feasibility of an undertaking to promote, celebrate and financially support a Centre of Excellence profiling Northern Ontario and Sault Ste. Marie rich heritage of Natural Resource & Forest Fire Science, Aviation, Research, Development Innovation; and,
 - CBHC and the stakeholders noted report back to City Council with recommendations on a course of action for such an initiative.

Respectfully submitted,



Tom Dodds, CEO

Economic Development Fund Application

Submitted By: Canadian Bushplane Heritage Centre

9 September, 2014

4. Applicant Requirements

4.1 Applicant Information

The Canadian Bushplane Heritage Centre (CBHC) requests \$100,000 from the Economic Development Fund to help cash flow and and leverage \$900,000 from the Northern Ontario Heritage Fund and a further application for \$150,000 from the Ontario Trillium Foundation. CBHC is seeking a total of \$1,150,000 to complete major renovations to the centre, increase capacity for revenue generation, retain 7.5 existing jobs and support the creation of 5 new full time and 8 new part time positions. There will also be 15 construction and spin off jobs as a result of this project.

4.1.1. Legal Name

The Ontario Bushplane Heritage and Forest Fire Educational Centre

4.1.2. Names of Directors, Officers and Principals

See appendix A

4.1.3. History of the Organization

The Canadian Bushplane Heritage Centre was incorporated on March 17, 1989. The Centre occupies the former hangar of the Ontario Ministry of Natural Resources. The Centre offers an exhibit collection of 32 vintage aircraft, 3 theaters, numerous ancillary exhibits, event space for weddings and corporate events and a gift shop. The Centre currently has 7.5 FTE employees and a volunteer cohort of 50. The current annual operating budget is \$650,000.

4.1.4. Organization Mandate

Our mission is to preserve and present the history of bushflying and forest protection that began in 1924 with the establishment in Sault Ste Marie of the Ontario Provincial Air Service. We accomplish our mission through static exhibits, 3 movies, interactive video presentations, curriculum-based school programs and special events.

4.1.5. Key Contact

The key contact for this application is:
Michael Delfre, Executive Director
Canadian Bushplane Heritage Centre
50 Pim Street SSM 705 945 6242
mdelfre@bushplane.com

4.1.6. Contributing Partners

This application is part of a larger application to the Northern Ontario Heritage Fund (\$900,000) and the Ontario Trillium Foundation (\$150,000).

4.2 Project Information

4.2.1 Project Description

1) MUSEUM EXHIBITS DEVELOPMENT:

- 1) Creation of an Exhibit Development/Production Studio.
- 2) Creation of Digital Touchscreen Display Units for aircraft in the CBHC collection.
- 3) Creation of Nature Exchange and companion Entomica (insectarium) Exhibit.
- 4) Creation of an Archival Research & Community Programs room.
- 5) Implement a marketing campaign in support of and promoting above activities.

2) EVENTS AREA DEVELOPMENT:

- 1) Conversion of current volunteer room into small preparation kitchen.
- 2) Purchase of event related equipment (tables, chairs, a/v systems, lighting, P.A., staging, etc.).
- 3) Purchase of portable restroom facilities to support larger events.
- 4) Implement a marketing campaign in support of and promoting above activities.

3) GIFTSHOP/LOBBY DEVELOPMENT:

- 1) Renovation of Front Lobby and Gift shop areas to facilitate better flow and control of visitors.
- 2) Modernize merchandising equipment and displays.
- 3) Improve accessibility and renovate current washrooms (change configuration to accommodate larger events/groups and improve accessibility).
- 4) Create an on-line store, compatible with new POS equipment, to reach customers beyond local region.
- 5) Implement a marketing campaign in support of and promoting above activities.

4.2.2. Objectives

Outcomes & Benefits:

The anticipated outcomes and benefits of Key Activities include:

1) MUSEUM EXHIBITS DEVELOPMENT:

- 1) Creation of Exhibit Development/Production Studio will enable the CBHC to:
 - 1.1) Create its own exhibit content, including rotating, traveling and theatre presentations in-house providing continual renewal of the CBHC exhibit and programing products, as well as greatly enhance the Centre's ability to create marketing products in support of the project Key Activities and the Centre in general. The new interactive and experiential exhibits that the Studio creates will bring in new audiences, attracting both local and tourist visitors increasing admission numbers and revenue and encouraging repeat visitation by having continually fresh content. These new exhibits will also allow the CBHC to develop sponsorship and fund development opportunities enhancing profile and participation within the community and also contributing to CBHC revenues.
 - 1.2) Generate revenues from the production of exhibit/marketing/video content not only from our own exhibits, but from the creation of similar content for other culture and heritage organizations in the region. And as a result, these projects will help to raise awareness and marketing/exhibit development opportunities for these sites and increase awareness and profile for regional tourism in general. To this end the CBHC has partnered with 23 culture and heritage sites from Prince Township to Espanola to form the North Shore Cultural Attractions Network (NSCAN) and have already developed a marketing brochure and are now in the process of writing grants for the development of digital media products for several of the partners. It will enable the CBHC to continue to support job creation and training through various government programs such as the Ontario Job Creation Partnership (OJCP) which the CBHC has used to develop and start Bushplane Productions and create continued training and employment opportunities for 13 individuals

to date (5 of whom have found permanent employment through our project, with the CBHC hiring 1 and planning to hire 2 more through this project). It will also allow the CBHC to continue to partner with and be the placement for the Sault College Digital Film Production Program. The CBHC currently places 25 students from the program and develops projects for them as well as gives them guidance and feedback. The CBHC is also a program placement for students in the Sault College Graphic Design Program. The development of an Exhibit Development/Production Studio and related equipment listed in this proposal will enable Bushplane Productions to produce/offer professional quality digital products and work space (videography, editing, motion graphics, special effects, graphic design, production studio space, etc.) for the general public increasing and diversifying revenue streams for the Centre (through video production and studio rentals), in turn helping to develop the digital media industry. The studio will be available for rental to out of town production companies – major films/movies, and local/regional independent film makers as well as provide services for College students (at no charge) and act as a hub in the region for training, job opportunities and industry networking and collaboration between experienced professionals, students and independent digital media workers in the community. The CBHC has already invested over \$30,000 in video production equipment and has developed marketing materials (brochures, website, Vimeo account, Youtube channel, etc.) for the promotion of its new services and has developed partnerships with local media/marketing companies (Northern Digital Media and Advice marketing) for digital media production and client sharing opportunities. **Major Benefits: Revenue generation (increased/repeat admissions, contracted media production and studio rentals), regional cultural and tourist product development, job creation, training, mentoring and networking opportunities and digital media sector development. The Exhibit Development/Production Studio will create Two (2) full-time staff positions and provide training and placement opportunities to numerous students from various academic programs.**

- 2) Creation of Digital Touchscreen Display Units will increase ability to refresh exhibit content quickly, easily and in-house. The infrastructure from the touchscreen units will allow content created from materials in the CBHC collections and produced in-house by Bushplane Productions to be added to the displays on a regular basis thus increasing repeat visitation by both local and tourist visitors without the expense of having to continually produce new display panels and texts, as all content will be digital and easily up-loaded to the units. The units will also give visitors a more interactive experience as videos, games, activities, educational products, etc. produced for the units will be developed to various age and interest demographics (i.e. there will be adventure stories for those who may not necessarily be interested in the aircraft themselves, there will be info on the aircraft for people who are and there will be interactive educational activities and games for younger audiences. This will ultimately reduce exhibit turn-over times and save money on display panels and similar traditional exhibit display formats and engage a broader audience and increase relevance and interest to a younger demographic. These units also represent an opportunity to develop sponsorship/advertising revenue and an increase in accessibility to the content by those who may have physical or learning impairments. **Major Benefits: Revenue generation (increased and repeat admissions and fund development opportunities through sponsorships/advertising), as well as better accessibility for both physical and learning disabled visitors.**
- 3) The Nature Exchange and companion Entomica (insectarium) Exhibit will:
 - 3.1) Increase visitation, admissions and revenues to the CBHC as the Nature Exchange will be the newest large-scale exhibit that the CBHC has added to the Centre since Wildfires in 2011. The Nature Exchange is being developed in partnership with Science North. Science North has provided the CBHC licence/rights to use their Northern Nature Trading Experience (Nature Exchange) format/branding for the creation of a large format Nature Exchange Exhibit in the Centre as part of this project proposal. Science North has provided a smaller scale, portable Nature Exchange to operate in the interterm (value approx. \$8,000) and the inventory

of which will be incorporated into the larger Exhibit when completed. Science North will assist with tech-support and subject expertise when required as well as be the Centres supply source for Exhibit inventory.

- 3.2) Will support new curriculum based forestry, ecology and environmental school programs currently under development at CBHC for release in fall 2015. Increasing bookings for school related visits and in turn promoting Nature Exchange exhibit, membership and repeat visitation.
- 3.3) Increase memberships as membership is needed to use Nature Exchange service. Membership will also be increase as repeat visitors will enjoy a greater savings if they purchase a membership than if they were to pay regular admission upon return visits.
- 3.4) Generate additional revenue through the sale of natural materials/objects increasing new and repeat traffic to the Centre as visitors and locals can come to the CBHC and exchange natural items/materials, throughout the year, for others or for credits that can be spent in the Giftshop increasing family and youth repeat visitation and store revenues. **Major Benefits: Revenue generation (increased/repeat admissions and increased membership sales), Broaden visitation (younger market) and job creation. The Nature Exchange will create One (1) full-time staff and Three (3) part-time staff positions.**

- 4) Creation of an Archival Research & Community Programs room will allow the CBHC to provide access to the public to its digitized collections for research purposes and will also provide a space for the CBHC to house its community program partners such as the ADSB – White Pines C & VS Field School and Ontario Works/Sault College/CBHC Building Maintenance and Construction Program. **Major Benefits: Training and mentorship for program participants, providing job placement opportunities and networking, programs provide CBHC with participants to help with the maintenance of the building and creation of exhibits, saving expenses for those services while providing a home for the programs.**
- 5) Implement a marketing campaign in support of and promoting above activities will allow the CBHC to maximize awareness of its new exhibits, programs and services enticing new visitation, developing new business lines and clientele, increasing opportunities for sponsorship and fund development and furthering its community support, participation and partnerships. A Marketing Plan has been developed as part of the CBHC Business Plan (2010-2015) (Section 4.0), developed by TCI Management Consultants. The CBHC Marketing and Events Coordinator in conjunction with the Executive Director will be responsible for implementing the marketing campaign.

2) EVENTS AREA DEVELOPMENT:

- 1) Conversion of Volunteer Room and adjoining storage area into a small preparation kitchen which will allow the Centre to book larger and more varied (multi-purpose), as well as multiple events which can be accommodated more efficiently, making it attractive to new users such as larger weddings, conference/tradeshows, educational/training type events - increasing rental revenue potential. The adjoining storage area will be expanded allowing event equipment to be stored out of view of visitors when not in use, currently equipment is stored in view of visitors making space appear cluttered with non-museum related equipment. The development will not compete with the private sector as the CBHC venue is unique in that rental clients have access to the entire Centre and exhibits as part

of their agreements which is not offered by other venues in the region and the CBHC will not offer catering services but will provide an efficient space for caterers who use the CHBC venue supporting local catering businesses.

- 2) Purchase of event related equipment (tables, chairs, a/v systems, staging, etc.) will allow the Centre to offer potential clients more added value services increasing rental revenue and venue uniqueness. Purchase of portable restroom facilities will help to support and allow for larger events, both CBHC events as well as events booked by outside clients who use CBHC facilities enabling the CBHC to host larger events and thus generate more revenue. The portable restroom facilities will also help support outside events at the Centre, creating more potential venues for rental on the adjoining grounds and property.
- 6) Implement a marketing campaign in support of and promoting above activities will allow the CBHC to maximize awareness of its new facilities and added value services enticing new and varied rental clientele. A Marketing Plan has been developed as part of the CBHC Business Plan (2010-2015) (Section 4.0), developed by TCI Management Consultants. The CBHC Marketing and Events Coordinator in conjunction with the Executive Director will be responsible for implementing the marketing campaign.

Major Benefits for above: Revenue generation through rental of space as well as various added value services and job creation/youth training. The Events Area Development will create One (1) full-time staff position.

3) GIFTSHOP/LOBBY DEVELOPMENT:

- 1) Renovation of Front Lobby and Gift shop areas will facilitate better flow and control of visitors. Visitors will enter main exhibit area through new front entry which is larger and will prevent bottle neck of current entry. Visitors upon leaving will have to pass through Giftshop before exiting the Centre increasing time spent in store and increasing sales generated. New lobby configuration will also provide increased space for display of inventory.
- 2) Modernize merchandising equipment and displays will speed the processing of both inventory as well as admission for visitors reducing wait times especially during events. The system will also be more user friendly thus making training of new staff, student placements and/or volunteers faster/easier. New displays will allow more merchandise to be better displayed in the store.
- 3) Improve accessibility and renovate washrooms will allow larger events and rentals to be possible and provide greater accessibility to visitors as current washroom are only accessible from front lobby and there is no access from the main exhibit area.
- 4) Create on-line store, compatible with new POS equipment, will allow the Centre to reach customers beyond local region and increase its merchandise sales.

Major Benefits for above: Revenue generation, accessibility and job creation/youth training. The Giftshop/Lobby Expansion will create Three (3) part-time staff positions.

4.2.3. Performance Targets

4) EMPLOYMENT BENEFITS:

- 1) Maintenance: The project will help the CBHC sustain 7.5 fte current jobs (5 fulltime and 5 part-time).
- 2) Create: The project will help the CBHC create 9 fte staff positions (5 fulltime and 8 part-time).

5 Full-time: Including: 1- Facilities Manager, 2 – Digital Video Production Techs, 1 – Museum Support Staff (Nature Exchange/Entomica Exhibit); 1- Fund Development Co-ordinator.

8 Part-time: Including: 4 - Lobby Staff, 4 – Nature Exchange staff.

- 3) 15 indirect jobs in the community associated with the project, details of these jobs can be found in Section 7.2.1 – Chart 2 - of the CBHC Business Plan (2010-2015), jobs created calculated using the TREIM Model.

4.2.4 Impacts and Limitations of the Project

- 1) The project will benefit the community by helping to refresh its largest cultural attraction while increasing its functionality and revenue generating capacity leading to its financial sustainability as well as help it fulfill its position as the eastern anchor of SSM Downtown Revitalization Initiatives (Culture Corridor/Destination North) thus contributing to the redevelopment and attractiveness of the tourism offerings in SSM and region. It will also benefit the community by offering training, educational and employment opportunities for local and regional residents/students and help to develop new digital industries in the region.
- 2) The CBHC currently has 28,500 visitors per year with approx.15,000 of those visitors from the local area which is approx. 21% of the local community that currently uses the facilities. The project will enable the CBHC to increase this percentage through its new facilities, services and attractions.

Economic Growth:

- 1) At the end of the Project the implementation of the Key Activities will be associated with additional tourism expenditure of \$1.4 million to the economy of Algoma District.
- 2) With associated expenditure to the province of Ontario of \$986,000 in additional Gross Domestic Product (GDP).
- 3) Generate \$650,000 in labour income
- 4) And \$350,000 in additional taxes to the various levels of government.

4.2.5. Methodology and Timing

	Start month/year	End month/year
Entire Project	October 2015	October 2016
Project Milestones	Timing	
Design & Engineering	October 2015	November 2015
Site Preparation	November 2015	January 2016
Construction	February 2016	June 2016
Final move in – Project Completion	July 2016	Oct 2016

4.3 Costs and Financing

4.3.1 - Detailed Project Costs

Project Cost Category	Eligible Project Costs	Ineligible Project Costs	Total Project Costs
Construction/Mtrls/Equip.Costs:			
Museum Exhibits Development	\$848,000		\$848,000
Events Area Development	\$51,500		\$51,500

Gift Shop/Lobby Development	\$100,500		\$100,500
Professional Fees:			
Design & Development Fees	\$150,000 (@ 15%)		\$150,000
TOTAL	\$1,150,000		\$1,150,000

4.3.2 - Financing Arrangements and Funding Partners

Funding Source	Project Cost Category	Funding Type	Eligible Project Costs	Ineligible Project Costs	Funding Amount
NOHFC	Construction /Mtrls/Equip/Fees	Conditional grant	\$900,000		\$900,000
City of SSM (EDF)	Construction	Grant	\$100,000		\$100,000
Trillium	Construction /Mtrls/Equip/Fees	Conditional grant	\$150,000		\$150,000
TOTAL			\$1,150,000		\$1,150,000
NOHFC %			78.26%	0%	78.26%

4.3.3 – In-kind Contributions

CBHC volunteers contributed 4391 hours of time to the centre in 2014 which has an estimated dollar value of approximately \$50,000.00

4.3.4 – Balance, Financial Statements, Cash Flow Projections (historical and Projected) – See appendix O from heritage grant CBHC Financial Statements). Below are projections based on revenues and expenses from heritage grant.

Operating Costs

Revenues	Historical (Actual)	Projected Year 1	Projected Year 2	Projected Year 3
Admissions	104,614	130,768	150,383	172,940
Deferred Cap. Cont. Amortized	61,940	61,940	61,940	61,940
Donations	32,033	38,440	44,206	50,836
Fed. Gov. Cont.	6,210	6,210	6,210	6,210
Fundraising Events	46,346	72,596	115,346	132,648
Gift Shop Sales	72,138	97,959	112,653	129,550
Membership Fees	8,695	15,434	17,227	19,238
Municipal Cont.	110,000	110,000	110,000	110,000
Other	17,173	51,466	66,466	88,966
Prov. Gov. Cont.	85,515	85,515	85,515	85,515
Rentals	70,835	130,000	149,500	171,925
TOTAL	615,499	800,328	919,446	1,029,768

A detailed rationale for all projected revenues and what they are based on:

The financial revenue projection (above) is based on the following assumptions (listed below) with the CBHC 2013 budget used as baseline for projected revenues and the TCI - CBHC Business Plan 2010-2015.

Admissions: Increase in admissions due to new permanent exhibits (1st Bay Exhibits and touchscreen displays) - 20% increase 1st year, 10% 2nd year, 10% 3rd year. With Traveling/Rotating Exhibits generating an additional 5% increase in admissions for in-house produced exhibits per year.

And for larger (externally produced) traveling exhibits revenues vary depending on nature of exhibit, sponsorship, etc. and have not been included in this projection).

Donations: 20% increase 1st year, 15% 2nd year, 15% 3rd year

Fed. Gov. Cont.: Same

Fundraising Events: Existing Events - increase 20% 1st year, 10% 2nd year, 10% 3rd year – New Event (Annual Campaign – Civil Aviation Awards projected net profit \$26,250 (based on 300 persons @ \$150 = \$45,000 – costs @ 45% = \$24,750 + 1,500 bar = \$26,250) for 1st year, 2nd Year – net profit \$42,750 (based on 500 persons @ \$150 = \$75,000 – costs @ 45% = \$41,250 + 1,500 bar = \$42,750). 3rd Year increase by 15%

Gift Shop Sales: In Store – increase 15% 1st year, 10% 2nd year, 10% 3rd year (On-line store – projected \$15,000 1st year, increasing by 15% annually)

Membership Fees: Regular Memberships (3 types) - 20% 1st year, 10% 2nd year, 10% 3rd year (Nature Exchange – projected \$5000 1st year (100 new family members), increasing by 15% in 2nd & 3rd years as awareness/participation grows).

Municipal Cont.: Same

Other: These numbers reflect the revenue generated from Bushplane Productions and are based on Bushplane Productions generating \$30,000 in year 1, \$45,000 in year 2 and \$67,500 in year 3. These numbers do not reflect any changes in capital contributions, interest, Municipal Tax Rebates, school tours or other miscellaneous revenue (which are listed as “Other” revenue in the financial statements).

Prov. Gov. Cont.: Same

Rentals: On-target to generate \$100,000 in 2014 which will act as baseline for 1st year + additional revenues from new space, services and equipment rentals projected \$30,000 1st year with a 15% increase per/year in 2nd and 3rd.

Expenses	Historical (Actual)	Projected Year 1	Projected Year 2	Projected Year 3
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Amortization	88,907	88,907	88,907	88,907
Archives & Library	15,722	1000	1000	1000
Artifacts & Displays	8,950	10,024	10,024	10,024
Cost of Gift shop Sales	40,354	48,979	56,326	64,775
Fundraising	26,521	49,423	65,840	74,112
Insurance	19,946	20,943	21,990	23,089
Interest & Bank charges	3,667	3,850	4,042	4,245
Marketing	25,443	27,987	27,987	27,987
Municipal Taxes	44,486	45,376	46,283	47,208
Office, General & Travel	18,737	19,112	19,494	19,884
Professional Fees	5,000	4,000	4,080	4,162
Rentals	9,712	9,775	11,241	12,928
Repairs & Maintenance	18,496	18,832	19,208	19,593
Utilities	84,463	86,152	87,875	89,632
Wages & Benefits	246,666	365,774	398,656	398,656
TOTAL	657,070	800,134	862,953	886,202

A detailed rationale for all projected expenses and what they are based on:

The financial expense projection (above) is based on the following assumptions (listed below) with the CBHC 2013 budget used as baseline for projected expenses and the TCI - CBHC Business Plan 2010-2015.

Archives & Library: These costs were driven up by project based initiatives in which expenditure rolled over to 2014 (OJCP – Media Development Project for which the CBHC was reimbursed for in 2014) the correct annual spending level for the archive is \$1000 for preservation/conservation materials and supplies.

Artifacts & Displays: 10% increase in costs based on new exhibit equipment consumables costs.

Cost of Gift shop Sales: based on current 50% of sales.

Fundraising: Existing Events increase 10% annually. New Event (Annual Campaign – Civil Aviation Awards) projected @ 45 % of revenue - 1st year - \$20,250, 2nd Year – \$33,750, 3rd Year - \$38,813

Insurance: increase by 5% annually.

Interest & Bank charges: increase by 5% annually.

Marketing: increase 10% 1st year and steady year 2 & 3.

Municipal Taxes: increase by 2% annually.

Office, General & Travel: increase by 2% annually.

Professional Fees: increase 2% annually.

Rentals: 12% of rental income.

Repairs & Maintenance: increase 2% annually.

Utilities: increase 2% annually.

Wages & Benefits: 1st year hire (1) one permanent Facilities Manager @ \$12/hr - \$23,400, (2) two permanent Digital Video Production Technicians @ \$12/hr - \$23,400 each and (8) eight part time staff @ \$11/hr, hire (1) one permanent Museum Support Staff @ \$11/hr - \$21,450. In 2nd year hire (1) one permanent Fund Development Coordinator @ \$15/hr - \$29,250.

4.3.5 – Need for Assistance, Supporting Docs and Other Applications

Funding by the Economic Development Fund is required to leverage funding from NOHFC and the Trillium Foundation (the applications to these funding programs are attached). CBHC raises revenues from a variety of sources including admissions, events, memberships, retail sales and donations. These revenues cover the centre's operating costs and usually result in a break even or small annual deficit. There are no additional revenues for major renovations or new exhibits which are critical to growing admissions and events business lines.

4.4 Economic Benefits

4.4.1 Economic Growth and Diversification

The project supports economic growth by enabling the bushplane centre to hold larger events than we currently have the capacity to hold. This includes weddings, corporate events, trade shows etc. The Project will also help to develop the digital media industry in Sault Ste. Marie and region contributing to the local and regional economies.

The Project will result in increased visitation by expanding the current offerings of the Centre, the new exhibits will provide a reason for both local and tourist visitors to come into the Centre if they have not visited before (from the marketing and media coverage the project will receive) and will give a greater reason to visit again if they have already been to the Centre. The Nature Exchange in particular, will, in addition to broadening the demographics and subject matter of the Centre, increase the repeat visitation to the Centre as it is designed for repeated use (to trade items users must come to the Centre again and again) and it is also connected to 8 other Nature Exchanges (out of town guests can use their existing accounts at our Nature Exchange resulting in significant increase in repeat visitation both local and regional). These partners will be developing a marketing/exchange network where each promotes the others facilities for trading opportunities to their members.

At the end of the Project the implementation of the Key Activities will be associated with additional tourism expenditure of \$1.4 million to the economy of Algoma District. With associated expenditure to the province of Ontario of \$986,000 in additional Gross Domestic Product (GDP).Generate \$650,000 in labour income

4.4.2 Job Creation

The Project will support 7.5 FTE existing jobs at the CBHC. Create 5 new direct full-time positions. Create 8 new direct part-time positions. Create 15 new in-direct jobs as a result of the project. Total FTE - 24

Note this does not include jobs supported or created in the community for events related businesses such as catering, decorating, etc.

4.4.3 Tax Assessment Increase

The Project is expected to generate \$350,000 in additional taxes to the various levels of government. This includes increased municipal assessment due to improvements to the facility together with Provincial and federal (HST) increases resulting from additional and larger rentals and purchases of goods and services.

4.4.4 Other Economic and Community Benefits

The Centre has developed a number of community partnerships with various cultural attractions and educational institutes (previously mentioned) bringing together these organizations for the benefit of not only the partners but the community as a whole and in the process developed new sources of revenue for the CBHC to ensure its future sustainability, creating jobs and supporting training opportunities within the community and helps other similar institutes to refresh and expand their products, services and resources thus raising the profile, quality and exposure of the region in general.

4.5 Community Benefits

4.5.1 Local initiatives

Developing and training skilled workers that have real-world experience so they are “work ready” when they leave school and have a well-developed portfolio/resume with actual completed projects and have experience to meet the expectations of the workplace.

Developing networks and partnerships in the community and region that can work together to support new developments and projects and share knowledge, expertise and resources providing faster development, more capacity, thereby increasing investment ready opportunities.

The Project will also help to develop the digital media industry in Sault Ste. Marie and region contributing to the local and regional economies.

4.5.2 Community as a Whole

Enhance the community's ability to attract/retain businesses and professionals by: Helping to develop skilled workers and workforce in a number of service, creative, technical and entertainment related industries. Helping to enhance and promote the culture and heritage sector in the area leading to a richer community spirit and pride. Supporting the downtown area of Sault Ste. Marie and its base of retail, commercial and tourism activity. Supporting educational opportunities for both visitors of all ages (through Centre programs and exhibits) as well as for students with placements in real-world experiential learning environments (Sault College/White Pines). Providing a meaningful and enjoyable opportunity for local businesses and professionals to volunteer at the Centre allowing them to become more involved with their community and to give back in a variety of ways.

Appendix A

2015 Canadian Bushplane Heritage Centre Board of Directors Contact Information

revised 14 Sept 2015

<u>Title</u>	<u>Name</u>	<u>Occupation</u>	<u>Work Address</u>	<u>Home Address</u>	<u>Home Phone</u>	<u>Work Phone</u>	<u>Email</u>
President	Dr. Ron Common	President	443 Northern Ave SSM P6A 5L3	33 Parkview Ct P6B 5K6	942-8487	ext 2409 759-2554	Ron.Common@saultcollege.ca
1st Vice President							
2nd Vice President	Gary Dumanski	Owner	71 Black Road SSM P6B 0A3	141 Drake St. SSM P6A 7A5	949-2561	946-4248 C 941-8074	garyd@doiweb.com
Secretary	Robert Elliott	Forester	n/a	34 Parkplace Ct. SSM P6B 6K3	9411509	n/a	bob.elliott2@sympatico.ca
Treasurer	Bruce Caughill	Architect and Engineer	n/a	77 Birkshire Pl. SSM P6A 5J8	759-7544	n/a	mbcaughill@shaw.ca
Past President	Hugh MacDonald	Lawyer	421 Bay St SSM P6A 1X3	27 Country Club Pl. SSM P6A 5Z8	253-5747	946-5830	MacDonaldHugh@shaw.ca
Directors							
	Kim Park	Owner	530 Wilson St P6B 2L3	same	c941-8200	same	parkconstruction@vianet.ca
	Mike Oknianski	Criminal	22 Bay St.	42 Oak Park Cr.	945-1502	941-2048	Mike.Oknianski1@cbsa-asfc.gc.ca

	Kevin Hemsworth	Owner	98 Florwin Dr.		253-5694	255-3673	kevin.hemsworth@icloud.com
	Lorne Carter	Realtor	121 Brock St. SSM P6A 3B6			942-2100	lorne.carter@century21.ca
	Dan Lewis	n/a	n/a	1249 Goulais Ave	575-5156	n/a	lewis.daniel@shaw.ca
Foundation	Richard Walker	Accountant	n/a	n/a	n/a	949-5811	rwalker_20@sympatico.ca

Area	Space	Infrastructure Costs Budget				Other
		Description	Floor Area in SF	Unit Cost	Amount	
1	Lobby	New Island kiosk with barrier free features Open up window wall to creat nw entrance to Grand Hall Close access to Administration Area from Lobby	1671	\$ 50.00	\$ 83,550	
2	Gift Shop	Reduce to one customer entrance/exit New display fixtures	1094	\$ 1.00	\$ 1,094	
3	Lobby Washrooms	Upgrade fixtures and finishes	500	\$ 50.00	\$ 25,000	
5	Administration 1	General Renovation	1732	\$ 50.00	\$ 86,600	
5	Grand Hall Entrance	relocate existing campsite exhibit add b/f access features - incl. 1:20 ramp orient with adjacent admin area and washrooms	694	\$ 150.00	\$ 104,100	

For Budget Purposes Unit Costs are inserted at:

Major: \$150/SF

Minor: \$50/SF

Upgrade: \$25/SF

No Changes: \$1/SF

Budget costs are for capital cost of items built into the work including finishing of same. Costs do not include loose equipment or furnishings.

Note: Reduce costs by 10% to \$75,500 if combined with area 2 and 3 in a single work item.

Note: Reduce costs by 100% to \$0 if combined with area 1 and 3 in a single work item.

Area	Space	Infrastructure Costs Budget				Other
		Description	Floor Area in SF	Unit Cost	Amount	
6	Functions Support Space	Nature Exchange Space (Science North) Entomica Exhibit with adjacent lab space Renovate/expand existing kitchen/volunteer room add a second set of washrooms - staff only except for big events table and chair storage still required. kitchen is a reheat type only - not full service but with more customer friendly features Volunteer area/lunchroom	1844	\$ 150.00	\$ 276,600	
7	Indoor Functions Space	Dedicated area for weddings 250 seated, festival uncensed 500, festival licensed 500 upgrade lighting and sound system upgarde flooring	8972	\$ 25.00	\$ 224,300	
8	Outdoor Functions Space		0	\$ -	\$ -	
9	Exhibit Space		35225	\$ 25.00	\$ 880,625	

Note: Reduce costs by 28% to \$197,744 if combined with area 14 and 5 in a single work item.

Area	Space	Infrastructure Costs Budget				Other
		Description	Floor Area in SF	Unit Cost	Amount	
		extends through the 4th bay to the Support space on the east wall				
		22' easement functions as flexible display space that can be temporarily used for infrequent landlord access - like Home Depot does to stock an aisle				
		Fire Tower Exhibit - no footprint change - integrate into revised exhibit space				
		Flight Simulator Exhibit - no footprint change				
		relocate corridor exhibits - Bondar, Chow etc.				
		Childrens Centre - expand as required into main Exhibit Space - create Discovery Centre module as Teaching space				
10	Test Cell Exhibit		1128	\$ 50.00	\$ 11,280	
		renovate to create functional exhibit				
11	Wildfire Theatre		1250	\$ 1.00	\$ 1,250	
		no changes planned				
12	Wings Over the North Theatre		1480	\$ 1.00	\$ 1,480	

Area	Space	Infrastructure Costs Budget				Other
		Description	Floor Area in SF	Unit Cost	Amount	
		lighting, sound system, A/V components				
13	Ranger Theatre		1656	\$ 50.00	\$ 82,800	
		lighting, sound system, A/V components				
14	Exhibit Support Space		1360	\$ 150.00	\$ 204,000	
		Production Studio 590 SF Control Room 110 SF Audio Booth 60 SF Archive Research 100 SF Meeting/Consultation 100 Classroom 400				
15	Workshop		1350	\$ 50.00	\$ 67,500	
		Renovate to work/assembly area open to exposure to exhibits workshop office				
16	Artifacts		1120	\$ 1.00	\$ 1,120	
		complete finishes and storage system				
17	Archives		420	\$ 1.00	\$ 420	
		complete renovations for physical and electronic storage				
18	Brewery		3136	\$ 1.00	\$ 3,136	
		sub-leased space - all capital and operating costs by Tenant				

Area	Space	Infrastructure Costs Budget				Other
		Description	Floor Area in SF	Unit Cost	Amount	
		Subtotal	64,632		\$2,054,855	
		add for unforeseen at 5%			\$ 102,743	
		Subtotal			\$2,157,598	
		add for Professional Fees, disbursements and Permits at 15%			\$ 323,640	
		Total Estimated Costs			\$2,481,237	

Cost breakdown by Key Activity including contingency where required

		Net	Gross
Activity 1	Area 14 - Exhibit Support	\$ 204,000	\$ 216,000
	Area 6 - Function Support	\$ 197,744	\$ 209,744
	Area 5 - Grand Hall	\$ 104,100	\$ 116,100
	Area 4 - Administration	\$ 86,600	\$ 98,000
Activity 2	Areas 6/5/4 all included above		
Activity 3	Area 1 Lobby	\$ 75,500	\$ 75,500
	Area 2 Gift Shop	\$ -	\$ -
	Area 3 Lobby Washrooms	\$ 2,500	\$ 25,000

This cost summary has been prepared at the pre-design stage. It is intended to be neither exhaustive or complete. Budget figures are our opinion of a current dollar value of the work, provided for approximate budget purposes only. Accurate figures can only be obtained by establishing a scope of work and receiving quotes from qualified contractors.

Appendix-V CBHC Future Growth Plan – Phase 2

This appendix is to further explain the contents of the Project costs and their breakdown as shown in **Appendix –U – CBHC Future Growth Plan Project Costs** document as developed by Caughill Consulting Services Inc.

It should be noted that Appendix – U includes costs for projects that are part of other CBHC long range plans and are **not** part of this current application, these include items/areas: #7-13 and #15-18.

Note: On page one of Appendix – U There are 2 items listed as Area 5, the Administration 1 area should be listed as Area 4 and will be referred to as such in this appendix.

In Appendix – U, the architect/engineer grouped components of the project by their location within the facility and proximity to one another which differs slightly from the breakdown according to Key Activities but all key activities are included in the cost categories of Appendix – U.

Breakdown of Appendix – U Costs by Key Activity:

Key Activity 1 – Museum Exhibits Development:

Area #14 – Exhibit Support Space	\$216,000
Area #6 – Function Support Space	\$209,744
Area #5 – Grand Hall Entrance	\$116,100
Area #4 – Administration 1	\$98,000
Exhibit Development- Materials/Equipment (Appendix P)	\$100,000
Exhibit Development – Materials/Equipment (Appendix Q)	\$68,000
Exhibit Development – Materials/Equipment (Appendix R)	\$39,556

Total \$848,000

Note: Area #6 includes items that are part of the Events Area Development as well as Museum Exhibits Development. Area #5 includes items that are part of Giftshop/Lobby Development. And Area #4 incorporates all three areas of development.

Key Activity 2 – Events Area Development:

Area #6 – Function Support Space	Included above
Area #5 – Grand Hall Entrance	Included Above
Area #4 – Administration 1	Included Above
Event Development – Materials/Equipment (Appendix S)	\$51,500

Total	\$51,500
-------	----------

Key Activity 3 – Giftshop/Lobby Development:

Area #1 – Lobby	\$75,500
Area #2 – Giftshop	\$0
Area #3 – Lobby Washrooms	\$25,000

Total	\$100,500
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Total of Key Activities 1-3	\$1,000,000
Professional Fees @ 15%	\$150,000

Grand Total for Project	Total	\$1,150,000
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The Economic Impact of Canadian Bushplane Heritage Centre in Algoma District in 2015

**This report was generated by
the Ontario Ministry of Tourism, Culture and Sport TREIM model**

October 29, 2015

Note: The Ministry of Tourism, Culture and Sport does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

1. Introduction

This report provides an estimate of the economic impact that Canadian Bushplane Heritage Centre is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTCS Tourism Regional Economic Impact Model:

Number of Visitors for Activity (or Event) of Type Museums & Galleries

Origin	Same Day		Overnight	
	Total Number of Visitors	Percent of Visitors' Origin	Percent of Visitors' Origin	Average Length of Stay (nights)
Ontario	11,296	60.00%	40.00%	2
Rest of Canada	1,412	60.00%	40.00%	2
USA	1,271	60.00%	40.00%	2
Overseas	141	20.00%	80.00%	2
Total	14,120			

Given that the detailed breakdown of spending by the above visitors on category, such as transportation, accommodation, etc. is not available from the user, the TREIM utilized the average expenditure of visitors in Algoma District with characteristics closest to those provided by the user from Statistics Canada's Travel Survey of Residents of Canada and the International Travel Survey to generate the detailed spending as followings (in dollars):

Travel Services	\$0
Public Transportation	\$130,330
Private Transportation - Rental	\$81,814
Private Transportation - Operation	\$445,111
Local Transportation	\$16,375
Accommodation	\$278,707
Food & Beverage - At Stores	\$110,372
Food & Beverage - At Restaurants/Bars	\$533,187
Recreation & Entertainment	\$157,030
Retail - Clothing	\$203,423
Retail - Other	\$26,326
Total	\$1,982,677

The user also has selected the following parameters:

- The visits take place in Algoma District in 2015
- The impact is to be shown for Algoma District and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

Baseline	2011	2012	2013	2014	2015
Ontario Real GDP (%change)	2.04%	2.13%	2.25%	1.81%	2.14%
Ontario CPI (%change)	3.08%	2.13%	1.69%	2.10%	2.01%
Ontario Population (%change)	1.09%	0.92%	0.73%	0.69%	0.77%
Ontario Unemployment Rate	7.81%	7.68%	7.35%	7.24%	6.89%
Government of Canada 3 month T-Bill Rate	0.91%	0.94%	1.10%	2.52%	2.91%

2. Summary of Findings

Table 1. Economic Impacts of Canadian Bushplane Heritage Centre in Algoma District in 2015 (in dollars)

	Algoma District	Rest of Ontario
Total Visitors' Spending	\$ 1,982,677	
Gross Domestic Product (GDP)		
Direct	\$ 798,835	\$ 0
Indirect	\$ 215,573	\$ 55,139
Induced	\$ 191,993	\$ 32,903
Total	\$ 1,206,401	\$ 88,042
Labour Income		
Direct	\$ 497,141	\$ 0
Indirect	\$ 150,241	\$ 39,103
Induced	\$ 120,633	\$ 22,599
Total	\$ 768,015	\$ 61,702
Employment (Jobs)		
Direct	15	0
Indirect	2	1
Induced	2	0
Total	19	1
Direct Taxes		
Federal	\$ 195,236	\$ 0
Provincial	\$ 199,561	\$ 0
Municipal	\$ 1,221	\$ 0
Total	\$ 396,019	\$ 0
Total Taxes		
Federal	\$ 325,423	\$ 17,357
Provincial	\$ 264,627	\$ 13,413
Municipal	\$ 3,391	\$ 240
Total	\$ 593,441	\$ 31,009

Table 2. Economic Impacts of Canadian Bushplane Heritage Centre in Algoma District on GDP by industry (in dollars)

Industry	Impact on Algoma District		Impact on Rest of Ontario	
	Direct GDP	Total GDP	Direct GDP	Total GDP
Crop and Animal Production	\$ 0	\$ 4,661	\$ 0	\$ 1,402
Forestry, Fishing and Hunting	\$ 0	\$ 498	\$ 0	\$ 269
Mining and Oil and Gas Extraction	\$ 0	\$ 1,446	\$ 0	\$ 694
Utilities	\$ 0	\$ 15,623	\$ 0	\$ 2,027
Construction	\$ 0	\$ 32,274	\$ 0	\$ 2,537
Manufacturing	\$ 0	\$ 35,727	\$ 0	\$ 16,609
Wholesale Trade	\$ 0	\$ 34,343	\$ 0	\$ 7,153
Retail Trade	\$ 76,086	\$ 112,049	\$ 0	\$ 5,368
Other Transportation and Warehousing	\$ 74,499	\$ 91,621	\$ 0	\$ 8,068
Ground Passenger Transportation (excl. Rail)	\$ 15,436	\$ 17,577	\$ 0	\$ 473
Information and Cultural Industries	\$ 3,130	\$ 21,354	\$ 0	\$ 4,515
Other Finance, Insurance, Real Estate and Renting and Leasing	\$ 0	\$ 66,148	\$ 0	\$ 12,070
Car Renting and Leasing	\$ 45,080	\$ 46,329	\$ 0	\$ 432
Owner Occupied Housing	\$ 0	\$ 35,338	\$ 0	\$ 2,183
Professional, Scientific and Technical Services	\$ 0	\$ 26,496	\$ 0	\$ 5,761
Other Administrative and Other Support Services	\$ 0	\$ 15,213	\$ 0	\$ 2,852
Travel Agencies	\$ 0	\$ 0	\$ 0	\$ 0
Education Services	\$ 0	\$ 1,413	\$ 0	\$ 176
Health Care and Social Assistance	\$ 0	\$ 6,764	\$ 0	\$ 1,609
Arts, Entertainment and Recreation	\$ 63,362	\$ 68,618	\$ 0	\$ 1,413
Accommodation Services	\$ 202,415	\$ 203,902	\$ 0	\$ 2,357
Food & Beverage Services	\$ 153,991	\$ 160,389	\$ 0	\$ 4,346
Other Services (Except Public Administration)	\$ 279	\$ 11,895	\$ 0	\$ 1,868
Operating, Office, Cafeteria, and Laboratory Supplies	\$ 0	\$ 0	\$ 0	\$ 0
Travel & Entertainment, Advertising & Promotion	\$ 0	\$ 0	\$ 0	\$ 0
Transportation Margins	\$ 0	\$ 0	\$ 0	\$ 0
Non-Profit Institutions Serving Households	\$ 4,436	\$ 13,455	\$ 0	\$ 907
Government Sector	\$ 5,268	\$ 16,645	\$ 0	\$ 1,979
Net Indirect Taxes on Production	\$ 0	\$ 1,457	\$ 0	\$ 82
Total	\$ 798,835	\$ 1,206,401	\$ 0	\$ 88,042

Appendix:

The Economic Impact of Visits in Algoma District and other Ontario regions: since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors' spending in Algoma District will spill over to other Ontario regions, such as the one you have selected as "additional". If the second column of Table 1 contains only zeros, then that means that Algoma District does not trade with that region.

Gross Domestic Product (GDP): value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. This GDP is measured at market prices. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Indirect impact: refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

Induced impact: refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.

Employment: refers to number of jobs, include full-time, part-time, seasonal employment, as well as both employed and self-employed.

Federal tax revenues: include personal income tax, corporate income tax, commodity tax (GST/HST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that collected by the federal government.

Provincial tax revenues: include personal income tax, corporate income tax, commodity tax (PST/HST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that collected by Ontario provincial government.

Municipal tax revenues: include business and personal property taxes that collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality by visitors (as is the case with HST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism's contribution to the economic activity of the municipality and hence its tax base.

Industry: The industry follows Statistics Canada's North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.

Malcolm White

From: Susan Myers
Sent: Wednesday, November 18, 2015 8:50 AM
To: Rachel Tyczinski; Malcolm White
Subject: FW: Wild Coyotes present in the City - current policy SSMPS not MNR!!

Please attach the email thread below to my resolution for Monday, thanks.

J. Susan Myers
City Councillor Ward Two
705.256-6128

From: DARCY EVOY [billevoy@shaw.ca]
Sent: November 11, 2015 9:15 AM
To: Susan Myers
Subject: Re: Wild Coyotes present in the City - current policy SSMPS not MNR!!

I would first like to thank both of you for your concern in this matter . As I understand this . The ministry has washed there hands of the whole ordeal . So now I have to just contact the police . Again ,When I did this last year I was told to call the MNR . It was just passing the buck . But now after reading this the police should come and at least investigate the concern ! Now speaking to that ! This coyote (or coyotes) is again the size of a German Shepard dog . I was talking to a neighbor who also informed me he witnessed it killing his cat . And had to lie to his children about it . So as for it being a threat . It most definitely is . another neighbour said he was talking to a lady who was actually chased by it down Gladstone street while walking her dog . It is going to get hungry enough this winter to try and take on something bigger . It is only wandering the streets in the dark . When I see it it is at daybreak , but I have seen it in daylight also so it is getting braver . I am disappointed in the MNR,s statement , they are here to stay !!! And totally disagree with that . And if so then maybe we need to address the whole forest in the middle of the city . It has become a dump for everyone , for there old tree,s and raked leaves .and tones of other junk ! Maybe we should just bulldoze the whole gully of all the shelter for these animals . That would most definitely solve the problem !

I feel I.m starting to ramble now . So I will end this by saying again thank you both for efforts . But what I am getting from this is there is nothing going to be done at this time . I really hope no one gets hurt . I have talked to a lot of people and they are more than willing to talk to both of you about this issue . We all want this addressed . I will let them know of your E-mails and forward it to them also .

Thanks : Bill Evoy

> On Nov 10, 2015, at 10:08 PM, Susan Myers <s.myers@cityssm.on.ca> wrote:

>

> Dear Sgt. Kenopic,

> I want to thank you for your thorough communication on this worrisome and disturbing matter.

>

> I must say I have learned a great deal from your report and needless to say, I find it very disappointing that the province of Ontario Ministry of Natural Resources, has handed off this responsibility to the municipalities. Such an action is nonsense and now having gained a clear understanding of the Ministry's position from your information, I do plan to bring this matter to the attention of City Council and ask Council to support a lobbying to the province via a resolution to call upon them to return to their mandate and "step up to the plate" on this and related important wild life in the City, issues.

>

> Have you been in direct contact with Mr. Evoy in response to his complaint to SSMPs?
>
> I have copied him on this so he can read your information below and encourage him via c.c. to contact you if he has further questions as to the process it appears SSMPs has inherited.
>
> Thank you again for this informative report, I very much appreciate the time and work that has gone into obtaining an accurate status of this issue.
>
> Further, I am copying all of City Council as I suspect this matter has and will come up in other wards across the City.
>
> Susan.
>
> J. Susan Myers
> City Councillor Ward Two
> 705.256-6128
>
> From: Kenopic, M. [m.kenopic@ssmps.org]
> Sent: November 10, 2015 12:28 PM
> To: Susan Myers
> Cc: Keetch, R.; Sparling, S.; Rollin, M.
> Subject: Wild Coyote Complaint
>
> Councillor Susan Myers:
>
> I have received your email as well as Mr. Bill Evoy's email sent to Chief Keetch and Deputy Chief Sparling concerning wild coyotes in the area of Pim St, Borron Ave and MacDonald Ave. As a result of your email I contacted the Ministry of Natural Resources Jacques Landry (Fish and Wildlife Technical Specialist) with regards to this complaint and concerns of Mr. Evoy. After a lengthy discussion with Mr. Landry, he advised that the Ministry of Natural Resources is well aware of the issues with the coyotes within our City and have been tracking them and collecting data for some time. Further he stated that coyotes are here to stay within the City despite their efforts and have established themselves and have become accustomed to the city environment. The Ministry of Natural Resources have downloaded the responsibility of trapping coyotes or wild mammals to the various Municipalities back in June of 2013 (this is no longer their responsibility and will no longer live trap animals). In regards to the immediate danger of coyotes to public safety, the complaints are encouraged to first call 911 (police) and in turn the police will either deal with the situation at hand or contact the Ministry of Natural Resources for assistance (The Ministry of Natural Resources only provides a physical response to the scene during day time hours, they no longer provide a 24hr response). The advice from the Ministry is for public awareness /education (safety tips for the public re: living with coyotes *See attached document). In conclusion, the Sault Ste. Marie Police Service will respond to wildlife response calls in the following fashion according to our Services Policy Order:
>
>
> Ø The Sault Ste. Marie Police Service is responsible for responding to calls concerning wild animals where the animal may pose a danger or threat to the public.
>
> Ø If there is no immediate danger to the public, the officers shall consider various methods to attempt to direct the animal towards unpopulated areas. Unnecessary killing of wildlife is to be avoided if at all possible.
>
> Ø Officers receiving complaints of animals frequenting residential areas should offer site specific advice on eliminating the problem. For the most part, these animals are after food. Removal of garbage, proper cleaning of barbecues, and the ensuring of general property cleanliness will remove the attraction for the animal.
>

> Ø The Ministry of Natural Resources will be called to assist when large animals are in an urban area and police are unsuccessful to move the animal towards a forested area.

>

> Ø The decision to destroy an animal will be based on the probable danger to persons in the vicinity, the location, and other circumstances which would dictate that it is the most safe and reasonable course of action to take.

> I have attached various documents explaining the Ministry of Natural Resources response to the municipality and to the public with regards to wild animals complaints (safe guards & proactive measures against wild animals within our City). I encourage the public to call 911 for police assistance when there is an immediate threat or danger to public safety so that we can respond immediately to properly resolve this danger/threat to the public. Attached are links with regards to coyote\wolf conflicts, and a couple of PDF's directed at municipalities providing options for dealing with wildlife issues. The PDF's were sent to all Ontario municipalities a couple of years back:

>

> <http://www.ontario.ca/environment-and-energy/wild-animal-control-rules-municipalities>

>

> <http://www.ontario.ca/page/preventing-and-managing-conflicts-coyotes-wolves-and-foxes>

>

> <http://www.ontario.ca/environment-and-energy/hire-wildlife-agent>

>

> If I can be of any further assistance do not hesitate to call me.

>

>

>

> [cid:image001.png@01D11BB3.56551ED0]

>

> Mike Kenopic

> Staff Sergeant

> Patrol Resource Supervisor

> Sault Ste. Marie Police Service

> (705) 949-6300 ext#154

> m.kenopic@ssmps.org<<mailto:m.kenopic@ssmps.org>>

>



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

November 18, 2015

Councillor Susan Myers
313 MacDonald Avenue, Apt. #508
Sault Ste. Marie ON P6B 5Y9

Dear Councillor Myers:

Re: Wild animal control within the City

Thank you for the conversation on this matter. I appreciate the opportunity for dialogue with Council and you on this issue.

Our Service is very aware of the public concern over the number of bears and coyotes frequenting our neighbourhoods. Please see the attached report for the number of animal complaints received by our Service from 2013-2015. In 2015 to-date, our Service dispatched (killed) one bear when it was seriously injured by a motor vehicle as well as one wolf and one fox similarly injured. No bears were dispatched in 2014 or 2013.

Recently there have been concerns raised about the number of coyotes seen within city boundaries. The concerns to date about the coyotes mainly deal with safety for pets. The number of calls related to coyotes is minimal; however, I do not have a specific number relating to this animal.

The Sault Ste. Marie Police Service takes these types of calls for service very seriously. We have written policy on how our officers handle these types of situations. I have attached our complete internal policy to this letter for your review. In summary, our Service has a mandate to deal with animals that "...may pose a danger or threat to the public." Where the animal is deemed to pose a threat the only option our officers have is to destroy the animal. This is done by shooting the animal with a shotgun. If the situation is not deemed a public safety threat, officers may also use distraction devices to "scare away" the animal. Our officers are acutely aware of the safety aspect of dispatching these animals. There is the safety of the public to consider from the threat posed by the animal as well as the potential threat to the public from our officers shooting the animals in residential neighbourhoods.

Police officers have no specific training or expertise in dealing with animals wild or domestic. We typically contact the Humane Society to deal with domestic animals and up until the change in policy from the Ministry of Natural Resources, we contacted them to deal with wild animals. It is my position that it is an inappropriate use of police resources to manage wild animals. As stated,

Committed to Excellence in our Community

other than "scaring away" such animals if there is no risk, we are left with only a lethal option. I am not advocating for different equipment or training as animal control should not be a core function of the police. I acknowledge that at certain times these animals pose a risk to public safety. It is in these circumstances that our officers will take action.

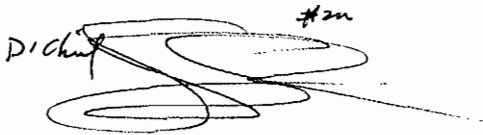
The Ministry of Natural Resources does provide some limited assistance in certain circumstances; but it is limited to education, trapping, and limited call response within the municipality. I am reluctant to detail their exact services as I feel it is best to receive that information directly from the Ministry.

I can point out that around Halloween 2015 there was a bear frequenting the P-Patch area of the city. We contacted the Ministry who in turn placed a trap in the bush area near the end of Northern Avenue. Our Service then had officers assigned to the area of the P-Patch for the few hours children were expected to be trick or treating. There were no incidents involving bears in the area on this night.

Also recently there was a nuisance bear in a resident's back yard eating seed from a bird feeder. The bear did not pose a threat to public safety. Our officers monitored the bear for a period of time and then had to leave to answer other calls for service.

I appreciate that the issues of wild animals such as bears and coyotes are a concern to our community. I encourage City Council to consider options other than a police response to address this issue. It is not an effective use of police resources and our officers are not properly equipped or trained in this capacity. Our only effective option is to destroy the animal. This option is only appropriate in a very limited number of cases. It is my opinion that these calls for service should be managed by a properly trained animal technician. Please be assured that our Service will continue to provide call response to animals that pose a threat to public safety.

Yours truly,

A handwritten signature in black ink, appearing to read "D. Sparling", with a large, loopy flourish extending from the end. Above the signature, the number "#221" is handwritten.

Sean P. Sparling
Deputy Chief of Police

SPS:ah

Attachments

cc: Chief R. Keetch
Inspector M. Rollin, Patrol Services Division
Staff Sergeant M. Kenopic, Patrol Services Division

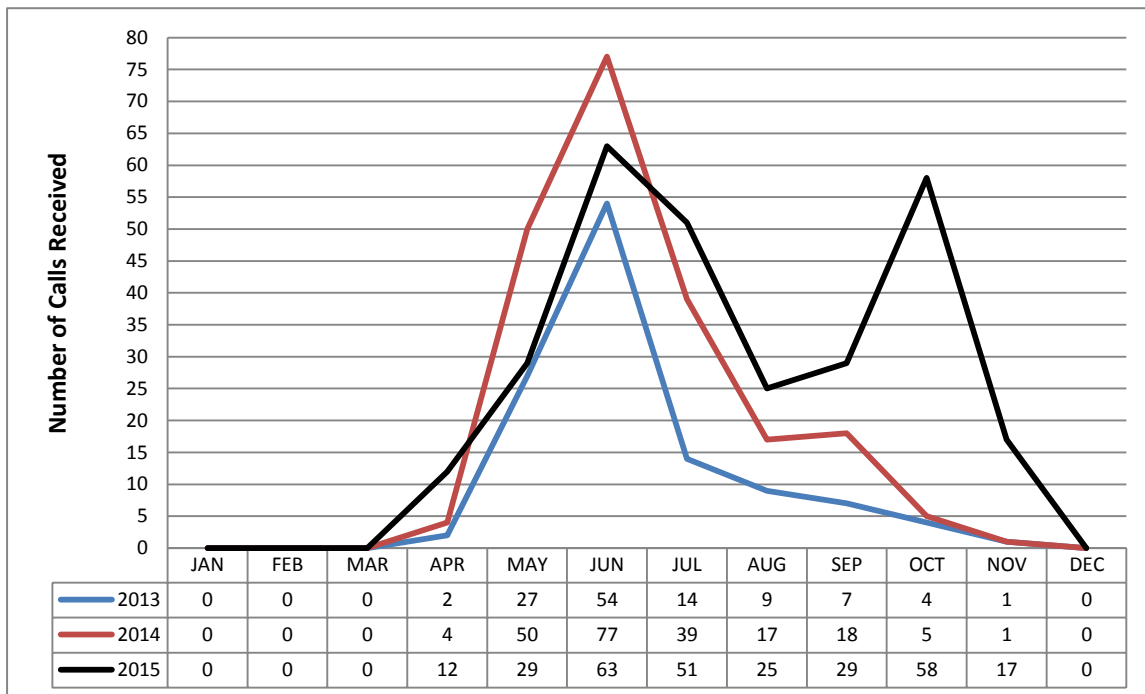


Animal Complaints 2013-2015

Animal Complaint Type	2013	2014	2015*	% Change 2013-2014	% Change 2014-2015
Animal – Bear Complaint ¹	118	211	284	78.8%	34.6%
Animal – Dog Owners Liability Act	0	2	6	100%	200.0%
Animal – Left in Vehicle	0	0	7	0%	100%
Animal – Master Code	1	4	3	300.0%	-25.0%
Animal – Other	39	47	36	20.5%	-23.4%
Animal Bite	15	16	23	6.7%	43.8%
Animal Injured	2	7	9	250.0%	28.6%
Animal Stray	17	22	16	29.4%	-27.3%
Dogs By-Law	0	1	2	100%	100.0%
Total	192	311	386	62.0%	24.1%

*Only includes January to November 18th, 2015

Bear Complaints by Month² 2013-2015



¹ In 2015, 11% of Bear Complaints were from Division 1, 2% were from Division 2, 67% were from Division 3, and 19% were from Division 4.

² A temporal analysis revealed that there was no time of day or day of the week effect. Bear Complaints were typically most frequent with the advent of the summer months, with a steady decline in the fall, and no calls during winter. However, in 2015, the decrease was not as pronounced, with a fair number of calls coming in during the fall months. As well, a significant spike in calls for service was observed in October.

Sault Ste. Marie Police Service Policy Order

<u>POLICY ORDER TYPE:</u> COMMUNITY PATROL	<u>SUBJECT:</u> WILDLIFE RESPONSE	<u>POLICY ORDER</u> <u>NUMBER: 1.41</u>
<u>DISTRIBUTION:</u> ALL MEMBERS	<u>ORIGINATOR:</u> CONSTABLE HENRY JIN	
<u>REPLACES:</u> 31 MARCH 2009	<u>EFFECTIVE DATE:</u> 2 MAY 2014	
<u>RE-EVALUATION DATE:</u> ANNUALLY FROM EFFECTIVE DATE	<u>PERSON RESPONSIBLE FOR RE-EVALUATION:</u> INSPECTOR OF PATROL SERVICES	
<u>RELATED POLICY ORDER (S):</u> USE OF FORCE		
<u>RELATED AUTHORITIES:</u> AGREEMENT WITH MINISTRY OF NATURAL RESOURCES –BEAR MANAGEMENT FISH AND WILDLIFE CONSERVATION ACT		

1.41.1 GENERAL

The Sault Ste. Marie Police Service is responsible for responding to calls concerning wild animals where the animal may pose a danger or threat to the public.

If there is no immediate danger to the public, the officers shall consider various methods to attempt to direct the animal towards unpopulated areas. Unnecessary killing of wildlife is to be avoided if at all possible.

The Ministry of Natural Resources will be called to assist in all situations of moose or deer in an urban area when efforts to quickly move the animal towards forested areas are unsuccessful. Ministry response time may be substantial outside of normal office hours due to staff **having to be called in to respond**.

Officers receiving complaints of animals frequenting residential areas should offer site specific advice on eliminating the problem. For the most part, these animals are after food. Removal of garbage, proper cleaning of barbecues, and the ensuring of general property cleanliness will remove the attraction for the animal.

Members of the public who contact our Service regarding nuisance small animals such as raccoons or foxes shall be advised to consider private pest control services unless the animal is exhibiting signs of disease. See Section 5 of this policy. Citizens should be made aware however that they will be liable for the costs of the pest control service.

Rat infestation issues should be directed to Algoma Public Health, Environmental Health.

Complaints from members of the public whose livestock has been killed or injured by domestic animals should be directed either to the Sault Ste. Marie Humane Society which carries out the role of the pound keeper for city of Sault Ste Marie or to the Prince Township office depending on the jurisdiction where the event occurred.

1.41.2 DESTRUCTION OF ANIMALS POSING A DANGER TO HUMAN LIFE

The determination to destroy an animal that is destroying property or endangering life is left to the Patrol Sergeant in consultation with the Patrol Staff Sergeant. It is not necessary for members to contact the Ministry of Natural Resources to receive permission to destroy an animal.

If the Ministry is in attendance, dependent on the situation, consideration shall be given to the use of a tranquilizer gun to incapacitate a large animal so that it may be safely removed from the area without the use of lethal force.

The decision to destroy an animal will be based on the probable danger to persons in the vicinity, the location, and other circumstances which would dictate that it is the most safe and reasonable course of action to take.

1.41.3 USE OF TRANQUILLIZER GUN BY MINISTRY OF NATURAL RESOURCES OR MNR AUTHORIZED AGENTS

Members of the Service may be requested to attend to provide armed support and to secure the site perimeter at a situation where the Ministry of Natural Resources or animal control agents authorized by the Ministry are considering the use of a tranquilizer gun on an animal.

1.41.4 USE OF FIREARMS

When the decision has been made to destroy a large animal, the officer assigned to the destruction will use a shotgun for that purpose. **THE USE OF A RIFLE FOR THIS PURPOSE IN A BUILT UP AREA IS PROHIBITED.**

When using a shotgun in a built up area, the officer should always consider these safety procedures:

- The use of slug load versus 00 buck shot
- Ensure a clear line of fire.
- Be absolutely sure the background is safe. Public safety is paramount.
- Ensure all civilians are removed from the area in the event a wounded animal attacks.

IF YOU ARE NOT SURE - DON'T SHOOT

When assigning an officer to destroy an animal, the Patrol Sergeant shall ensure that the officer has had training, is familiar with the use of the shotgun; and that all safety precautions are taken.

1.41.5 DESTRUCTION OF INJURED OR SICK ANIMALS

The Ministry of Natural Resources recommend that if a large wild animal (bear, moose, or deer) has been injured in a collision with a vehicle that the animal be destroyed. Their guidelines are that if the animal is unable to remove itself from the scene due to apparent broken legs, etc. that it should be destroyed.

The Fish and Wildlife Conservation Act allows that wildlife (including black bear, caribou, white-tailed deer, elk or moose) can be retained by individuals through the process of self-registering with Ministry of Natural Resources and completing a *Notice of Possession* form which can be obtained online at Ontario.ca, at a local Service Ontario counter, or by calling the Ministry of Natural Resources Registry and Approval Centre toll free 1-855-613-4256

The Humane Society shall be notified to attend for smaller injured animals and birds. Dead crows, ravens, or blue jays should also be reported to Algoma Public Health for consideration in West Nile tracking.

Where an animal is exhibiting obvious signs of being diseased, such as foxes and/ or raccoons demonstrating signs of rabies, consideration should be given to dispatching the animal to prevent contact with pets or humans. Small animals may be dispatched with the service handgun. Whenever possible, the Patrol Sergeant shall be consulted prior to the destruction of any animal and every precaution shall be taken to ensure that the animal is destroyed humanely and safely.

Symptoms of rabies may include tremors, aggressive behaviour, loss of fear of humans or other animals, partial paralysis or convulsions

If the officer believes that there could be a public health risk from the sick animal, (people or other pets may have been in contact with the animal prior to officer's attendance) Algoma Public Health, Environmental Health should be contacted. Likewise if the animal is destroyed, Algoma Public Health should be contacted and they will contact Canadian FIA in North Bay to inquire if they want the animal carcass. If there has been any contact between the animal and a domestic animal or a human, the carcass will likely be preserved for testing. **An animal suspected of rabies that may be required to be submitted for rabies testing should be not be shot in the head as rabies testing requires examination of the animal's brain.**

Animal or bird carcasses should not be handled with bare hands. Smaller carcasses, if they are not required for testing purposes, should be secured in a heavy duty green garbage bag and placed with regular refuse.

Algoma Public Health – Environment Health 24/7 pager 705-265-6611

1.41.6

BEAR MANAGEMENT PROGRAM

The Sault Ste Marie Police service will provide primary response to calls involving bears that pose an immediate threat to human safety.

911 communicators\dispatchers who receive calls concerning bears shall ensure that an incident report is created which includes as a minimum the location and time of the event.

Members responding to a bear call\complaint who locate a bear upon attending the scene, will assess the situation, and level of threat, to determine if Ministry of Natural Resources assistance is required.

In most cases, bears are gone on arrival or can be frightened\convinced to leave the location using aversion tools (siren, lights, vehicle, bangers or horn).

Where the member determines that Ministry of Natural Resources assistance is required, the following procedure shall be followed:

- Member advises dispatch
- Dispatch operator will contact Ministry of Natural Resources Provincial Coordination Unit (PCU) (operational 24\7 April 01 to Nov 30) and advise that Ministry of Natural Resources assistance is requested by Sault Ste. Marie Police service.
- Ministry of Natural Resources Manager-on-call will contact Sault Ste. Marie Police Service dispatch operator and initiate appropriate response. Ministry of Natural Resources will assess information provided by member on scene through the dispatch operator, or ideally by contacting the member on scene directly.
- Appropriate Ministry of Natural Resources response will be determined by Ministry of Natural Resources Manager on call, and may consist of providing advice to member on scene or initiating a physical response to the scene
- **Ministry of Natural Resources physical response to scene is restricted to daylight hours only**
- Member on scene must appreciate that there may be a delay before MNR manager on call responds, or staff are able to physically respond to scene

Generally, Ministry of Natural Resources staff will physically respond to situations where non-lethal response options can be considered.

Constrained bears (treed) in close proximity to forested areas, and where escape routes are present, can be allowed to descend and leave once bystanders\dogs are moved away from the scene.

When Ministry of Natural Resources initiates a physical response to the scene, members will remain at the scene until Ministry of Natural Resources staff arrives, and members will provide assistance\lethal back up and perimeter security to Ministry of Natural Resources responders until the situation is

resolved. Members should ensure a proper weapon (shotgun) for lethal backup is on scene prior to Ministry of Natural Resources arrival.

Where a member determines that a bear on scene is posing an immediate threat to public safety (may be through consensus with Ministry of Natural Resources) through aggressive behaviour, extensive damage to property, gained entry to occupied domicile, killed livestock or pets, non-defensive human injury or death, dispatch is at the members discretion. Except for exceptional circumstances, dispatch will be carried out by Sault Ste. Marie Police Service.

Ministry of Natural Resources no longer live traps and relocates problem bears except under exceptional circumstances (refer to current Memorandum of Understanding for Bear Management – Schedule “A”), and the decision to deploy a trap will be determined between Sault Ste. Marie Police Service and Ministry of Natural Resources. Citizens requesting that traps be set for nuisance bears through members on scene should be advised to call the Ministry of Natural Resources Problem Black Bear Reporting Line 1-888-514-2327 for further information. **Members should not be calling the reporting line to report bears, or on behalf of citizens.**

Members shall advise the caller to remove any items which may be attracting the bears.

The Inspector of Patrol Services will ensure that the Service works with the Ministry to provide a coordinated media and communications response regarding the number and area of sightings, live traps and any other safety concern.

Members should refer to the current Memorandum of Understanding for Bear Management between the Municipality and the Ministry of Natural Resources.

R.D. Davies,
Chief of Police

Malcolm White

Subject: FW: Bear Calls
Attachments: Animal Complaints 2013-2015.pdf

From: Keetch, R. [<mailto:r.keetch@ssmps.org>]
Sent: Wednesday, November 18, 2015 1:04 PM
To: Mayor Provenzano
Subject: FW: Bear Calls

Your Worship:

Just as a follow-up to our recent emails regarding bear complaints please see attached email from Chief Pedersen in Sudbury regarding the Ontario Chiefs of Police Association attempts to address the bear issue in our communities. Police Chiefs are advocating for the Ministry to re-instate the Bear Tech Program.

We have shared the report which I have copied for you within this email illustrating our numbers regarding animal complaints.

FYI

Bob

Malcolm White

Subject: FW: Bear Calls

From: Pedersen, Paul [<mailto:Paul.Pedersen@police.sudbury.on.ca>]

Sent: November-17-15 1:21 PM

To: Keetch, R.; Chief Chuck Seguin; Chief Designate Shawn Devine; Chief Gary Reid; Chief John Gauthier; Chief John Syrette; Chief Paul Cook; Chief Rodney Nahwegahbow; Chief Steven Edwards; Pedersen, Paul; Supt Fern Labelle

Cc: Corcoran, Natalie

Subject: Bear Calls

Hello all,

For those who were at the last OACP CEO day you'll recall that the issue with respect to Bear Calls was addressed. We talked about a past resolution which called for the re-instatement of the Bear Tech Program and/or resourcing the north appropriately with Ministry staff. At GSPS we have collected statistics with respect to number of bear calls this past season as well as number of bears dispatched. I believe in the last Zone 1A meeting this issue was also addressed.

I'm preparing for the BOD meeting coming up in the next couple of weeks and would welcome any statistics and/or commentary that you have as I will bring this issue forward on our behalf.

Thanking you in advance.

Paul

Paul Pedersen – Chief of Police
Greater Sudbury Police Service
190 Brady St. Sudbury, On
P3E 1C7
705-675-9171 ext 2368

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THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-208

AGREEMENT: (AG148) A by-law to authorize the execution of an amending agreement between the City, KPMG LLP and AECOM Canada Ltd. for consulting services for the Port of Algoma Project.

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 amending agreement dated November 23, 2015 between the City, KPMG LLP and AECOM Canada Ltd. for consulting services for the Port of Algoma Project, a copy of which is attached as Schedule "A" hereto.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 23rd day of November, 2015.

MAYOR - CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

AMENDING AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES

This Amending Agreement made this 23RD day of November, 2015,

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

(hereinafter referred to as the "City")

– and –

KPMG LLP

(hereinafter referred to as "KPMG")

– and –

AECOM CANADA LTD.

(hereinafter referred to as "AECOM")

WHEREAS the City, KPMG AND AECOM entered into an Agreement for Professional Consulting Services for the Master Consultant – Port of Algoma Project on the 25th day of May, 2015 (the "Consulting Agreement");

AND WHEREAS the Consulting Agreement confirms that the City has retained the KPMG/AECOM Consulting Team to complete Phase 1 of the Port of Algoma Project, with the approval to proceed with Phase 2 of the Port of Algoma Project to be subsequently confirmed by the City, as defined and subject to the terms, conditions and timeframes set out in the Consulting Agreement;

AND WHEREAS the KPMG/AECOM Consulting Team has requested an extension of the time frames for completion of Phase 1 of the Project from October 2015 to March 31, 2016, and the time frames for completion of Phase 2 of the Project from March 2016 to September 30, 2016 if the City confirms its approval to proceed with Phase 2 of the Port of Algoma Project in the manner set out in the Consulting Agreement;

AND WHEREAS Section 19.3 of the Consulting Agreement allows for the Consulting Agreement to be amended by the express prior written consent of the City;

AND WHEREAS the City is prepared to grant the KPMG/AECOM Consulting Team an extension of the time frames for completion of Phase 1, and also for completion of Phase 2 of the Project in the event that the City confirms its approval to proceed with Phase 2 of the Port of Algoma Project in the manner set out in the Consulting Agreement, subject to the terms and conditions set out herein;

NOW THEREFORE in consideration of the promises, covenants and agreements herein contained and hereby assumed, the parties for themselves and their respective successors and

assigns do hereby covenant and agree with one another as follows:

1. Section 1.2(b)(c) and (d), Section 1.6(a) and (c) of the Consulting Agreement is hereby amended as follows:
 - (a) by deleting all references to Schedule "C", and replacing it with Schedule "CR", a copy of which is appended as Schedule "CR" to this Amending Agreement. The parties acknowledge and agree that Schedule "CR" represents the "Timeline of Phase 1 Tasks and Deliverables" to be completed by KPMG;
 - (b) by deleting all references to Schedule "D", and replacing it with Schedule "DR", a copy of which is appended as Schedule "DR" to this Amending Agreement. The parties acknowledge and agree that Schedule "DR" represents the "Scheduled List of AECOM Tasks/Deliverables" to be completed by AECOM; and
 - (c) by deleting all references to Schedule "E", and replacing it with Schedule "ER", a copy of which is appended as Schedule "ER" to this Amending Agreement. The parties acknowledge and agree that Schedule "ER" represents the "Joint List of Deliverables" which deliverables shall be completed collectively by the KPMG/AECOM Consulting Team and the time frames within which the KPMG/AECOM Consulting Team undertakes to complete same.
2. Sections 1.2(f) and 1.5(a)-(e) inclusive of the Consulting Agreement is hereby amended as follows:
 - (a) by deleting all references to October 2015 and replacing same with March 31, 2016; and
 - (b) by deleting all references to March 2016 and replacing same with September 30, 2016.
3. Section 1.6(d)(e) and (f) of the Consulting Agreement is hereby amended as follows:
 - (a) by deleting all references to Schedule "H", and replacing it with Schedule "HR", a copy of which is appended as Schedule "HR" to this Amending Agreement. The parties acknowledge and agree that Schedule "HR" represents the expenses associated with each of AECOM's deliverables as set out in Article 1.2 of the Consulting Agreement on a monthly basis for Phase 1 of the Project; and
 - (b) by deleting all references to Schedule "I", and replacing it with Schedule "IR", a copy of which is appended as Schedule "IR" to this Amending Agreement. The parties acknowledge and agree that Schedule "IR" represents the expenses associated with each of KPMG's deliverables as set out in Article 1.2 of the Consulting Agreement on a monthly basis for Phase 1 of the Project.
4. Section 1.6(g) is amended as follows:
 - (a) by deleting the reference to December 30, 2015 and replacing same with April 29, 2016; and

- (b) by deleting the reference to May 29, 2016 and replacing same with October 31, 2016.
5. The Parties hereby confirm that except as amended by this Amending Agreement, the terms and conditions of the Consulting Agreement shall continue in full force and effect, unamended.
 6. KPMG and AECOM represent and warrant to the City that with the extension of the time frames for Phase 1 and Phase 2 of the Project, if applicable, as set out in this Amending Agreement, KPMG and AECOM shall be able to complete all deliverables contemplated herein and in the Consulting Agreement, in accordance with the time frames as set out herein and shall further be able to meet any and all necessary obligations as set out in the Federal and Provincial Funding Agreements appended as Schedules "F" and "G" respectively to the Consulting Agreement.
 7. This Amending Agreement may be executed in counterparts, each of which shall be deemed an original and all of which, taken together, shall constitute one and the same instrument.

REST OF PAGE INTENTIONALLY BLANK

8. This Amending Agreement is governed by the laws of the Province of Ontario and the laws of Canada applicable therein.

IN WITNESS WHEREOF, the Parties have executed this Amending Agreement effective as of the date first above written.

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

Per: _____
Mayor – Christian Provenzano

Per: _____
City Clerk – Malcolm White

I/We have authority to bind the City

AECOM Canada Ltd.

Per: _____

Per: _____

I/We have authority to bind AECOM
Canada Ltd.

KPMG LLP

Per: _____

Per: _____

I/We have authority to bind KPMG LLP

Schedule CR

Timeline of Phase 1 Tasks and Deliverables - KPMG

	2015											2016		
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Project Management Plan				X										
Financial Management Framework				X										
Project Schedules and Timelines		X												
Communications Strategy					X									
Early submission material to government												X		
Funding submission to government													X	
Inception Report		X												
Progress Report			X	X	X	X	X	X	X	X				
Interim Report											X			
Final Report														X
Expenditure tracking reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Biweekly/weekly conference calls, monthly	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Schedule DR Timeline of Phase 1 Tasks and Deliverables - AECOM														
	2015						2016							
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Project Initiation														
Kickoff meetings and Workshops attendance	X	X	X		X		X	X	X	X	X	X		X
Design Layout and Enabling Infrastructure														
Existing reports review		X	X					X						
Develop design criteria					X			X						
Developing layout alternatives								X						
Port master plan concepts							X		X		X			
Port development plan								X			X			
Concept design								X			X			
Site Surveys and Modeling Studies														
Existing surveys review	X	X	X											
Topographic surveys				X										
Bathymetric Survey				X										
Utilities survey				X										
Geotechnical borings					X			X						
Existing dock facilities assessment								X		X				
Geotechnical evaluation report							X			X				
Coastal modelling study report						X								
Environmental Assessment														
Specialist background research	X													
Secondary source collection	X													
Environmental management strategy		X												
Initiate consultation plan (study continuum)		X												
Specialist research continues		X												
Draft CEAA Description			X							X				
Agency interaction			X	X			X			X	X		X	
Spring Terrestrial			X											
Noise			X											
Socio-Economic				X										
Human Health Assessment				X										
Air Quality				X										
Spring Fisheries					X									
Contaminates					X									
Hydrology (Surface Water)					X									
Littoral Zone Assessment					X									
Archaeology						X								
Summer Fisheries						X								
Summer Terrestrial						X								
Finalize Specialist Reports							X							
Active Public Engagement							X							
NPA Application							X							
DFO Application							X							
UC Application							X							
Draft EA document Filed								X						
Finalize EA document														X
Environmental Approval - October 15/15														X
Aboriginal Engagement														
Identify First Nation and Metis groups to consult		X												
Review and summarize Aboriginal consultation requirements		X												
Aboriginal Engagement strategy		X												
Process for addressing AND implementing adverse impacts on Aboriginal communities ("mitigation")		X												
Develop and send letters for Aboriginal written notification of project. Follow-up calls/emails.		X												
Set up meetings. Preparation and attendance at Meetings with Aboriginal communities						X					X			
Compile community feedback and meeting minutes for each community							X					X		
Aboriginal engagement/consultation report														X
Detailed Project Report														
Interim report						X					X			
Final report														X
Financial Analysis														
Interim capital cost estimates report												X		
Interim operating and revenue cost estimates report												X		
Final capital cost estimates report														X
Final operating and revenue cost estimates report														X
Project Outcome and Benefits														
Economic impact report														X

Schedule ER Joint List of Deliverables														
2015												2016		
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Traffic Study and Demand Forecasting														
Initial Forecast				X			X							
Refined Forecast									X	X				X

Schedule HR

AECOM Phase 1 Fees and Expenses

Task #	Task Description	2015												2016			Total
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
1	Project Initiation-Kickoff and Workshops	1,200	4,780	13,205	1,710	4,677	7,632	5,809	9,604	12,409	3,500	3,500	2,800	2,800	1,400	75,027	
2	Traffic Study and Demand Forecasting	2,740	32,995	26,204	48,117	70,378	62,086	39,059	16,618	-	-	-	-	-	-	298,197	
3	Design Layout and Enabling Infrastructure	-	12,798	21,867	55,726	83,680	81,089	78,845	107,457	117,287	56,039	44,831	11,208	-	-	670,826	
4	Site Surveys and Modelling Studies	-	978	5,968	14,510	13,726	30,400	143,628	47,475	18,821	4,000	-	-	-	-	279,505	
5	Environmental Assessment	3,366	21,497	38,596	61,358	68,325	42,191	25,159	45,561	73,589	56,530	80,757	16,151	4,845	3,230	541,155	
6	Aboriginal Engagement	-	5,710	10,768	11,452	4,800	9,825	16,513	9,354	7,844	4,403	4,403	4,403	4,403	4,403	98,280	
7	Detailed Project Report	-	-	-	-	-	-	-	-	-	8,077	28,846	14,423	5,769	577	57,692	
8	Financial Analysis	-	-	-	-	-	-	-	-	12,759	14,765	36,911	22,147	-	-	86,582	
9	Procurement Options	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
10	Project Outcome and Benefits	-	-	-	-	-	-	-	-	1,040	-	13,295	13,295	-	-	27,629	
11	Funding process	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12	Overall Project Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal		7,306	78,757	116,608	192,873	245,585	233,224	309,013	236,069	243,750	147,313	212,543	84,426	17,817	9,610	2,134,893	
Travel Expenses		-	4,309	4,844	160	13,411	11,655	7,622	-	-	-	-	-	-	-	42,000	
Total - Budget		7,306	83,066	121,451	193,033	258,996	244,879	316,635	236,069	243,750	147,313	212,543	84,426	17,817	9,610	2,176,893	

Schedule IR

KPMG Phase 1 Fees and Expenses

Task #	Task Description	2015												2016			Total
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
1	Project Initiation-Kickoff and Workshops	24,323	34,940	-	-	-	-	-	-	-	-	-	-	-	-	59,263	
2	Traffic Study and Demand Forecasting	-	2,835	7,160	16,130	10,170	47,740	4,815	3,825	4,275	18,235	-	-	-	-	115,185	
3	Design Layout and Enabling Infrastructure	-	-	-	-	1,300	980	-	-	-	-	-	-	-	-	2,280	
4	Site Surveys and Modelling Studies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	Environmental Assessment	-	-	4,370	2,240	1,400	-	-	-	-	-	-	-	-	-	8,010	
6	Aboriginal Engagement	-	-	2,280	-	-	-	-	-	-	-	-	-	-	-	2,280	
7	Detailed Project Report	-	-	-	-	-	-	-	-	-	-	-	13,299	13,299	13,702	40,300	
8	Financial Analysis	-	-	-	-	-	-	-	-	-	-	29,038	29,038	29,038	8,131	95,243	
9	Procurement Options	-	-	-	-	-	-	-	-	-	-	-	-	18,850	18,850	37,700	
10	Project Outcome and Benefits	-	-	-	-	-	-	-	10,165	13,600	6,185	5,990	5,990	5,990	11,980	59,900	
11	Funding process	-	7,565	6,270	7,360	25,625	18,850	19,545	2,185	11,905	9,901	7,800	9,751	9,751	28,487	164,994	
12	Overall Project Management	-	40,535	30,093	37,618	37,473	31,005	19,935	30,919	47,213	27,082	17,757	17,757	17,757	17,757	372,899	
Subtotal		24,323	85,875	50,173	63,348	75,968	98,575	44,295	47,094	76,993	61,402	60,585	75,834	94,684	98,906	958,053	
Travel Expenses		3,768	1,308	5,239	-	1,768	3,521	2,932	2,071	3,566	3,566	3,566	3,566	3,566	3,566	42,000	
Total - Budget		28,091	87,182	55,412	63,348	77,735	102,096	47,227	49,165	80,558	64,968	64,151	79,400	98,250	102,472	1,000,053	

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-209

AGREEMENT: (E2.3) A by-law to authorize the extension to an annual Engineering Agreement for purposes of wastewater advisory services and that AECOM Canada Ltd. be retained for an additional one year period with an allowance of Fifty Thousand (\$50,000) Dollars.

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 dated November 23, 2015 between the City and AECOM Canada Ltd. for the extension to an annual Engineering Agreement for purposes of wastewater advisory services and that AECOM Canada Ltd. be retained for an additional one year period with an allowance of Fifty Thousand (\$50,000) Dollars.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 23rd day of November, 2015.

MAYOR - CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

**AGREEMENT
FOR
PROFESSIONAL CONSULTING SERVICES**

MEMORANDUM OF AGREEMENT dated the 23rd day of November, 2015

-BETWEEN-

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

(Hereinafter called the 'Client')

THE PARTY OF THE FIRST PART

-AND-

AECOM CANADA LTD.

(Hereinafter called the 'Consultant')

THE PARTY OF THE SECOND PART

WHEREAS the Client requires consulting engineering services from time to time to address waste water conveyance, waste water treatment and waste water control systems issues as they arise (hereinafter called the 'Project') and has requested the Consultant to furnish professional services in connection therewith for the 2016 calendar year;

AND WHEREAS the Consultant agrees to provide the requested services;

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Consultant mutually agree as follows:

ARTICLE 1 - GENERAL CONDITIONS

1.01 Retainer

The Client hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Consultant shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.

1.02 Services

The services to be provided by the Consultant and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

1.03 Compensation

The Client shall pay the Consultant in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.

1.04 Staff and Methods

The Consultant shall perform the services under this agreement with that degree of care, skill and diligence normally provided in the performance of such services as contemplated by the Agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the Consultant's staff.

1.05 Drawings and Documents

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client, including record drawings, may be used by the Client, for the Project herein described. In accordance with Article 1.06, the Client shall indemnify the Consultant for any loss or damage suffered by the Client or any third parties resulting from any unauthorized use of the documents and deliverables

1.06 Intellectual Property

All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be considered as Intellectual Property and remain the property of the Consultant.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

1.07 Records and Audit

- (a) In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by staff employed for the Project.
- (b) The Client may inspect timesheets and record of expenses and disbursements of the Consultant during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Consultant, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

1.08 Changes and Alterations and Additional Services

With the consent of the Consultant the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Consultant shall be paid in accordance with Section 3.2.1 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3.2.4. In the event that the Client delays the project then the Consultant shall have the right to renegotiate the agreement.

1.09 Suspension or Termination

Either party may at any time by notice in writing to the other party, suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Consultant shall be entitled to payment in accordance with Section 3.2. for any of the Consultant's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.2.

If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Consultant to the date of such termination.

1.10 Indemnification

The Consultant shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees or officers may suffer, to the extent the Consultant is legally liable as a result of the negligent acts of the Consultant, its employees or officers in the performance of this Agreement. Notwithstanding anything to the contrary, the Consultant shall not be responsible for any loss, damage, or liability to the extent arising from any contributing negligent acts by the Client, or its subcontractors, agents, employees or consultants.

The Client agrees to hold harmless, indemnify and defend the Consultant from and against any and all claim, losses, damages, liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Consultant in the performance of consulting services to the Client within this project.

Neither party shall be responsible to the other for any special, incidental, indirect, consequential, financial and non-material damages of any kind whatsoever arising out of or related to or arising from said party's obligations under the Agreement or the breach thereof.

1.11 Insurance

The Client will accept the insurance coverage amount specified in this clause section 1.11 as the aggregate limit of liability of the Consultant and its employees for the Client's damages.

a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$2,000,000 per occurrence and in the aggregate for general liability and \$2,000,000 for automobile insurance. When requested the Consultant shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$2,000,000 per claim and in the aggregate. When requested, the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant, and in accordance with the *Professional Engineers Act* (RSO 1990, Chapter P. 28) and regulations therein.

c) **Change in Coverage**

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.2.

It is understood and agreed that the coverage provided by these policies will not be cancelled by the Consultant until thirty (30) days after written notice of cancellation has been delivered to the Client.

1.12 Contracting for Construction

Neither the Consultant nor any person, firm or corporation associated or affiliated with or subsidiary to the Consultant shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

1.13 Assignment

The Consultant shall be entitled at anytime to assign this Agreement to any of its subsidiaries or affiliates upon written notice to client.

1.14 Previous Agreements

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

1.15 Approval by Other Authorities

Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

1.16 Principals and Executives

The use of Principals and Executives on a time basis by the Consultant, will be in accordance with Section 1.23.1 (c).

1.17 Sub-Consultants

The Consultant may engage others as sub-consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client plus the cost of the additional insurance incurred by the Consultant for the specialized services.

1.18 Inspection

The Client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

1.19 Publication

The Consultant agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

1.20 Confidential Data

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Consultant by a third party without obligation of confidentiality which is independently developed by the Consultant without access to the Client's information, or which is required to be disclosed by law or by court order. No such information shall be used by the Consultant on any other project without the approval in writing of the Client.

1.21 Dispute Resolution

- (a) If requested in writing by either the Client or the Consultant, the Client and the Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of ninety (90) calendar days with the mediator, the dispute shall be referred to and finally resolved by arbitration under the rules of the province having jurisdiction or by an arbitrator appointed by the agreement of the parties.
- (b) No person shall be appointed to act as mediator or arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The provisions of *The Arbitration Act*, S.O., 1991, Chapter 17, as amended shall apply.

1.22 Time

The Consultant shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Consultant.

Neither party shall be liable or penalized for delays or failure to perform its services if same is caused directly or indirectly by circumstances beyond a party's reasonable control.

1.23 Estimates, Schedules and Staff List

1.23.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List

When requested by the Client, and where payment is calculated on a time basis, the Consultant shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the Client.

1.23.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List

The Consultant will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).
- (b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

1.23.3 Monthly Reporting of Progress

When requested by the Client, the Consultant shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

1.24 Additional Conditions

N/A

ARTICLE 2 - SERVICES

2.01 Consultant's Services for Waste Water Advisory Services

The Consultant shall provide consulting engineering services on an as-needed basis to address waste water conveyance, waste water treatment and waste water control systems issues as they arise. The City's Engineering Department will issue a request to provide services for each task to be completed under this agreement.

2.02 Client's Services for Waste Water Advisory Services

The Client shall provide the Consultant with the following, unless already provided:

1. Copies of background information/documents related to each task.
2. Access to and the use of existing plans, profiles, utility information, legal documents and correspondence relevant to the Project.
3. General direction of the Consultant in the provision of services and approvals within reasonable time as necessary during the currency of this agreement.

The Consultant shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to clauses (1) to (3) hereof, inclusive, as being accurate, in the performance of the Consultant's services under this Agreement.

ARTICLE 3 - FEES AND DISBURSEMENTS

3.1 Definitions

For the purpose of this Agreement, the following definitions shall apply:

(a) **Cost of the Work:**

- (i) The "Cost of the Work" shall mean the total cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Consultant prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- (ii) Wherever the client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- (iii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- (iv) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- (v) The Cost of the Work shall not include any fees and disbursements due to the Consultant, the Client's engineering and office expenses, or cost of land.

(b) **Site:**

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

3.2 Basis of Payment

3.2.1 Fees Calculated on a Percentage of Cost Basis

(Not Applicable)

3.2.2 Fees Calculated on a Time Basis

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be hourly rates based on job classifications as follows:

- a) Staff on normal assignments – Payroll Cost multiplied by a factor of 2.0.
- b) Services During Construction:
 - (i) For all services, except for staff full-time continuously on site – Payroll cost multiplied by a factor of 2.0.
 - (ii) For site staff working full-time continuously – Payroll cost multiplied by a factor of 1.7.

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the consultant may from time to time seek approval from the client to adjust hourly rates and such approval shall not be unreasonably withheld.

Time Expended

All time expended on the assignment, whether in the Consultant's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.

3.2.3 Lump-Sum Fee / Negotiated Fee

3.2.3.1 Lump-Sum Fee Basis

(Not Applicable)

3.2.4 Reimbursable Expenses

In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5%, plus the cost of additional insurance incurred by the Consultant, for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, travelling and living expenses, advertising for tenders, overtime premium costs, and the cost of providing and maintaining site offices, supplies and equipment, chemical and physical tests and reproducing specifications and drawing sets.

3.2.4.1 In addition to the fee a communication/ Information Technology (IT) charge equal to 5% of invoiced labour costs will be charged to cover telephone charges, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, special delivery and express charges, postage and IT costs. The IT assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The cost for reproducing specifications and drawing sets shall not be included in this rate.

3.3 Payment

3.3.1 Fees Calculated on a Time Basis

The Consultant shall submit an invoice to the Client for all Services completed in the immediately preceding month. Interest at the annual rate of 12 percent (1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Consultant's invoice.

3.3.2 Fees Calculated on a Percentage of Cost Basis

(Not Applicable)

3.3.3 Lump Sum Fee/Negotiated Fee

(Not Applicable)

ARTICLE 4 – GENERAL PROVISIONS

- 4.1 Notices:** All notices under this Agreement shall be in writing. It shall be sufficient in all respects if the Notice is delivered by hand, sent by electronic means of sending messages, including facsimile transmission, which produces a paper record ("Transmission") during normal business hours, or sent by registered mail, postage prepaid, addressed to:

AECOM CANADA LTD.	CITY OF SAULT STE. MARIE ENGINEERING DEPARTMENT
523 Wellington Street East	99 Foster Drive, 5 th Floor
Sault Ste. Marie, Ontario P6A 2M4	Sault Ste. Marie, Ontario P6A 5N1
Attn: Mr. Rick Talvitie	Attn: Ms. Catherine Taddo
Branch Manager	Land Development and Environmental Engineer
Phone: 705-942-2612	Phone: 705-759-5380
Fax No.: 705-942-3642	Fax: 705-541-7165

or to such other address as either Party shall have designated by written notice to the other Party. Any notice so given shall be deemed to have been given and to have been received on the day of delivery, if so delivered, on the third Business Day (excluding each day during which there exists any interruption of postal services due to strike, lockout or other cause) following the mailing thereof, if so mailed, and on the day that notice was sent by Transmission, provided such day is a Business Day (a Business Day being any day of the week save and except for Saturday and Sunday) and if not, on the first Business Day thereafter.

- 4.2 Waiver of Rights:** Any waiver of, or consent to depart from, the requirements of any provision of this Agreement shall be effective only if it is in writing and signed by the Party giving it, and only in the specific instance and for the specific purpose for which it has been given. No failure on the part of any Party to exercise, and no delay in exercising, any right under this Agreement shall operate as a waiver of such right. No single or partial exercise of any such right shall preclude any other or further exercise of such right or the exercise of any other right.
- 4.3 Applicable Law:** This Agreement shall be governed by, and interpreted and enforced in accordance with, the laws in the Province of Ontario and the laws of Canada, as applicable.
- 4.4 Entire Agreement, Modifications, Headings, Severability:** The Parties acknowledge that this Agreement constitutes the entire Agreement between them and supersedes all prior representations, warranties, agreements, and understandings, oral or written, between the Parties with respect to its subject matter. Unless stated otherwise in this Agreement, this Agreement may not be modified except in writing signed by both Parties. The headings to this Agreement are for convenience and reference purposes only and shall not constitute a part of the Agreement. If any element of this Agreement is later held to violate the law or a regulation, it shall be deemed void, and all remaining provisions shall continue in force.

[Execution Page Follows]

IN WITNESS WHEREOF the parties have executed this Agreement on the date first written above.

AECOM CANADA LTD.

The signatory shall have the authority to bind the corporation for purposes of this Agreement

(Signature)

(Name)

(Title)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

The signatory shall have the authority to bind the municipality or its agency for purposes of this agreement

MAYOR

CLERK

SCHEDULE 1

to Memorandum of Agreement Waste Water Advisory Services

Dated the 23rd day of November, 2015

1. The estimated fees/upset fee limit for each phase of the project is as follows:

Description	Scope of Work	Estimated Fee	Upset Fee Limit	Estimated Disbursements
Waste Water Advisory Services	As per Agreement	\$45,000	N/A	\$5,000

Note:

- (i) Fees exclude taxes.

2. A range of billing rates for each employee classification is as follows:

Classification	Billing Rate (\$/hour)	Anticipated Staff Allocation to this Project
Senior Engineer	140 - 250	4
Intermediate Engineer	90 - 140	4
Senior Technician	100 - 150	4
Intermediate Technician	80 - 100	4
Support Staff	60 - 90	4

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-210

LANE ASSUMPTION: (Map 56) A by-law to assume for public use and establish as a public lane, a lane in the Elkins Subdivision, Plan 7882.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, 2001*, S.O. 2001, **ENACTS** as follows:

1. **LANE ESTABLISHED AND ASSUMED**

The lane or parts of lane more particularly described in Schedule "A" to this by-law is hereby established as a public lane and is assumed for public use.

2. **SCHEDULE "A"**

Schedule "A" forms a part of this by-law.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 23rd day of November, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-212

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 23rd day of November, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A"

BADGE	SPECIAL CONSTABLE	EMPLOYER	PROPERTY LOCATION
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	DENTAL BUILDING	946 & 216 QUEEN ST E
138	CAIN, JOSEPH	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
151	PARR, DEREK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
153	TASSONE, VITO	TASSONE CHIROPRACTIC	873 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
186	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL, ROBIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
248	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	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
267	CORBIERE, JOHN (TED)	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
276	SMITH, DENNIS, ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
321	LORENZO, COREY	NORPROP SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
334	MILLER, BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
335	GROSSO, DONALD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
344	HARPE, KEN	HOLIDAY INN.	320 BAY ST.
346	HAZLETON, MARGARET	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
366	TROINOW, VICTORIA	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
369	CARMICHAEL, MARY	ONT FINNISH HOME ASS	725 NORTH ST.
370	HANSEN, LOUIS	ONT.FINNISH HOME ASS.	725 NORTH ST.
372	BENOIT, ALAIN	ONT.FINNISH HOME ASS	725 NORTH ST.
374	TAABEL, ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
376	FINN, ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
391	MCLEOD, HEATHER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
397	LAFRAMBOISE, YVON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
400	JOHNSON, MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
410	POYNER, HAROLD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
411	MOORE, ROBERT	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR/JOHN RHODES/QE SPORTS COMPLEX
420	FABIANO, ANTONIO	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
430	RUSCIO, DOMINIC	MAJOR CONTRACTING LTD	DAY'S INN HOTEL
435	TRAMBLE, GEORGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
441	WILSON, DAVID	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
442	MACLENNAN, MATTHEW	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
443	MARCIL, MARK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
446	HALLIDAY, DANA	SAULT COLLEGE	443 NORTHERN AVE
456	CONEYBEARE, KEVIN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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	469 BAY ST/535 QUEEN ST E
465	DELAVALLE, DON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
470	WOOLEY, NATHANIEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
480	TELFORD, JASON	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
481	FORD, BRIAN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
484	MCLEOD, VIRGINIA	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
486	LONGO, NADIA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
487	ROUGEAU, MARISA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
488	LEFLEUR, MARILYN	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
489	MCQUEEN, WANDA	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
490	LUXTON, JEFF	GT.NORTHERN RETIREMENT	760 NORTHERN RD.
493	BROWN, FRASER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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
511	ADAIR, BRENDAN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
512	DIMMA, JUSTIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
516	GAY, JAMES	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
517	ROY, BRENDA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
522	MCNAMA, STEVEN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
523	MCBRIDE, GUY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/HURON ST. PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
526	JOHNSTON, CORY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
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/JOHN RHODES/QE SPORTS COMPLEX
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR. (CIVC CENTRE)
552	SENEGAL,DANIEL	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
556	ARCAND,SCOTT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
562	DEARING,SCOTT	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
565	LISCUMB,GERALD	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
566	SWEET,WILLARD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
568	PICK,DENNY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
569	ZEPPA,JACOB	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
573	RHODES,LILIAN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
580	CHARETTE,ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
581	PAVONI,JORDAN	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
582	MAITLAND,DARLA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
583	MADIGAN,LORRI-ANNE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
587	GIULETTI,MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN,DANIEL	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
594	PELOSO,MATT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
596	WAGNER,TODD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
599	BUMBACCO,CARL	CB HOME INSTALLTIONS	321 JOHN ST /342,346 ST GEORGE'S AVE.
601	HART,JASON	NORPROP SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
602	GREENWOOD,LESLIE	GREENWOOD HARDWARD	41 ALBERT ST W
603	LAMMING,DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
604	WAGNER,MATTHEW	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
606	SHEWFELT,CHERYL	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
607	FROST,CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
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/JOHN RHODES/QE SPORTS COMPLEX
611	MIZZI,PRESTON	WENDY'S	1 QUEEN ST W
613	SULLIVAN,SHAWN	NORPRO SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
617	SAVAGE,SAMUEL	G4S SECURITY	SAULT AIRPORT / HOSPITAL
618	DEWING,SANDRA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
619	BERTO,DEBORAH	GATEVIEW REALTY INC.	304-310 ALBERT ST/420A&B MCNABB/715 DOUGLAS/67 ELGIN/47 PRINCESS
620	FERA,NORMAN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
622	PROULX,PATRICK	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHALIUK,JASON	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
626	CHARRON,ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
627	BAKER,WILLIAM	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
628	DEWAR,JEFFREY	G4S SECURITY	SAULT AIRPORT / HOSPITAL
630	LAFRAMBOISE,CORY	G4S SECURITY	SAULT AIRPORT / HOSPITAL
631	MACMILLER,TYLER	G4S SECURITY	SAULT AIRPORT / HOSPITAL
632	SAVAGE,MATT	G4S SECURITY	SAULT AIRPORT / HOSPITAL
633	HILL,MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
635	BROUILLARD,BERNARD	EMBE SECURITY	
636	KLYM,TIMOTHY	NORPRO SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
637	TOMASONE,LUIGI	LOU'S AUTOMOTIVE	317 ALBERT ST E
638	SICOLY,TERESA	AIRPORT	1-475 AIRPORT RD.
640	BRUNI,MICHAEL	NORPRO SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
641	WILHEM,CHARLES	NORPRO SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE SPORTS COMPLEX
642	COULTER,BRANT	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
643	SHAW,KEVIN	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
644	SANTA MARIE,ROBERT	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
645	RANDALL,JOSEPH	G4S SECURITY	SAULT AIRPORT / HOSPITAL
646	GOERTZ,ABBY	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
647	DAFOE,TRUDY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
648	ELWIGREN,STEPHEN	NORPRO SECURITY	REGENT PRO/DAVEY HOME/GHC/QUEENS CENTRE/HURON ST PROPERTY/ELGIN TOWER/APH/556 QUEEN ST/STRATHCLAIR PARK&DOG AREA/JOHN RHODES/QE
649	GRAHAM,STEVEN	FENGATE PROPERTY	248 NORTHERN AVE
650	LANG,RICHARD	G4S SECURITY	SAULT AIRPORT / HOSPITAL
651	HUTCHINSON, HILLARY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES/ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
652	MANGONE,MATTHEW	G4S SECURITY	SAULT AIRPORT / HOSPITAL

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-213

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 503 Trunk Road and to further repeal Zoning-Temporary Use By-law 2013-2, being a by-law to temporarily permit a bus depot, taxi and limousine service, and public transportation yard use at 503 Trunk Road.

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. **503 TRUNK ROAD; PLAN H724 LOT 11, LOT 12 RCP, PLAN H517, LOT 12 TO 15, LOCATED ON THE SOUTH SIDE OF TRUNK ROAD, APPROXIMATELY 250 METRES EAST OF SHANNON ROAD**

The zone designation on the lands described in section 2 of this by-law, which lands are shown on Map 1-34 of Schedule "A" to By-law 2005-150, is changed from C4S (General Commercial) zone with a "Special Exception" to C4S (General Commercial) 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(219) and adding the following subsection 2(219) and heading as follows:

"2(219) 503 Trunk Road

Despite the provisions of By-law 2005-150, the zone designation on the lands described as Plan H724 Lot 11, Lot 12 RCP, Plan H517, Lot 12 to 15, located on the south side of Trunk Road, approximately 250m east of Shannon Road, and having Civic No. 503 Trunk Road, collectively which lands are outlined and marked "Subject Property" on the map attached as Schedule 219 hereto is changed as follows:

- a. as regards to the area defined as all of Lots 12, 13, 14 and 15 in the Silver Birch Subdivision, Registered Plan No. H-517, that part of the said lands that is closer than 9.1m to the east limit of Lot 12, the south limit of Lot 15 or the north westerly limit of Silver Birch Drive shall not be used for the passage of motor vehicles for providing ingress or egress to Silver Birch Drive or for any other

purpose than as open lawn or other landscaped open space completely free of buildings and structures; and

- b. as regards to the entirety of the "Subject Property" having Civic No. 503 Trunk Road, to permit in addition to those uses permitted in an C4 zone, a bus depot and a taxi and limousine service, subject to the following special conditions:

- i. that none of the bus depot and taxi and limousine service use shall occur within 55 metres of the nearest residentially zoned property; and
- ii. that a six (6) foot visually solid wooden fence shall be constructed and maintained along the Silver Birch Drive frontage to the Subject Property."

3. **BY-LAW 2013-2 REPEALED**

By-law 2013-2, being a by-law to temporarily permit a bus depot, taxi and limousine service, and public transportation yard use at 503 Trunk Road is hereby repealed.

4. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

5. **CERTIFICATE OF CONFORMITY**

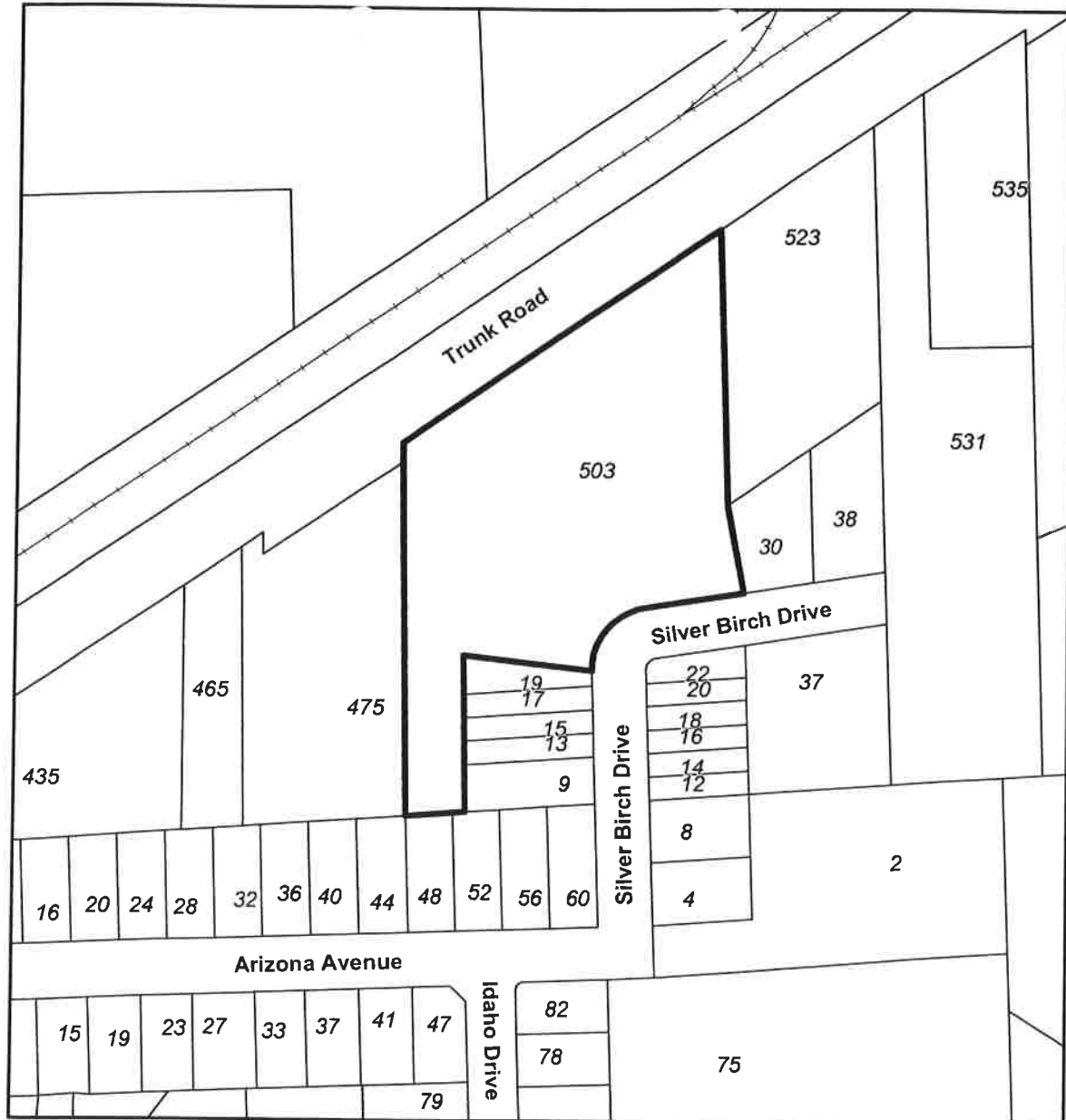
It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 23rd day of November, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

SCHEDULE "A" TO BY-LAW 2015-213
AND SCHEDULE 219 TO BY-LAW 2005-151



Subject Property - 503 Trunk Road

503 Trunk Road

Planning Application: A-19-15-Z



Subject Parcel - 503 Trunk Road

ROLL NUMBER
010-018-032-00-0000

MAIL LABEL ID
A-19-15-Z

MAP NUMBERS
31 & 1-34



METRIC SCALE
1:2,000

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-214

AGREEMENT: (E2.3) A by-law to authorize the execution of an amending agreement between the City and STEM Engineering Group Incorporated for the Fort Creek Aqueduct John Street Diversion – Albert Street to Cathcart Street.

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 amending agreement dated November 23, 2015 between the City and STEM Engineering Group Incorporated for the Fort Creek Aqueduct John Street Diversion – Albert Street to Cathcart Street, a copy of which is attached as Schedule "A" hereto.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 23rd day of November, 2015.

MAYOR - CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

**AGREEMENT
FOR
PROFESSIONAL CONSULTING SERVICES**

MEMORANDUM OF AGREEMENT dated the 23rd day of November

A. D. 2015

- BETWEEN -

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

- AND -

STEM ENGINEERING GROUP INCORPORATED

Hereinafter called the 'Consultant'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to perform the following reconstruction; the **Fort Creek Aqueduct Rebuild – from Albert Street to Cathcart Street**; this work includes the continuation of the Bypass Channel out of Esposito Park and along John Street to Cathcart St. This also includes the crossing of the main aqueduct at Albert Street.

For this year, along the John Street bypass, we have allowed for preparation of construction ready drawings of the next stage of the John Street Corridor so it can be constructed for use as a diversion channel when the main aqueduct is reconstructed in two to three years. This work does not include the intersection at Cathcart.

HEREINAFTER called the 'Project' and has requested the Consultant to furnish professional services in connection therewith;

This work will include the replacement of the existing aqueduct for portions which it currently occupies, plus associated sanitary and storm sewer work, plus catch basins as maybe required, including the road restoration work as required. This work is to include preparation of tender documents and contract administration and supervision.

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Consultant mutually agree as follows:

ARTICLE 1 - GENERAL CONDITIONS

1.01 Retainer

The Client hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Consultant shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.

1.02 Services

The services to be provided by the Consultant and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

1.03 Compensation

The Client shall pay the Consultant in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.

1.04 Staff and Methods

The Consultant shall perform the services under this agreement with that degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the Consultant's staff.

1.05 Drawings and Documents

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client, including record drawings, may be used by the Client, for the Project herein described. In accordance with Article 1.06, the client indemnifies the Consultant for unauthorized use of the documents and deliverables.

1.06 Intellectual Property

All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be considered as Intellectual Property and remain the property of the Consultant.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

1.07 Records and Audit

(a) In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by staff employed for the Project.

- (b) The Client may inspect timesheets and record of expenses and disbursements of the Consultant during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Consultant, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

1.08 Changes and Alterations and Additional Services

With the consent of the Consultant the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Consultant shall be paid in accordance with Section 3 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3. In the event the client delays the project the consultant shall have the right to renegotiate the agreement.

1.09 Suspension or Termination

Either party may, at any time by notice in writing to the other party, suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Consultant shall be entitled to payment in accordance with Section 3 for any of the Consultant's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.

If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Consultant to the date of such termination.

1.10 Indemnification

The Consultant shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer, to the extent the Consultant is legally liable as a result of the negligent acts of the Consultant, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Consultant from and against any and all claim, losses, damages, liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Consultant in the performance of consulting services to the Client within this project.

1.11 Insurance

The Client will accept the insurance coverage amount specified in this clause section (a) as the aggregate limit of liability of the Consultant and its employees for the Client's damages.

(a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$5,000,000 per occurrence and in the aggregate for general liability and \$5,000,000 for automobile insurance. When requested, the Consultant shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

(b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$1,000,000 per claim and in the aggregate. When requested, the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant, and in accordance with the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein.

(c) Change in Coverage

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Consultant until thirty (30) days after written notice of such change or cancellations has been personally delivered to the Client.

1.12 Contracting for Construction

Neither the Consultant, nor any person, firm nor corporation associated or affiliated with or subsidiary to the Consultant shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

1.13 Assignment

Neither party may assign this Agreement without the prior consent in writing of the other.

1.14 Previous Agreements

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

1.15 Approval by Other Authorities

Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

1.16 Principals and Executives

The use of Principals and Executives on a time basis by the Consultant will be in accordance with Section 1.23.1 (c).

1.17 Sub-Consultants

The Consultant may engage others as sub-consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client plus the cost of the additional insurance incurred by the Consultant for the specialized services.

1.18 Inspection

The client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

1.19 Publication

The Consultant agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

1.20 Confidential Data

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Consultant by a third party without obligation of confidentiality which is independently developed by the Consultant without access to the Client's information, or which is required to be disclosed by law or by court order. No such information shall be used by the Consultant on any other project without the approval in writing of the client.

1.21 Dispute Resolution

- (a) If requested in writing by either the Client or the Consultant, the Client and the Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of ninety (90) calendar days with the mediator, the dispute shall be referred to and finally resolved by arbitration under the rules of the province having jurisdiction or by an arbitrator appointed by the agreement of the parties.
- (b) No person shall be appointed to act as mediator or arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The award of the arbitrator, including an award for costs if applicable, shall be final and binding upon the parties.
- (d) The provisions of The Arbitration's Act, R.S.O., 1991, Chapter 17, as amended shall apply.

1.22 Time

The Consultant shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require. .

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Consultant.

1.23 Estimates, Schedules and Staff List

1.23.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List

When requested by the Client, and where payment is calculated on a time basis, the Consultant shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the Client.

1.23.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List

The Consultant will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).

- (b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

1.23.3 Monthly Reporting of Progress

When requested by the Client, the Consultant shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

1.24 Additional Conditions

Electronic Data Files and CAD Files:

The Consultant will deliver to the Client (electronically or on tangible electronic storage media or otherwise) certain CAD files or electronic data files (the "Files") prepared by the Consultant solely for its own use. It is acknowledged that due to the nature of such electronic "Files", information contained therein could inadvertently be altered or erased by any person having access to them. Therefore, the Consultant gives no warranty or condition to the Client with respect to the "Files" and the data contained therein. The "Files" will not be stamped, certified or signed by the Consultant. Any use of the "Files" by the Client will be at the sole risk of the Client.

ARTICLE 2 – SERVICES

2.01 Services to be provided by Consultant

Reconstruction of the Fort Creek Aqueduct Rebuild – from Albert Street to Cathcart Street; this work includes the crossing at Albert Street.

Replacement of the existing aqueduct which occupies this space plus associated sanitary and storm sewer work, plus catch basins as maybe required, including the road restoration work as required. This work is to include preparation of tender documents and contract administration and supervision.

ARTICLE 3 – FEES AND DISBURSEMENTS

3.1 Definitions

For the purpose of this Agreement, the following definitions shall apply:

(a) Payroll Cost

Payroll Cost is defined as hourly salary plus payroll burden.

- (i) The following formula shall be used to calculate the hourly salary for the billing purposes. Hourly salary equals:

$$\frac{\text{Annual Salary}}{\text{Hours per week} \times 52 \times .85}$$

- (ii) Payroll burden equals fringe benefits expressed as a percentage of salary that provides for health and medical insurance, group life and disability insurance, company and Canada pension employer contribution, Workers' Compensation and Unemployment Insurance, but excludes bonuses or profit sharing. For the purposes of this agreement payroll burden is 12.4 %.

(b) **Cost of the Work:**

- (i) The "Cost of the Work" shall mean the total cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Consultant prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- (ii) Wherever the client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- (iii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- (iv) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- (v) The Cost of the Work shall not include any fees and disbursements due to the Consultant, the Client's engineering and office expenses, or cost of land.

(c) **Site:**

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

3.2 Basis of Payment

3.2.1 Fees Calculated on a Time Basis

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be as follows:

- (a) Principals and Executives on normal assignments \$140.00 per hour. This rate will be reviewed annually and adjusted accordingly.
- (b) Staff on normal assignments – Payroll Cost plus 100%.
- (c) Principals, Executives and staff rendering individual services on assignments for which they are eminently qualified and for which they require little or no assistance including providing expert testimony and attendance at hearings or courts - \$140.00 per hour.

(d) **Services during Construction**

- (i) For all services, except for staff full-time continuously on site:
 - a) Principals and Executives on Normal assignments\$140.00 per hour.

This rate will be reviewed annually and adjusted accordingly.
 - b) Other Staff: Payroll Cost Plus 100%.
- (ii) For site staff working full time continuously.... Payroll Cost plus 70%.

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the consultant may from time to time seek approval from the client to adjust hourly rates and such approval shall not be unreasonably withheld.

Time Expended

All time expended on the assignment, whether in the Consultant's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.

3.2.2 Reimbursable Expenses

In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5%, plus the cost of additional insurance incurred by the Consultant, for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, advertising for tenders, special delivery and express charges, overtime premium costs, and the cost of providing and maintaining site offices, supplies and equipment, chemical and physical tests.

3.2.2.1 Information Technology and Reprographic (ITR) Expenses.

Costs incurred by the Consultant shall be reimbursed at a standard charge rate of \$10.00 per labour hour expended. The assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The ITR charge shall also include all regular in-house convenience copying and printing. Cost for reproducing specifications and drawing sets shall not be included in this rate. (see above).

3.3 Payment

3.3.1 Fees Calculated on a Time Basis

(a) Monthly Payment

The Consultant shall submit an invoice to the Client for all Services completed in the immediately preceding month. All fees and charges will be payable in Canadian funds unless noted otherwise. Invoices will be due and payable, as presented, by the Client upon receipt. Interest at the annual rate of 12 percent (1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Consultant's invoice.

(b) The Consultant reserves the right, without penalty, to discontinue services in the event of non-payment.

(c) If the project is abandoned or delayed for any reason beyond the Consultant's control, the Client shall pay a fee for services rendered to that date, plus the termination expenses.

3.4 Fee Estimate

Estimated Fee is contained in Appendix 1. The rates used in the estimates are representative of the type of individual who will perform the work, but the actual rates will be billed as per Article 3.

The fee for the 2016 work is under STEM project #15206.01 for the amount of \$452,545.00.

SIGNED, SEALED AND DELIVERED

in the presence of:

) _____
J. Deplanty

) _____

STEM ENGINEERING

| The signatory shall have the authority to bind the corporation or company for purposes of this agreement



Mark P. Coleman, P. Eng.
Principal

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

The signatory shall have the authority to bind the municipality or its agency for purposes of this agreement

MAYOR – Christian Provenzano

CITY CLERK – Malcolm White

Appendix 1

Engineering Estimate

ENGINEERING ESTIMATE

Project: **Fort Creek Aqueduct - Albert to Cathcart (2016 Construction)**

Project No **15206.01**

Description: **Engineering of New Section of Bypass Aqueduct - Including
Survey, Design, Detailed Engineering Dwg's and Site Review**

Date: **November 23, 2015**

TASK	DESCRIPTION	HOURS	RATE	COST
Preliminary		30	\$ 140.00	4,200.00
Home/Building Survey	Review of adjacent home/bldg basements	8	\$ 75.00	600.00
	Survey of miscellaneous items missed in past	16	\$ 75.00	1,200.00
	Field Assistance	8	\$ 75.00	600.00
Engineering	Structural - design	80	\$ 130.00	10,400.00
	- Specifications (allow)	20	\$ 130.00	2,600.00
	Civil - Road design assistance	16	\$ 130.00	2,080.00
	- Road design - John Street	32	\$ 85.00	2,720.00
	- MOECC, Class EA, allow	66	\$ 130.00	8,580.00
	- Sewer designs (storm, sanitary, aqueduct)	26	\$ 130.00	3,380.00
	- engineering design support	90	\$ 130.00	11,700.00
	- Field tech support and review	36	\$ 85.00	3,060.00
	Design support - Sr. engineer review and discussions	30	\$ 140.00	4,200.00
Drafting	Structural Arrangement - Plans	100	\$ 75.00	7,500.00
	Structural Sections & Elevations	50	\$ 75.00	3,750.00
	Structural Engineering Details	50	\$ 75.00	3,750.00
	Structural Rebar Details	50	\$ 75.00	3,750.00
	As-builts structural	40	\$ 75.00	3,000.00
	Civil drawings - assume 9 weeks at 40 hrs/wk	360	\$ 85.00	30,600.00
	As-builts civil	40	\$ 85.00	3,400.00
Specifications	Structural (allow)	20	\$ 130.00	2,600.00
	Civil and general	80	\$ 85.00	6,800.00
Checking	Structural (allow)	60	\$ 130.00	7,800.00
	Shop drawing reviews	20	\$ 130.00	2,600.00
	Civil (say 15 drawings at 6 hrs/ dwg)	90	\$ 130.00	11,700.00
	Civil tech review - say 8 hrs/wk for 9 wks	36	\$ 85.00	3,060.00
Site Services	2016 - Full time 24 weeks, 50 hrs / wk	1200	\$ 75.00	90,000.00
	Jr. Technician 20 wks, 50 hrs/ wk	1000	\$ 55.00	55,000.00
	Sr. En'g support(as req'd) - allow 8 hrs / week @ 30 wks	240	\$ 130.00	31,200.00
	Civil En'g support(as req'd) - allow	156	\$ 130.00	20,280.00
	Civil designer support(as req'd) - allow	156	\$ 85.00	13,260.00
	Senior Engineering support allow	60	\$ 140.00	8,400.00
PUC Water	Design - see attached estimate 15206.01.04.1			14,100.00
	Site - see attached estimate 15206.01.04.2			24,160.00
PUC Electrical	Design - see attached estimate 15206.01.05.1			9,390.00
	Site - see attached estimate 15206.01.05.2			10,225.00
Supervision	allow	75	\$ 140.00	10,500.00
Clerical	allow	50	\$ 50.00	2,500.00
Meetings	allow 1 mtg / 2 wks over 30wks @ 2 hrs/mtg, str. engineer	30	\$ 130.00	3,900.00
	allow 1 mtg / 2 wks over 30wks @ 2 hrs/mtg, civ. engineer	30	\$ 130.00	3,900.00
	allow 1 mtg / 4 wks over 30wks @ 2 hrs/mtg, supervisor	15	\$ 140.00	2,100.00
Disbursements	allow (vehicle, mileage, printing, plotting, dwg etc.)			\$ 8,000.00
SUBTOTAL		4,466.00		\$ 452,545.00
13% HST				\$58,830.85
TOTAL				\$511,375.85

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO 2015-211

LANE CLOSING: (Map 15) A by-law to stop up, close and authorize the conveyance of a lane in the Elkins Subdivision, Plan 7882.

WHEREAS the lane more particularly hereinafter described was established as a public lane and assumed for public use by By-law 2015-210;

NOW THEREFORE the Council of The Corporation of the City of Sault Ste. Marie, pursuant to *the Municipal Act, 2001*, S.O. 2001, **ENACTS** as follows:

1. **LANE CLOSED**

The lane more particularly described in Schedule "A" to this by-law, having been assumed by the Corporation for public use, is hereby stopped up and closed.

2. **LANE DECLARED SURPLUS**

The lane more particularly described in Schedule "A" to this by-law is surplus to the requirements of the municipality.

3. **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 all documents required to give effect to this by-law.

4. **EASEMENTS TO BE RETAINED**

The lane is subject to the retention of easements if required. The Corporation shall stop up, close and authorize the conveyance of the lane more particularly described in Schedule "A" to this by-law.

5. **SCHEDULE "A"**

Schedule "A" forms a part of this by-law.

6. **EFFECTIVE DATE**

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

READ the **FIRST** and **SECOND** time this 23rd day of November, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

**LEGAL\STAFF\BYLAWS\1. 2015\2015-211 ELKINS SUBDIVISION LANE STOP UP CLOSE
AND SELL.DOC**

