

REGULAR MEETING OF CITY COUNCIL REVISED AGENDA

Monday, December 7, 2015

4:30 p.m.

Council Chambers

Civic Centre

	Pages
1. ADOPTION OF MINUTES	11 - 22
Mover Councillor R. Romano Seconder Councillor S. Butland	
Resolved that the Minutes of the Regular Council Meeting of 2015 11 23 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 J. Krmpotich Seconder Councillor P. Christian	
Resolved that the Agenda and Addendum #1 for 2015 12 07 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 2015 Community Development Award	
Richard Rosset and Rodger Rosset, Savoy's Jewellers – 290 Queen Street East	
5.2 Community Christmas for Children	
Carrie Jones, on behalf of the planning committee	

- 5.3 Traffic Box Wrap Competition Winners**
Amanda Turco; Monica Valladares; and Syndi Williamson-Schryer
- 5.4 Year End Report – Discovery Centre & Ermatinger•Clergue NHS** 23 - 27
Kathy Yukich, Chair, Historic Sites Board
- 5.5 Day Care Review – Agenda Item 7.2.1**
Maria Pino, CUPE VP; Dr. Lauren Bonder; Christina Finateri; Dianna Amato; Amanda Piercy
- 6. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**
Mover Councillor R. Romano
Seconder Councillor P. Christian

Resolved that all the items listed under date 2015 12 07 – Part One – Consent Agenda be approved as recommended.
- 6.1 2016 Ontario Municipal Partnership Fund Grant** 28 - 40
A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

Mover Councillor J. Krmpotich
Seconder Councillor P. Christian

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 12 07 concerning the 2016 Ontario Municipal Partnership Fund Grant be received as information.
- 6.2 Borrowing By-laws for 2016** 41 - 42
A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

The relevant By-laws 2015-216 and 2015-217 are listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.3 Advance Voting – Ward 2 By-Election** 43 - 44
A report of the City Clerk is attached for the consideration of Council.

The relevant By-law 2015-221 is listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.4 Designated Heritage Property Tax Rebates** 45 - 47
A report of the Manager of Recreation and Culture is attached for the consideration of Council.

Mover Councillor J. Krmpotich

Seconder Councillor S. Butland

Resolved that the report of the Manager of Recreation and Culture dated 2015 12 07 concerning Designated Heritage Property Tax Rebates be received and the recommendation of the Sault Ste. Marie Municipal Heritage Committee that the designated heritage property tax rebates for the 2014 tax year be paid to the qualified owners of designated heritage properties enrolled in the program be approved.

6.5 Reconstruction of the Fort Creek Aqueduct – Consultant Selection 48 - 49

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

Mover Councillor R. Romano
Seconder Councillor P. Christian

Resolved that the report of the Design and Construction Engineer dated 2015 12 07 concerning the Reconstruction of the Fort Creek Aqueduct – Consultant Selection be received and that Council authorize entering into an agreement for engineering services with Tulloch Engineering.

An individual engineering agreement with an estimate of engineering fees will be brought to Council for approval at a later date.

6.6 Student Housing Regulations 50 - 55

A report of the Planner is attached for the consideration of Council.

Mover Councillor R. Romano
Seconder Councillor S. Butland

Resolved that the report of the Planner dated 2015 12 07 concerning Student Housing Regulations be received and that Council not pursue establishing a residential licensing program; further that Planning staff, in partnership with Sault College and Algoma University, develop educational materials aimed at tenants, landlords and neighbours.

6.7 Sault Ste. Marie Public Library Board – Chiller Replacement 56 - 59

A report of the CEO/Director of Public Libraries is attached for the consideration of Council.

Mover Councillor R. Romano
Seconder Councillor P. Christian

Resolved that the report of the CEO/Director of Public Libraries dated 2015 12 07 be received and that a total of \$401,268.69 (less recoverable HST) be transferred from the Library Expansion reserve held on City account to the Sault Ste. Marie Public Library to cover the costs of the Chiller Replacement project.

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.1.1 Sanitary Sewer Rate Reduction 60 - 64

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

Mover Councillor J. Krmpotich
Seconder Councillor P. Christian

Resolved that the report of the Chief Administrative Officer dated 2015 12 07 concerning Sanitary Sewer rate reduction be received and that the recommendation of a reduction to 70% of the full water charge be approved and implemented effective January 1, 2016; and that the rate be reviewed and updated on an annual basis.

7.1.2 Finance Spending Review – Community Services Department, Social Services 65 - 84

7.2 COMMUNITY SERVICES DEPARTMENT

7.2.1 Day Care Review – Operation of Municipal Day Cares in Schools 85 - 101

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

Mover Councillor R. Romano
Seconder Councillor P. Christian

Resolved that the report of the Commissioner of Community Services dated 2015 12 07 concerning operating the municipal day cares solely out of schools be received as information.

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.

7.2.1.1 *November 23, 2015 Day Care Review Committee Report*

7.2.1.2 *Excerpt – Region of Waterloo Service Review*

102 - 109

At the request of Councillor S. Myers an excerpt of a service review report as it relates to child care is attached

7.3 ENGINEERING

7.3.1 Building Permit Fee Increase 2016

110 - 122

A report of the Chief Building Official is attached for the consideration of Council.

The relevant By-law 2015-219 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

7.5.1 Acquisition of a Portion of Property Comprising William Merrifield School

123 - 129

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

Mover Councillor J. Krmpotich
Seconder Councillor S. Butland

Resolved that the report of the Assistant City Solicitor dated 2015 12 07 concerning the Acquisition of a Portion of Property Comprising William Merrifield School be received and that Council direct the Legal Department to decline the offer made by the Algoma District School Board to acquire the portion of property at the William Merrifield School site; further that appropriate City staff be directed to work with the developer of the site through the subdivision approval process for the provision of a park to be named William Merrifield Park; and further that appropriate City staff be directed to operate the rink at the William Merrifield School location this season and operate the Mike Zuke Park rink in its place in 2016-17.

7.5.1.1 *Photographs submitted by Councillor F. Fata*

130 - 132

7.6 PLANNING

7.7 PUBLIC WORKS AND TRANSPORTATION

7.7.1 Flashing Lights at Intersections

133 - 137

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

Mover Councillor J. Krmpotich
Seconder Councillor S. Butland

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2015 12 07 concerning the practice of late night flashing lights at intersections be received as information; further that PWT staff be authorized to remove all aboveground traffic signals infrastructure at Wallace Terrace and Goulais Avenue; and that the Legal Department be authorized to prepare an amendment to the Traffic By-law to reflect this change.

7.8 BOARDS AND COMMITTEES

7.8.1 Sault Ste. Marie Police Services – Business Plan – Results Year Two 138 - 170

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

Mover Councillor R. Romano
Seconder Councillor P. Christian

Resolved that the report of the Chief of Police dated 2015 11 12 concerning Business Plan – Results Year Two be received as information.

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

8.1 Sault Ste. Marie Innovation Centre SSMARt Innovation Awards

Mover Councillor S. Myers
Seconder Councillor P. Christian

Whereas the Sault Ste. Marie Innovation Centre recently held the 10th annual SSMARt Innovation Awards ceremony focusing on “*Celebrating a Decade of Innovation*”; and

Whereas Councillor Steve Butland was presented with an award of recognition as a founding member of the Board and 16 years of service which began when he was Mayor and led City Council to invest in establishing the Sault Ste. Marie Innovation Centre; and

Whereas the Sault Ste. Marie Innovation Centre has become a recognized world leader in a number of innovative initiatives and leads our knowledge-based economy; and

Whereas the Sault Ste. Marie Innovation Centre also announced that it is renaming its “*Educator of the Year Award*” to the “*Steve Butland Educator of the Year Award*”;

Now Therefore Be It Resolved that City Council extends sincere congratulations to Councillor Steve Butland and thanks him for his extraordinary contributions to innovation in our community.

8.2 Municipal Climate Action

Mover Councillor S. Butland
Seconder Councillor L. Turco

Whereas the Association of Municipalities of Ontario (AMO) and the Union of Quebec Municipalities (UQM) recently signed an agreement to collaborate on climate action; and

Whereas the Associations also called on the provinces and the federal government to provide resources and funding to municipalities to reduce greenhouse gases and build resilient communities; and

Whereas AMO and UQM will work together to share policy and advocacy efforts and best practices to achieve climate action goals under the agreement; and

Whereas the Agreement comes as a number of initiatives on climate change are moving forward; and

Whereas over the last few years Ontario and Quebec have been deepening their collaboration in a number of areas, including climate change, and Ontario has announced it will implement a Cap and Trade program to price greenhouse gas emissions that is integrated with Quebec and California as part of its long term climate strategy; and

Whereas AMO and UQM want their provincial governments to provide funding from the Cap and Trade programs for municipal greenhouse gas reduction projects, recognize a range of municipal projects for offset credits to increase investment in low carbon technologies, and provide the tools and resources to support municipal climate action.

Now Therefore Be It Resolved that Sault Ste. Marie City Council supports the collaboration of the Association of Municipalities of Ontario (AMO) and the Union of Quebec Municipalities (UQM) to enhance support for municipal climate action in our provinces and requests that the Province of Ontario:

- Work in partnership with local governments to help meet reduction targets and to reduce emissions in our communities and improve resilience in local economies; and
- Give municipalities adequate, stable, and long-term funding resources to invest in greenhouse gas reduction initiatives in our communities such as public transit and active transportation, public and private building energy efficiency; water conservation, planning development and other programs;
- Recognize municipal projects that reduce greenhouse gases for offset credits in Cap and Trade programs
- Provide dedicated funding for climate change adaptation to help municipalities provide resilient infrastructure to keep our economies and communities functioning and productive; and
- Provide municipalities with tools to help facilitate and transfer knowledge regarding greenhouse gas reduction and climate adaptation projects.

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 R. Romano
Seconder Councillor S. Butland

Resolved that all By-laws under item 11 of the Agenda under date 2015 12 07
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 2015-215 (Surplus Property) 193 and 253 Anna Street** 171 - 173

Council Report was passed by Council Resolution on November 23, 2015.

Mover Councillor R. Romano
Seconder Councillor S. Butland

Resolved that By-law 2015-215 being a by-law to declare the City owned
property Civic 193 Anna Street and 253 Anna Street as surplus to the City's
needs and to authorize the disposition of the said property be passed in open
Council on the 7th day of December, 2015.

11.1.2 **By-law 2015-216 (Finance) Borrowing Current Expenditures** 174 - 177

A report from the Commissioner of Finance and Treasurer is on the Agenda.

Mover Councillor R. Romano
Seconder Councillor S. Butland

Resolved that By-law 2015-216 being a by-law to authorize the borrowing of
\$10,000,000 to meet current expenditures until taxes are collected be passed
in open Council on the 7th day of December, 2015.

11.1.3 **By-law 2015-217 (Finance) Borrowing Capital Expenditures** 178 - 180

A report from the Commissioner of Finance and Treasurer is on the Agenda.

Mover Councillor R. Romano
Seconder Councillor S. Butland

Resolved that By-law 2015-217 being a by-law to authorize the borrowing of
\$15,000,000 to finance capital expenditures for short and long term purposes
for The Corporation of the City of Sault Ste. Marie and \$6,200,000 for the
Public Utilities Commission of the City of Sault Ste. Marie be passed in open
Council on the 7th day of December, 2015.

- 11.1.4 By-law 2015-218 (Agreement) Gas Tax Funds for Public Transportation Program** 181 - 184
- Mover Councillor R. Romano
Seconder Councillor S. Butland
- Resolved that By-law 2015-218 being a by-law to authorize the execution of a Letter of Agreement between the City of Sault Ste. Marie and Her Majesty the Queen in Right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario for funding under the Dedicated Gas Tax Funds for Public Transportation Program be passed in open Council on the 7th day of December, 2015.
- 11.1.5 By-law 2015-219 (Building) Amend By-law 2008-148** 185 - 189
- A report from the Chief Building Official is on the Agenda.
- Mover Councillor R. Romano
Seconder Councillor S. Butland
- Resolved that By-law 2015-219 being a by-law to amend Schedule "A" to By-law 2008-148 (a by-law respecting construction, demolition and change of use permits, inspections and related matters for the City of Sault Ste. Marie) and to repeal By-laws 2015-32, 2013-224 and 2013-10 be passed in open Council this 7th day of December, 2015.
- 11.1.6 By-law 2015-221 (Elections) Advance Vote Days** 190 - 190
- A report from the City Clerk is on the Agenda.
- Mover Councillor R. Romano
Seconder Councillor S. Butland
- Resolved that By-law 2015-221 being a by-law to authorize Advance Vote dates and times for the 2016 Municipal By-Election be passed in open Council this 7th day of December, 2015.
- 11.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority**
- 11.3 By-laws before Council for THIRD reading which do not require more than a simple majority**
- 12. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**
- 13. CLOSED SESSION**
- Mover Councillor J. Krmpotich
Seconder Councillor P. Christian
- Resolved that this Council proceed into closed session to discuss potential acquisition of property;

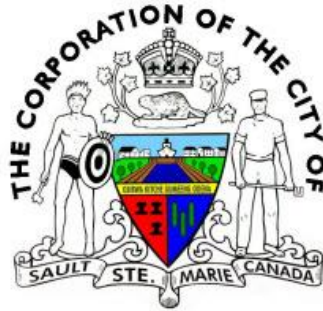
further be it resolved that should the said closed session be adjourned, Council may reconvene in closed session to continue to discuss the same matter(s) without the need for a further authorizing resolution.

(proposed or pending acquisition of land – section 239(3)(c) Municipal Act)

14. ADJOURNMENT

Mover Councillor J. Krmpotich
Seconder Councillor P. Christian

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, November 23, 2015

4:30 p.m.

Council Chambers

Civic Centre

Present: Mayor C. Provenzano, Councillor S. Butland, Councillor P. Christian, Councillor S. Myers, Councillor J. Hupponen, Councillor M. Shoemaker, Councillor L. Turco, Councillor R. Niro, Councillor M. Bruni, Councillor F. Fata, Councillor R. Romano

Absent: Councillor J. Krmpotich

Officials: A. Horsman, M. White, N. Kenny, N. Apostle, L. Girardi, S. Schell, J. Dolcetti, M. Nadeau, P. Niro, D. McConnell, S. Hamilton Beach, F. Coccimiglio, T. Dodds, C. Fairbrother, S. Parr, D. Elliott, S. Hamilton-Beach, M. Lebel, M. Blanchard, D. Scott, A. Starzomski, M. Pinder, R. Nenonen, T. Reid, K. Stanghetta

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 11 09 be approved.

Carried

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

3. DECLARATION OF PECUNIARY INTEREST

3.1 Councillor L. Turco – Ministry of Natural Resources Response to Wild Animals

Spouse is employed by Police Service.

3.2 Councillor R. Niro – Patrick R. Burke – Fire Service Consulting

Brother is employed by Fire Services.

3.3 Councillor R. Niro – Mike Figliola, Fire Chief – Fire Services Organizational Realignment

Brother is employed by Fire Services.

3.4 Councillor R. Romano – Parking – By-Law 90-305 Amendments

Brother-in-law is named in the report.

3.5 Councillor L. Turco – By-law 2015-212 (Parking) Municipal Law Enforcement Officers

Spouse employed by Police Service.

4. APPROVE AGENDA AS PRESENTED

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the Agenda and Addendum for 2015 11 23 City Council Meeting as presented be approved.

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1 AMCTO Accessibility for Ontarians with Disabilities 10th Year Anniversary Awards

Recipients Ann Marie McPhee and Matt Trainor were in attendance.

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 were in attendance.

5.3 Port of Algoma

Anshumali Dwivedi, CEO – Port of Algoma was in attendance 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 were in attendance 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 were in attendance concerning agenda item 7.2.1.

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

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

Carried

6.1 Correspondence

6.1.1 Patrick R. Burke – Fire Service Consulting

Councillor R. Niro declared a conflict on this item. (Brother is employed by Fire Services.)

6.1.2 Mike Figliola, Fire Chief – Fire Services Organizational Realignment

Councillor R. Niro declared a conflict on this item. (Brother is employed by Fire Services.)

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

6.2 Council Travel

Moved by: Councillor F. Fata

Seconded by: 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.

Carried

6.3 Immigration Action Committee – Additional Appointment

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

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

Carried

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

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

Moved by: Councillor F. Fata

Seconded by: 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.

Carried

6.5 Nine Month Financial Report: September 30, 2015

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

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

6.6 Essar Centre – Arena Glass

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

Moved by: Councillor F. Fata

Seconded by: 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.

Carried

6.7 Wastewater Advisory Services Engineering Agreement

The report of the Land Development and Environmental Engineer was received by Council.
The relevant By-law 2015-209 is listed under item 11 of the Minutes.

6.8 Bay Street EA – Notice of Completion

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

Moved by: Councillor F. Fata

Seconded by: 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.

Carried

6.9 Fort Creek Aqueduct John Street Diversion – Revised Engineering Agreement

The report of the Design and Construction Engineer was received by Council.
The relevant By-law 2015-214 is listed under item 11 of the Minutes.

6.10 Property Declared Surplus – 253 and 193 Anna Street

The report of the City Solicitor was received by Council.

6.11 Lane Closing Application – Elkins Subdivision

The report of the City Solicitor was received by Council.
The relevant By-laws 2015-210 and 2015-211 are listed under item 11 of the Minutes.

6.12 Heritage Conservation Districts

The report of the Planning Director was received by Council.

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

6.13 Rental Housing Incentive Program – 3

The report of the Planning Director was received by Council.

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

6.14 Downtown Community Improvement Plan – Financial Incentive Grant Application

The report of the Planning Division was received by Council.

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

6.15 Parking – By-Law 90-305 Amendments

Councillor L. Turco declared a conflict on this item. (Spouse employed by Police Service.)

Councillor R. Romano declared a conflict on this item. (Brother-in-law is named in the report.)

The report of the Manager of Transit and Parking was received by Council.

The relevant By-law 2015-212 is listed under item 11 of the Minutes.

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.1.1 Finance Spending Review – Public Works and Transportation Department

7.2 COMMUNITY SERVICES DEPARTMENT

7.2.1 Day Care Review Committee Report

The report of the Day Care Review Committee was received by Council.

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

7.2.2 Municipal Day Cares

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

Moved by: Councillor F. Fata

Seconded by: 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.

Postponed

Moved by: Councillor R. Niro

Seconded by: Councillor M. Bruni

Resolved that agenda item 7.2.2 be postponed to the December 7, 2015 Council meeting.

Recorded	For	Against
Mayor C. Provenzano		X
Councillor S. Butland	X	
Councillor P. Christian		X
Councillor S. Myers	X	
Councillor J. Hupponen	X	
Councillor M. Shoemaker		X
Councillor L. Turco	X	
Councillor R. Niro	X	
Councillor M. Bruni	X	
Councillor F. Fata	X	
Councillor R. Romano		X
Results	7	4
Carried		

For Councillor S. Butland, Councillor S. Myers, Councillor J. Hupponen, Councillor L. Turco, Councillor R. Niro, Councillor M. Bruni and Councillor F. Fata

Against Mayor C. Provenzano, Councillor P. Christian, Councillor M. Shoemaker and Councillor R. Romano

Absent Councillor J. Krmpotich

Carried

Moved by: Councillor R. Niro

Seconded by: Councillor M. Bruni

Whereas City Council has received the report of the Day Care Review Committee dated 2015 11 23 as information; and

Whereas City Council has postponed consideration of the staff recommendation that the city of Sault Ste. Marie transition out of being a day care provider; and

Whereas the Day Care Review Committee has identified an option to operate municipal day care centres out of schools, specifically called option #5; and

Whereas City Council requires more information as to what this model would look like,

Therefore Be It Resolved that appropriate staff review the said option #5 and report back to Council with the following considerations:

1. What this model would look like.
2. What cost savings would the City realize.
3. What kind of agreements would have to be in place between the City and the Boards of Education.
4. What increases can be applied to the 'full fee' to get closer to a break-even financial situation for the City.
5. Any other information pertinent to a City/Board of Education agreement that will impact the decision of moving municipal day care operations into schools; and

Further be it resolved that City Council thank staff and all members of the Day Care Review Committee for their time and effort given to this review.

Carried

7.3 ENGINEERING

7.3.1 Port of Algoma – Request for Extension to Consulting Agreement

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

The relevant By-law 2015-209 is listed under item 11 of the Minutes.

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

The report of the CEO, Sault Ste. Marie Economic Development Corporation was received by Council.

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

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

Councillor L. Turco declared a conflict on this item. (Spouse is employed by Police Service.)

Moved by: Councillor S. Myers

Seconded by: 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.

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 save and except By-law 2015-212 under date 2015 11 23 be approved.

Carried

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

11.1.1 By-law 2015-208 (Agreement) KPMG and AECOM Port of Algoma Project

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

11.1.2 By-law 2015-209 (Agreement) Wastewater Advisory Services

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

11.1.3 By-law 2015-210 (Lane Assumption) Elkins Subdivision

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

11.1.5 By-law 2015-213 (Zoning) 503 Trunk Road

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

11.1.6 By-law 2015-214 (Agreement) Fort Creek Aqueduct

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

11.1.4 By-law 2015-212 (Parking) Municipal Law Enforcement Officers

Councillor L. Turco declared a conflict on this item. (Spouse employed by Police Service.)

Councillor R. Romano declared a conflict on this item. (Brother-in-law is named in the report.)

Moved by: Councillor M. Bruni

Seconded by: 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.

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 2015-211 (Lane Closing) Elkins Subdivision

Moved by: Councillor M. Bruni

Seconded by: 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.

Carried

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk

ERMATINGER • CLERGUE NATIONAL HISTORIC SITE

Council Presentation
December 7, 2015

OUR BUILDINGS



- Ermatinger Old Stone House:
A National Historic Site
- Clergue Blockhouse: Clergue
is a National Historic Figure
- Heritage Discovery Centre:
where we boast our
“Stories steeped in stone”



PROVINCIAL & FEDERAL MUSEUM STANDARDS

PROVINCIAL STANDARDS

Ministry of Culture – community museums standards

- Community & Media
- Governance & Finance
- Collections & Research
- Exhibition
- Interpretation
- Physical Plant & Emergency
- Site Use
- Human Resources & Health / Safety

Ontario Museum Association

Ontario Historical Society

FEDERAL STANDARDS

Canadian Conservation Institute – collections: artifact / archival

Canadian Museums Association



A VENUE

We now offer year round
venue options for
workshops & events



COMMUNITY PARTNER



& Partner as an ATTRACTION / TOURISM Product



MEMBER OF FESTIVAL & EVENTS NETWORK



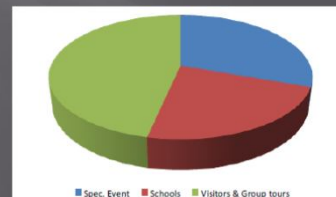
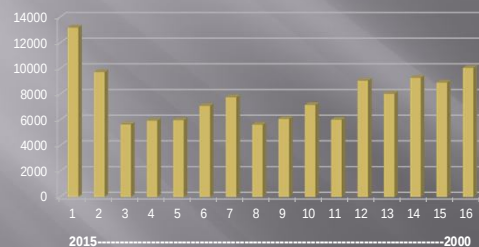
LILAC &
LAVENDER

SAULITIOUS



VISITATION COMPARISON

VISITATION



THANK YOU

Our heritage preserved



....our future imagined.





COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Shelley J. Schell, CPA, CA Commissioner of Finance and Treasurer

DEPARTMENT: Finance Department

RE: 2016 Ontario Municipal Partnership Fund Grant

PURPOSE

The purpose of this report is to provide information to Council on the 2016 Ontario Municipal Partnership Fund (OMPF) grant allocation, the Province's main transfer payment to municipalities.

BACKGROUND

In 2016, the Province will provide a total of \$505 million in unconditional funding through the OMPF to 388 municipalities.

ANALYSIS

The total 2016 grant to the City is \$15,335,000 (2015: \$16,244,600). The funding model is made up of four core grants and transitional assistance. The City's allocation is noted:

- Assessment Equalization Grant provides funding to municipalities with limited property assessment. The differential between the City's total weighted assessment per household and the median per household threshold has decreased.
 - ❖ 2016: \$4,257,000 2015: \$4,929,900 Change: Decrease \$672,900
- Northern Communities Grant recognizes all northern municipalities' unique challenges. The grant is based upon the number of households, which increased by 35. The rate increased from \$214.50/household to \$228/household as the Provincial allocation for this core grant was increased by \$5 million in 2016.
 - ❖ 2016: \$7,398,600 2015: \$7,872,200 Change: Increase \$473,600

- Rural Communities Grant which is specific to rural municipality challenges. The City does not qualify.
- Northern and Rural Fiscal Circumstances Grant recognizes that not all northern and rural municipalities are the same. Additional support is provided based upon their northern and rural Municipal Fiscal Circumstances Index (MFCI). The City's index rating decreased slightly thus increasing the amount per household.

❖ 2016: \$2,555,000 2015: \$2,111,000 Change: Increase: \$444,000

- Transitional Assistance ensures a guaranteed level of support to municipalities based upon their 2015 allocation and their Municipal Fiscal Circumstances Index (MFCI). Municipalities in the North will receive at least 90% of their 2015 allocation while other regions of the province will receive at least 85%. Our level of support is guaranteed at 94.4% (2015: 94.2%).

❖ 2016: \$650,800 2015: \$1,805,100 Change: Decrease \$1,154,300

IMPACT

The 2016 budget and tax levy will be impacted by the \$909,600 decrease in the OMPF grants. This will be offset by continued provincial uploads for Court Security and OW Benefits.

In 2017 it is likely that the total of the four core grants will exceed our guaranteed level of support so we will no longer receive transitional assistance. The OMPF will decrease by the \$650,000 received in 2016 but will then stabilize thereafter as we will no longer be reducing the transitional assistance grant annually.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Finance and Treasurer dated December 7, 2015 concerning the 2016 Ontario Municipal Partnership Fund Grant be received as information.

Respectfully submitted,



Shelley J. Schell, CPA, CA
Commissioner of Finance & Treasurer

Ministry of Finance

Office of the Minister
7th Floor
Frost Building South
7 Queen's Park Cr
Toronto ON M7A 1Y7
Tel (416) 325-0400
Fax (416) 325-0374
www.fin.gov.on.ca

**Ministry of
Municipal Affairs and Housing**

Office of the Minister
17th Floor
777 Bay Street
Toronto, ON M5G 2E5
Tel (416) 585-7000
Fax (416) 585-6470
www.mah.gov.on.ca



November 17, 2015

Dear Head of Council:

We are writing to announce the release of the Ontario Municipal Partnership Fund (OMPF) program allocations for 2016.

In 2016, the Province will provide a total of \$505 million in unconditional funding through the OMPF to 388 municipalities across the province. This funding, combined with the municipal benefit resulting from the provincial uploads, will total more than \$2.3 billion in 2016. This is nearly four times the level of funding provided in 2004.

As you know, 2016 is the final year of the phase-down of the OMPF program that was announced in 2012, and was part of our 2008 upload agreement with the Association of Municipalities of Ontario (AMO) and other municipalities. The redesigned program, introduced in 2014, supports municipalities with limited property assessment; recognizes the unique challenges of northern and rural municipalities; and better targets funding to northern and rural municipalities with more challenging fiscal circumstances.

Over the past year, the Province has continued to consult with AMO and other municipal representatives to further refine the design of the OMPF to ensure that the program meets the long-term priorities of municipalities. The 2016 OMPF reflects the core objectives of the redesigned program, while balancing the range of views expressed by municipalities through this year's consultations.

As announced in the 2015 Ontario Budget, to further support northern municipalities, the Northern Communities grant component of the OMPF will be enhanced to \$84 million in 2016, increasing the total 2016 OMPF to \$505 million rather than the \$500 million previously planned for 2016.

The 2016 program will further target funding to northern and rural municipalities with more challenging fiscal circumstances by increasing the Northern and Rural Fiscal Circumstances Grant to \$67 million from \$55 million in 2015.

Also beginning in 2016, the Rural Communities Grant, which continues to support rural farming communities, will be enhanced to \$143 million. This funding increase will be targeted to municipalities with the highest levels of farm land, in recognition of their unique challenges.

.../cont'd

Through the consultation process, we have heard that ensuring a manageable transition to the redesigned program continues to be an important focus for many municipalities. In response to this feedback, the 2016 minimum funding guarantees for municipalities in southern Ontario will be increased to at least 85 per cent of their 2015 OMPF allocation. Northern municipalities will continue to receive at least 90 per cent of their 2015 OMPF allocation. These minimum levels of support will be further enhanced up to 100 per cent for municipalities with more challenging fiscal circumstances.

The Ministry of Finance's (MOF) Provincial-Local Finance Division will be providing your municipal Treasurers and Clerk-Treasurers with further details on the 2016 OMPF. This information and other supporting materials will be posted in both English and French on the MOF website: <http://www.fin.gov.on.ca/en/budget/ompf/2016>

We are also pleased to continue our commitment to the phased upload of Ontario Works (OW) benefit and court security and prisoner transportation costs. This builds on the Province's previous uploads of Ontario Drug Benefits (ODB) and Ontario Disability Support Program (ODSP).

As a result of the uploads, municipalities will benefit from more than \$1.8 billion in reduced costs in 2016 alone. Combined with the OMPF, this is the equivalent of 13 per cent of municipal property tax revenue in the province.

Despite the phase-down of the OMPF, our commitment to the provincial uploads means that overall support to municipalities will continue to increase, with the provincial uploads more than offsetting the reduction to the program.

Our government has a very strong record of supporting and working with municipalities. In 2016, municipalities will benefit from more than \$3.8 billion in ongoing support through the OMPF, provincial uploads, and other provincial initiatives – an increase of \$2.7 billion from the level provided in 2003.

Our significant investments in municipal infrastructure are supporting communities across Ontario.

Ontario is making the largest infrastructure investment in Ontario's history with more than \$130 billion over ten years. These investments will benefit municipalities across the province, whether it's a new school, repairs to provincial highways or funding to help a municipality make critical repairs to a local bridge.

.../cont'd

Included in this plan is Moving Ontario Forward – the Province’s plan to invest \$31.5 billion in transit, transportation and other priority infrastructure across Ontario over ten years. As part of Moving Ontario Forward, the permanent \$100 million per year Ontario Community Infrastructure Fund (OCIF) is supporting the revitalization and repair of roads, bridges and other critical infrastructure in small, rural and northern communities. Also included as part of this plan is the \$15 million annual investment for the new Connecting Links program beginning in 2016.

We look forward to continuing to work with our municipal partners to ensure the design of the OMPF continues to reflect the long-term priorities of municipalities.

Sincerely,

Information Copy
Original Signed By

Charles Sousa
Minister
Ministry of Finance

Information Copy
Original Signed By

Ted McMeekin
Minister
Ministry of Municipal Affairs and Housing

Ontario Municipal Partnership Fund (OMPF) 2016 Allocation Notice



City of Sault Ste Marie

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2016 Highlights for the City of Sault Ste Marie

- The City of Sault Ste Marie's combined benefit of the 2016 OMPF and provincial uploads totals \$31,229,000 which is the equivalent of 31% of the City's municipal property tax revenue.
- The City's combined benefit includes:
 - \$15,335,000 through the OMPF
 - \$15,894,000 benefit resulting from the provincial uploads
- This exceeds the payments received in 2004 by \$9,781,000.

A Total 2016 OMPF

\$15,335,000

1. Assessment Equalization Grant	\$4,257,000
2. Northern Communities Grant	\$7,872,200
3. Rural Communities Grant	-
4. Northern and Rural Fiscal Circumstances Grant	\$2,555,000
5. Transitional Assistance	\$650,800

B 2016 Combined Benefit of OMPF and Provincial Uploads (Line B1 + Line B2)

\$31,229,000

1. Total OMPF (Equal to Line A)	\$15,335,000
2. Provincial Uploads (see 2016 Upload Notice Insert)	\$15,894,000

C Other Ongoing Provincial Support

\$4,845,100

1. Public Health	\$2,885,600
2. Land Ambulance	\$793,300
3. Provincial Gas Tax Program	\$1,166,200

D Key OMPF Data Inputs

1. Households	34,527
2. Total Weighted Assessment per Household	\$229,405
3. Rural and Small Community Measure	10.0%
4. Farm Area Measure	n/a
5. Northern and Rural Municipal Fiscal Circumstances Index	6.2
6. 2016 Guaranteed Level of Support	94.4%
7. 2015 OMPF (Line A from 2015 Allocation Notice)	\$16,244,600

Issued: November 2015

Ontario Municipal Partnership Fund (OMPF) 2016 Allocation Notice



City of Sault Ste Marie

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2016 OMPF Allocation Notice - Line Item Descriptions

A The OMPF grants are described in detail in the OMPF Technical Guide – this document can be found on the Ministry of Finance's website at: <http://www.fin.gov.on.ca/en/budget/ompf/2016>

A5 If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to the redesigned OMPF program. See the enclosed Transitional Assistance Calculation Insert for further details.

B1 Sum of 2016 OMPF grants. (Equal to Line A)

B2 Estimated 2016 benefit of the Province's upload of social assistance benefit program as well as court security and prisoner transportation costs. For further details see the 2016 Upload Benefit Report.

C1 The estimated 2016 municipal benefit of the Province's 75 per cent share of public health funding relative to its 50 per cent share in 2004. In two-tier systems, this benefit is identified at the upper-tier level. Actual municipal savings may not correspond with the Allocation Notice due to budget approvals made by the local Boards of Health. Municipalities may provide additional funding beyond their obligated cost share. Any additional municipal funding is not included in the calculation of the public health figure.

C2 The estimated 2016 municipal benefit of the Province's 50 per cent share of land ambulance funding relative to its share in 2005. This incremental increase in land ambulance funding delivers on the Province's commitment to strengthen land ambulance services and maintain the 50:50 sharing of land ambulance costs. In two-tier systems, this benefit is identified at the upper-tier level.

C3 Funding provided to the municipality through the 2015-16 provincial gas tax program.

D2 Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.

D3 Represents the proportion of a municipality's population residing in rural areas or small communities. For additional information see the 2016 OMPF Technical Guide.

D4 Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2016 OMPF Technical Guide.

D5 The northern and rural Municipal Fiscal Circumstances Index (MFCI) measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. For additional information see the 2016 OMPF Technical Guide.

D6 Represents the guaranteed level of support the municipality will receive from the Province through the 2016 OMPF. For additional information see the 2016 OMPF Technical Guide.

D7 2015 OMPF allocation

Note: Provincial funding and other ongoing provincial support initiatives rounded to multiples of \$100.

Ontario Municipal Partnership Fund (OMPF)
2016 Transitional Assistance Calculation Insert



City of Sault Ste Marie

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A 2016 OMPF Transitional Assistance (Line B2 - Line B1 if positive)	\$650,800
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B Supporting Details

1. Sum of 2016 OMPF Grants, Excluding Transitional Assistance	\$14,684,200
--	---------------------

2. 2016 Guaranteed Support (Line B2a x Line B2b)	\$15,335,000
---	---------------------

a. 2015 OMPF (Line A from 2015 Allocation Notice)	\$16,244,600
---	--------------

b. 2016 Guaranteed Level of Support (Line C)	94.4%
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C 2016 Guaranteed Level of Support (Line C1 + Line C2)	94.4%
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1. 2016 OMPF Minimum Guarantee	90.0%
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2. Enhancement Based on Northern and Rural Municipal Fiscal Circumstances Index	4.4%
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Issued: November 2015

Ontario Municipal Partnership Fund (OMPF)
2016 Transitional Assistance Calculation Insert



City of Sault Ste Marie

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2016 Transitional Assistance Calculation Insert - Line Item Descriptions

A Represents the total Transitional Assistance the municipality will receive in 2016.

B1 Sum of 2016 Assessment Equalization, Northern Communities, Rural Communities, and Northern and Rural Fiscal Circumstances Grants.

B2 Guaranteed amount of funding through the 2016 OMPF.

B2a 2015 OMPF allocation

B2b Represents the guaranteed level of support the municipality will receive from the Province through the 2016 OMPF. For additional information see the 2016 OMPF Technical Guide.

C1 Reflects the minimum level of support for northern municipalities.

C2 Reflects the enhancement to the minimum level of support based on the municipality's northern and rural MFCI.

Note: Provincial funding and other ongoing provincial support initiatives rounded to multiples of \$100.

Ontario Municipal Partnership Fund (OMPF)

2016 Northern and Rural Municipal Fiscal Circumstances Index



City of Sault Ste Marie

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A Northern and Rural MFCI - City of Sault Ste Marie

6.2

The northern and rural Municipal Fiscal Circumstances Index (MFCI) measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province on a scale of 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances.

The northern and rural MFCI is determined by six indicators that are classified as either primary or secondary, to reflect their relative importance in determining a municipality's fiscal circumstances.

The table below provides a comparison of the indicator values for the City and the median for northern and rural municipalities.

B Northern and Rural MFCI - Indicators

	Sault Ste Marie C	Median
Primary Indicators		
1. Weighted Assessment per Household	\$229,405	\$251,000
2. Median Household Income	\$56,051	\$61,000
Secondary Indicators		
3. Average Annual Change in Assessment (New Construction)	1.0%	1.1%
4. Employment Rate	53.1%	58.0%
5. Ratio of Working Age to Dependent Population	194.7%	194.0%
6. Per cent of Population Above Low Income Threshold	84.8%	87.0%

Note: An indicator value that is higher than the median corresponds to relatively positive fiscal circumstances, while a value below the median corresponds to more challenging fiscal circumstances.

Additional details regarding the calculation of the northern and rural MFCI are provided in the 2016 OMPF Technical Guide, as well as in the customized municipal 2016 Northern and Rural MFCI Workbook.

Issued: November 2015

Ontario Municipal Partnership Fund (OMPF)
2016 Northern and Rural Municipal Fiscal Circumstances Index



City of Sault Ste Marie

5761

2016 Northern and Rural Municipal Fiscal Circumstances Index - Line Item Descriptions

- | | |
|-----------|---|
| A | The municipality's 2016 northern and rural MFCI. Additional details are provided in the municipality's customized 2016 Northern and Rural MFCI Workbook. |
| B1 | Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households. |
| B2 | Statistics Canada's measure of median income for all private households in 2010. |
| B3 | Measures the five-year (2010 - 2015) average annual change in a municipality's assessment, for example as a result of new construction, excluding the impact of reassessment. |
| B4 | Statistics Canada's measure of number of employed persons, divided by persons aged 15 and over. |
| B5 | Statistics Canada's measure of working age population, divided by youth (aged 14 and under) and senior population (aged 65 and over). |
| B6 | Statistics Canada's measure of the population in private households above the low-income threshold for Ontario compared to the total population in private households. |

Ontario Municipal Partnership Fund (OMPF)
2016 Upload Notice



City of Sault Ste Marie

5761

A Estimated 2016 Provincial Uploads

\$15,894,000

1. Ontario Drug Benefits	\$1,757,700
2. Ontario Disability Support Program - Administration Component	\$1,077,100
3. Ontario Disability Support Program - Benefits Component	\$8,636,200
4. Ontario Works - Benefits Component	\$2,214,700
5. Ontario Works - Administration Component (Additional Support)	\$1,560,200
6. Court Security and Prisoner Transportation	\$648,100

B 2015 Provincial Uploads

\$15,482,300

C Increase in Provincial Uploads Compared to 2015 (Line A - Line B)

\$411,700

Issued: November 2015

Ontario Municipal Partnership Fund (OMPF)
2016 Upload Notice



City of Sault Ste Marie

5761

2016 Upload Notice - Line Item Descriptions

- A** Estimated 2016 municipal benefit resulting from the provincial upload of social assistance benefit programs and court security and prisoner transportation (CSPT) costs.

-
- B** Revised 2015 Social Programs Cost. For further details on the revisions please see the customized municipal 2016 Upload Benefit Report.

Note: Provincial funding and other ongoing provincial support initiatives rounded to multiples of \$100.



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Shelley Schell, Commissioner of Finance and Treasurer
DEPARTMENT: Finance Department
RE: Borrowing By-laws for 2016

PURPOSE

Each year it is necessary to pass borrowing by-laws for current and capital purposes. Staff is seeking Council approval of the borrowing by-laws appearing elsewhere on the agenda.

BACKGROUND

Borrowing by-laws are required to provide access to financing for operational and capital purposes.

ANALYSIS

Short term borrowing to meet current expenditures may be required to provide cash flow between tax due dates and the receipt of Provincial grants. The recommended by-law provides for borrowing sums not to exceed \$10,000,000 to meet current expenditures.

Capital borrowing may be required for short and long term purposes for financing of capital projects. The recommended by-law provides for borrowing of sums not to exceed \$15,000,000 for capital purposes for the City.

For 2015, the City had provided the Public Utilities Commission with a borrowing capacity of \$6,200,000 for capital purposes relating to water infrastructure. The Public Utilities Commission has requested the same borrowing capacity of \$6,200,000 be continued for 2016. Currently, the PUC has utilized \$3,000,000 of the \$6,200,000 line of credit, which will be paid off with a portion of the \$8 million loan previously approved by Council, which should be in place by year end.

The limits are an approved credit line with the City's Banker that is reviewed annually.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 12 07 concerning by-laws for current and capital purposes be received as information. By-laws 2016-216 and 2015-217 appear elsewhere on the agenda and are recommended for approval.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Shelley Schell".

Shelley J. Schell, CPA, CA
Commissioner of Finance & Treasurer

SJS/kl



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Malcolm White, City Clerk

DEPARTMENT: City Clerk's Department

RE: Advance Voting – Ward 2 By-Election

PURPOSE

The purpose of this report is to recommend advance voting dates and times for the Ward 2 By-Election.

BACKGROUND

Section 43(1) of the Municipal Elections Act, 1996 requires that Council determine by by-law 'one or more dates for an advance vote and the hours during which voting places shall be open on that date(s).' In the 2014 election we held three advance vote days (two Saturdays and the Wednesday in between).

ANALYSIS

The three day advance vote system has evolved over time as the best scenario for regular municipal elections. For this by-election, staff are recommending two days of advance voting (Saturday, January 16th and Wednesday, January 20th) as the best combination to meet both election accessibility requirements and the expected level of voter turnout. As with regular municipal elections proxy voting will be available for those who are not able to vote on advance vote days or voting day.

IMPACT

The costs associated with advance voting are funded through the Ward 2 by-election budget. As noted above, the recommended dates and times provide the most appropriate level of service and best use of resources.

STRATEGIC PLAN

This report is not linked to a current activity in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2015-221 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'M. White', with a long horizontal stroke extending to the right.

Malcolm White
City Clerk



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Virginia McLeod, Manager Recreation and Culture

DEPARTMENT: Community Services Department

RE: Designated Heritage Property Tax Rebates

PURPOSE

To provide Council with a summary of, and to seek Council's approval for, the tax rebates being recommended for the 2014 tax year by the Sault Ste. Marie Municipal Heritage Committee for those owners of heritage properties enrolled in the Heritage Property Tax Rebate Program.

BACKGROUND

The Ontario Government, under the Municipal Act, allows municipalities to grant tax rebates of 10% to 40% on the value of an "eligible" heritage property in order to stimulate the restoration and preservation of Ontario's unique heritage assets. In the spring of 2005, City Council passed a resolution accepting the implementation of a 40% Tax Rebate Program in our community. Bylaw 2005-186 outlines the guidelines for those enrolled in the program.

Heritage properties are an important community resource; however, increased costs are often associated with their restoration and maintenance. Programs such as the Sault Ste. Marie Heritage Property Tax Rebate Program recognize these costs, and are seen as an investment in the community by preserving our City's unique cultural heritage and supporting owners of heritage properties. Currently there are 15 owners of 16 heritage properties enrolled in the program. There are a total of 37 heritage sites in the city of Sault Ste. Marie designated under Part IV of the Ontario Heritage Act, and 6 registered sites of cultural heritage value under section 27(1.2) of the Act. Enrolment into the program requires the completion of a Heritage Easement Agreement between the City and the property owner which is then registered on the property title.

ANALYSIS

Owners enrolled in the Heritage Property Tax Rebate Program must complete an annual application for the rebate and indicate what work they plan to do to maintain their heritage property. Property inspections are conducted annually by members of the Sault Ste. Marie Municipal Heritage Committee and a City Building Inspector to ensure that adequate ongoing maintenance is occurring and that owners are following their maintenance plans. Recommendations for owners to receive the tax rebate are made based upon current and previous inspections and the owners maintenance record.

Applications for the 2014 tax rebates have been received from 14 owners for 15 designated heritage properties in the City.

The following properties and owners qualify for the Heritage Property Tax Rebate for the 2014 tax year:

1. **875 Queen Street – Forest Insect Laboratory** - Owned by 1022291 Ontario Ltd.
2. **69 Church Street – Air Service Hanger** – Owned by 1022291 Ontario Ltd.
3. **10 Kensington Terrace, Unit #1- Upton House** – Owned by Dawn MacPhee
4. **10 Kensington Terrace, Unit #2 – Upton House** – Owned by Margaret Keenan
5. **10 Kensington Terrace, Unit #3- Upton House** – Owned by Domenic and Brenda DiSisto in 2013
6. **193 Pim Street – Wellington Square Townhouses** – Owned by Mark Coleman
7. **189 Pim Street – Wellington Square Townhouses** – Owned by Jacques Potvin and Joanne Zeppa
8. **191 Pim Street – Wellington Square Townhouses** – Owned by Greg and Patricia Vaughan
9. **115 Upton Road – 1902 Family Residence** – Owned by Dr. T. Best and Dr. M. Leahy
10. **242 - 246 Queen Street East – Hussey Block** – Owned by W. M. Watts Investments Limited
11. **864 Queen St. East – Algonquin Hotel** – Owned by Martin Fiser
12. **1048 Queen Street East – Eastbourne Manor** – Owned by Essar Steel Algoma Inc.
13. **358 – 356 Queen Street – Barnes/ Fawcett Block** – Owned by Sault Financial (Corp) Limited
14. **143 McGregor Avenue – McLeod Family Residence** – Owned by Jacob and Sarah St. Amour
15. **1164 Queen St. East** – Owned by Cindy Parniak

The Sault Ste. Marie Municipal Heritage Committee passed the following resolution at their November 4, 2015 meeting:

Moved: Councillor Shoemaker

Seconded: C. Tossell

“Resolved that the Sault Ste. Marie Municipal Heritage Committee endorse the 2015 property inspection report for those designated heritage properties enrolled in the Designated Heritage Property Tax Rebate Program and that based on the results of the property inspections, recommends to City Council that the Designated Heritage Property Tax Rebate for the 2014 tax year be paid to all enrolled owners, and further that a report be sent to City Council to approve the rebates for the 2014 tax year.”

CARRIED

IMPACT

The amount of the rebate varies annually depending on the number of applicants. The rebate for the 2013 tax year totaled \$70,333.13 of which the municipal portion was \$52,755.20 and the education portion \$17,577.93. It is expected that the 2014 tax year will be similar to that of the 2013 tax year. This is pending Council's approval and final calculations by the Finance Department

STRATEGIC PLAN

This item does not relate to the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

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

Respectfully submitted,



Virginia McLeod
Manager Recreation and Culture

Recommended for approval,



Nicholas J. Apostle
Commissioner Community Services

cc: S. Schell, City Treasurer
P. Liepa, City Tax Collector



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Engineering and Planning Department

RE: Reconstruction of the Fort Creek Aqueduct – Consultant Selection

PURPOSE

The purpose of this report is to obtain Council approval to retain a consultant to provide engineering services for the environmental assessment, design and contract administration for the next phase of improvements to the Fort Creek Aqueduct.

BACKGROUND

At the Council meeting of 2015 09 14, Council approved the Engineering Department initiating a Request for Proposal for engineering services for the remaining phases of the Fort Creek aqueduct project.

ANALYSIS

In accordance with our policy for retaining consultants for specialized work, a Request for Proposal was posted on the City website. Proposals were received from the following consultants:

- Tulloch Engineering
- STEM Engineering Group
- Kresin Engineering Corporation
- WSP

All proposals were reviewed by a committee of engineering staff. The committee followed a detailed scoring system that considered corporate profile, project team, relevant past experience, proposed work program, detailed methodology, schedule and fees. It is important to note that the preferred design will be determined through the Environmental Assessment process, therefore it is difficult to estimate what the engineering fees will be on the entire project as the solution has not yet been determined.

Based on the committee's results, it is recommended that this work be awarded to Tulloch Engineering.

IMPACT

The City, the province and the federal government will share the \$31.26M project in thirds, or \$10.42M each as part of the Small Communities Fund (SCF) portion of the Build Canada Fund.

Tulloch's fee estimate included in their proposal submission is \$1,575,462. The Engineering Department will review this estimate and scope of work with Tulloch to develop an engineering agreement that will be brought to Council at a meeting in January. Engineering fees are eligible expenses within the funding program.

STRATEGIC PLAN

The reconstruction of the Fort Creek Aqueduct is linked to Objective 1A, Environmental Leadership, 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 & Construction Engineer dated 2015 12 07 concerning the Reconstruction of the Fort Creek consultant selection be received, and that Council authorize entering into an agreement for engineering services with Tulloch Engineering.

An individual engineering agreement with an estimate of engineering fees will be brought to Council for approval at a later date.

Respectfully submitted,



Carl Rumiel, P. Eng.
Design and Construction Engineer

Recommended for approval,



Jerry D. Dolcetti, RPP
Commissioner
Engineering & Planning Department

/bb



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Peter Tonazzo, MCIP, RPP, Planner

DEPARTMENT: Engineering and Planning Department

RE: Student Housing Regulations

PURPOSE

This report provides update information for Council respecting what other communities are doing for student housing. Staff recommends that the City not pursue a residential licensing program and instead work with Sault College and Algoma University to develop educational materials aimed at tenants, landlords and neighbours.

BACKGROUND

On September 29, 2014, Council passed the following resolution:

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

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

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

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

Council's resolution was passed partly as a result of a rezoning application to permit a duplex on Hugill Street, within a primarily single detached neighbourhood in close proximity to Algoma University. Through public consultation, several neighbours expressed concerns relating to a trend of area residences being rented to students. Neighbours felt that this trend was having

detrimental effects upon their neighbourhood, with special regard for property maintenance, noise complaints, and decreasing property values.

The Resolution requests Planning staff to research and determine an approach to regulating student housing.

ANALYSIS

This section considers the legal constraints, existing regulations and the benefits and drawbacks to licensing rental housing.

Legal Constraints – The Ontario Human Rights Code

“Every person has the right to equal treatment with respect to the occupancy of accommodation without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability or the receipt of public assistance.” (Ontario Human Rights Code (s.2(1))).

In addition, the Ontario Human Rights Commission has published two (2) documents which clearly outline the various legal/discriminatory concerns related to rental housing regulations:

‘Room for Everyone: Human Rights and Rental Housing Licensing’
‘In the Zone: Housing, Human Rights and Municipal Planning’.

Legally, the Municipality cannot develop regulations aimed at student housing, nor can rental regulations be applied to specific areas, such as those in close proximity to post-secondary institutions.

Municipalities can however establish rental licensing programs, which must be applied to all residential rental properties throughout the community.

Existing Regulations Applicable to Rental Housing in Sault Ste. Marie

There exist a number of well-established tools which generally achieve the same goals (minimum building standards, property maintenance) as municipal licensing programs.

Zoning By-law 2005-150

Zoning by-laws group compatible and incompatible uses and require a public process where a use, such as a duplex in a single detached neighbourhood, is proposed. The Zoning By-law also includes minimum standards such as lot size, parking and outdoor amenity space. It is worth noting that zoning by-laws cannot ‘people zone’, nor can they implement differing regulations based on tenure, such as owned versus rented.

Ontario Building Code

The Ontario Building Code sets minimum building standards for all new buildings and renovations. Most of the standards contained within the Code are aimed at

ensuring long term public health and safety, which is also a primary goal of rental housing licensing. More specifically:

- Minimum bedroom, living room, kitchen and dining room sizes.
- Minimum structural, electrical, plumbing and HVAC standards.
- Minimum fire safety standards:
 - Minimum window sizes (for evacuation),
 - Minimum fire separations,
 - Fire proof materials.

Yard Maintenance By-law 2012-9

This by-law sets minimum yard maintenance standards, more specifically:

- Every yard, including vacant lots shall be kept clean and free from:
 - Grass in excess of 20cm,
 - Heavy undergrowth and excessive growth of weeds,
 - Dead, decaying or damaged trees or other natural growth, or branches or limbs that create an unsafe condition,
 - Debris that constitutes an unsafe condition,
 - Broken glass,
 - Holes, pits, trenches and excavations constituting an unsafe condition,
 - Inoperable, wrecked or dismantled vehicles or machinery,
 - Dilapidated, collapsed or abandoned partially constructed structures,
 - Abandoned or discarded appliances,
 - Post-construction or demolition materials.

Where a yard is in any of the aforementioned conditions, the City shall notify the owner of the property in writing. The owner/occupant has seven (7) days to remedy the situation.

Property Standards By-law 2012-10

The Ontario Building Code only applies to new construction/renovation. The Property Standards By-law applies to the maintenance and repair of existing buildings and structures. This by-law is comprehensive, applying to all aspects of a building or structure. Where an existing building falls into disrepair, Property Standards By-law 2012-10 is utilized to remedy the situation.

The Residential Tenancies Act (Landlord and Tenant Board)

Although the Residential Tenancies Act is not enforced by the Municipality, it does set out the rights and responsibilities of landlords and tenants who rent residential properties. Among other things, the Act requires landlords to maintain rental properties in a good state of repair, with special regard for all health, safety, housing and maintenance standards, as set out in any provincial laws or municipal by-laws. Tenants must keep their rental unit clean, up to the standard

that most people would consider ordinary or normal cleanliness. Tenants must also repair or pay for the repair of any damage to the rental property caused by the tenant, excluding normal 'wear and tear'.

Both landlords and tenants can apply to the Landlord and Tenant Board if they feel that certain maintenance or repair responsibilities are not being upheld.

Approaches to Regulating Rental Housing - Licensing

Municipal licensing requires landlords to obtain a license in order to rent a residential dwelling to a tenant. In order to maintain that license, landlords must abide by a variety of conditions aimed at ensuring minimum building and property maintenance standards which facilitates a safe living environment and good neighbour relations. Failure to adhere to these minimum standards can result in fines and/or revocation of the license.

The following residential licensing regulations were reviewed:

1. North Bay
2. Waterloo
3. Oshawa
4. Barrie
5. London.

Generally, all licensing by-laws contained the following:

1. Complete application requirements
 - a. Site/floor plan,
 - b. Application and fees,
 - c. Proof of insurance,
 - d. Maintenance plan.
2. Exemptions from requiring a license
 - a. Social housing, apartment buildings, owner occupied with no more than two (2) tenants, units with no more than one (1) tenant, retirement and nursing homes.
3. Conditions of license
 - a. Maximum number of bedrooms
 - i. 4 – 5,
 - b. Minimum floor area of bedrooms
 - i. 7m²,
 - c. Statement of compliance with Ontario Building Code, Zoning, Electrical Safety Authority and any other applicable legislation
 - i. This requires inspections.

Consultation

Both Sault College and Algoma University were contacted and provided the following information.

Sault College

Sault College has 163 residences on-site, which are available for first year students only. The College also provides an online forum for landlords and students to post ads and search for housing; however the College assumes no liability. The College also hosts an annual workshop for students on the Landlord Tenant Act. Finally, the College publishes an “Off-Campus Housing Handbook”, geared towards ‘things to do in the Sault’, transportation, roommate dynamics and tenant/landlord legal rights.

Algoma University

Algoma University has 220 residences on-site. The University also provides a forum for landlords and students to post ads and search for housing; however the University assumes no liability.

Potential Benefits of a Licensing By-law

- Added safeguards to promote safe, quality rental housing.
- Sets a standard that must be met regardless of neighbourhood.

Potential Drawbacks of a Licensing By-law

- Cost
 - According to Stats Canada’s 2011 National Household Survey there are 10,060 rented dwelling units in Sault Ste. Marie. This will require significant resources to implement.
 - If licensing program is to be revenue neutral, significant cost to owners that may be transferred to tenants, thereby impacting the overall affordability of rental housing.
- Redundant
 - Most license conditions are already regulated through existing tools.
- Legal
 - Establishing a rental licensing by-law can be a very ‘slippery slope’ with regards to the *Ontario Human Rights Code*.

Given the aforementioned potential drawbacks, it is recommended that Council not proceed with establishing a rental housing licensing program. It is however recommended that the City, in association with Algoma University and Sault College, develop materials aimed at tenants, landlords and owner occupied dwellings. The materials could focus on matters such as ‘how to be a good neighbour’ and currently available enforcement tools such as the Yard Maintenance and Property Standards By-laws. It is likely that much of the public is unaware of the comprehensive scope of these by-laws and the enforcement thereof. It is anticipated that such education materials could be effective. North Bay, Peterborough and the University of Waterloo, among others, currently utilize similar educational materials.

PLANNING ADVISORY COMMITTEE

The Planning Advisory Committee was consulted throughout the process and agrees with the recommendation of this report.

IMPACT

Approval of the Planning Director's recommendation will require staff time and resources to develop and print educational materials. It is estimated that the staff resources and costs would be minimal.

STRATEGIC PLAN

Although not specifically noted in the Corporate Strategic Plan, it is generally recognized there should be an adequate mix of housing types and tenure throughout the city.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the Report of the Planner dated 2015 12 07 be received and that Council not pursue establishing a residential licensing program; further that Planning Staff, in partnership with Sault College and Algoma University, develop educational materials aimed at tenants, landlords and neighbours.

Respectfully submitted,



Peter Tonazzo, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

PT:ps



Sault Ste. Marie Public Library

"One stop....endless possibilities"

DECEMBER 7, 2015

TO: MAYOR CHRISTIAN PROVENZANO AND MEMBERS OF CITY COUNCIL
AUTHOR: ROXANNE TOTH-RISSANEN, CEO/DIRECTOR OF PUBLIC LIBRARIES
DEPARTMENT: LIBRARY
RE: LIBRARY CHILLER REPLACEMENT 2014/2015

PURPOSE

Attached hereto for your information and consideration is a report prepared on the completed Chiller Project at the Centennial Library; as well as to present motions from the Sault Ste. Marie Public Library Board concerning the use of the Library Expansion reserve for the costs associated with this project.

BACKGROUND

The need for replacement of the chillers was initially identified through the Sault Ste. Marie Public Library Board's 2005 Facility Condition Assessment performed by MGP Architects and again in 2013 by the city commissioned Asset Management Facility Condition Assessment for the Centennial Library. Both assessments noted that the condition of the chillers and the cooling tower were in poor condition and past the expected service life. It was recommended that both units should be replaced as soon as possible. In December 2013 the library contracted with MGP Architects to create the tender documents for the project which included specifications and drawings for both the chillers and cooling tower. S&T was selected as the winning bidder for the project and work began in November 2014.

The project was completed in May 2015.

ANALYSIS

Total costs incurred in 2014 for the project were \$247,958.90. An additional \$153,309.79 was expended in 2015, bringing the total project cost to \$401,268.69 inclusive of HST.

Attached to this report are two motions from the Sault Ste. Marie Public Library board approving the use of the Library Expansion reserve (held in City account) to cover the 2014 and 2015 costs associated with the Centennial Library Chiller Replacement project.

As of Jan 1, 2015, the Library Expansion reserve balance was \$427,811.69.

IMPACT

A total of \$401,268.69 less recoverable HST will be transferred from the Library Expansion reserve held on City account to the Sault Ste. Marie Public Library to cover the costs of the Chiller Replacement project.

RECOMMENDATION

Resolved that the report of the CEO/Director of Public Libraries dated 2015 12 07 be received, and the recommendation that a total of \$401,268.69 less recoverable HST be transferred from the Library Expansion reserve held on City account to the Sault Ste. Marie Public Library to cover the costs of the Chiller Replacement project be approved.

Respectfully submitted,

Roxanne Toth-Rissanen
CEO/Director of Public Libraries



Sault Ste. Marie Public Library

"One stop....endless possibilities"

AGENDA ITEM: 3.1

TO: LIBRARY BOARD
FROM: ROXANNE TOTH-RISSANEN CEO/DIRECTOR OF PUBLIC LIBRARIES
SUBJECT: CHILLER REPLACEMENT PROJECT COST MOTION TO USE RESERVE FUNDS FOR 2014 COSTS
DATE: SEPTEMBER 21, 2015

BOARD MOTION

Be it resolved that the Sault Ste. Marie Public Library Board approve the use of the library's reserve funds set up for the Sault Ste. Marie Public Library in the amount of \$247,958.90 to cover the 2014 costs associated with the Centennial Library Chiller Replacement project. This work was performed for the library by the S & T Group under the job number 033PPI.

Respectfully submitted,

Roxanne Toth-Rissanen,
CEO/Director of Public Libraries

Motion moved by Wayne Greco,
Seconded by Frances Ryan.

Motion carried



Sault Ste. Marie Public Library

"One stop....endless possibilities"

AGENDA ITEM: 3.2

TO: LIBRARY BOARD
FROM: ROXANNE TOTH-RISSANEN CEO/DIRECTOR OF PUBLIC LIBRARIES
SUBJECT: CHILLER REPLACEMENT PROJECT COST MOTION TO USE RESERVE FUNDS FOR 2015 COSTS
DATE: SEPTEMBER 21, 2015

BOARD MOTION

Be it resolved that the Sault Ste. Marie Public Library Board approve the use of the library's reserve funds set up for the Sault Ste. Marie Public Library in the amount of \$153,309.79 to cover the 2015 costs associated with the Centennial Library Chiller Replacement project. This work was performed for the library by the S & T Group under the job number 033PPI.

Respectfully submitted,

Roxanne Toth-Rissanen,
CEO/Director of Public Libraries

Motion moved by Elspeth Belair,

Seconded by Doreen Simard

Motion carried



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Al Horsman, Chief Administrative Officer

DEPARTMENT: Chief Administrative Officer

RE: Sanitary Sewer Rate Reduction

PURPOSE

The purpose of this report is to seek Council approval to reduce the sanitary sewer surcharge. It is in response to the following resolution from the 2015 09 28 meeting of Council:

WHEREAS the present sewer surcharge that is added to the utility bill of PUC customers has been set at 100 per cent of the water usage rate since 2002; and

WHEREAS the financing of the east end water treatment facility has now been completed and the funds that have accumulated from the sewer surcharge are in the approximate amount of \$29,000,000 as of January 1, 2015; and

WHEREAS Council is mindful that many local residents and businesses are having difficulty making ends meet due to uncertain economic conditions and rising costs of living; and

WHEREAS the sewer surcharge is the only component of the PUC bill that can be directly influenced by the City of Sault Ste. Marie and City staff has been analyzing the surcharge relative to sewer infrastructure demand; Now Therefore Be It Resolved that Council direct the Commissioner of Finance and Treasurer to undertake an analysis of the sewer surcharge with the specific intention of reducing the sewer surcharge and report back to Council with options outlining proposed reduction(s) of the surcharge, the consequences of said reduction(s), and what steps are necessary to decrease the sewer surcharge as of January 2016.

BACKGROUND

The sanitary sewer surcharge is designed to cover all costs related to the collection, transmission, treatment and discharge of sanitary sewage, including those required for operation and maintenance of related infrastructure. Since

1962, the sanitary sewer surcharge has been levied as a percentage of the water bill. The surcharge was implemented in 1962 at a rate of 33.3% of the water bill. The rate was lowered to 30% in 1969 and then raised to 60% in 1982. It was further raised in 1985 to 75% to finance both capital and operating costs resulting from the new West End Wastewater Treatment Plant. Finally, in early 2000 the rate was changed to 100% to fund capital, operating and maintenance costs of the major expansion and upgrading to the East End Wastewater Treatment Plant, the Bellevue Park sanitary sewer overflow tanks, and other pumping stations and forcemains.

The sanitary sewage infrastructure inventory is as follows:

- East End Wastewater Treatment Plant (2006) – secondary treatment facility using the biological nutrient removal (BNR) process
- West End Wastewater Treatment Plant (1985) – secondary treatment facility using the conventional activated sludge (CAS) process
- Bellevue Park sanitary sewer overflow (SSO) tank and pumping station
- 6 major lift stations
- 18 small sanitary sewage pumping stations
- 373 km of gravity sanitary sewers
- 19 km of sanitary forcemains
- 26,125 service connections

The City contracts operation and maintenance of the treatment plants, the SSO tank, and the 6 major lift stations to the PUC. Public Works and Transportation operates and maintains all sanitary sewers, forcemains, and the 18 small pumping stations.

Regulatory changes and environmental restrictions on wastewater treatment plant effluent regularly add to operational costs. As subdivisions and other lands have developed and expanded the urban service line through the years, additional operating and maintenance funds became necessary for new sewer mains and pumping stations. Further, the annual disposal of approximately 10,000 tonnes of dewatered biosolids at the landfill adds cost for tipping fees.

Other costs covered by the sewer surcharge include the Supervisory Control and Data Acquisition (SCADA) system, the purchase of sewer flushing and maintenance equipment, emergency repairs, construction or replacement of sanitary sewers on capital roadworks projects, and coverage of the annual sanitary sewer portion of GIS maintenance costs.

In order to provide funds to help with its infrastructure deficit, the PUC is in the process of raising the water rates, and the City obviously receives corresponding additional revenue. While staff forecasts significant capital expenditures in the near term for upgrades to the West End Plant and for treatment of biosolids, it is

projected that these expenses can be met with a lower sanitary sewer surcharge rate.

Although the purpose of this report is to address the sanitary sewer costs, it should also be noted that there is a requirement to implement a storm water management fee. The portion of the urban only levy used for reconstruction and expansion of the storm sewer system has become insufficient to address the storm sewer component of the infrastructure deficit, as it is now approximately 10% of the sanitary revenue. Staff is considering options for future revenue, and recommendations will be brought to Council at a future date.

ANALYSIS

Sanitary sewer rates are set to cover the system costs as a whole. These costs include operating, maintenance, debt servicing and capital infrastructure upgrades or replacement. The rates are typically expressed as a percentage of water charges as it is not feasible to meter sewage output.

In forecasting the total system costs, other non-user fee revenue would be deducted. This typically would include development charges related to system growth and possible upper level grant funding. If development charges are approved by Council, these will be included in future annual forecast updates. Any grant funding would also be included if confirmed for a project.

System costs were forecasted over 10 years to determine the level of funding required.

Funding Forecast 2016-2025	(millions)
Capital Infrastructure	\$98.8
Operating & Maintenance	\$82.8
Debt Servicing	\$0
Total	\$181.6

The Public Utilities Commission's Financial Plan for Water Supply Services, dated February 9, 2012, adjusted for the current consumption trend, was used to estimate revenue.

Capital infrastructure includes upgrades to the West End Plant for \$43 million (2017 to 2021) and a Biosolids Management Facility for \$24 million (2017 to 2019).

IMPACT

The revised sewer surcharge fee is estimated to cover all system costs in the 10 year forecast. The funding options are as follows:

1) Maintain status quo at 100% of water rate

This will result in a surplus of funds by the end of 2025 of \$64 million.

This option will collect an excessive amount over and above the needs of the City and is not recommended.

2) Reduce sanitary sewer rate by 30% to 70% of full water rate, including the water basic service charge.

This option will provide a sustainable level of revenue considering operating and capital requirements without the requirement of long term debt financing. The basic service charge inclusion reflects that a portion of the cost to operate the system is fixed. It also maintains the same proportionate share of funding from the residential and general classes of users.

A residential user of 20 cubic meters per month will see a reduction of approximately \$12/month or \$144/year.

This is the recommended option and will result in the lowest percentage of water charged since 1982.

3) Reduce sanitary sewer rate by 35% to 65% of full water rate, including the water basic service charge.

This option will provide a sustainable level of revenue considering operating and capital requirements, but will require long term debt of \$24.8 million (2019 – 2021). Interest costs of \$7.3 million would be added to forecasted expenses. The annual debt repayment would be over 10 years, therefore spreading out the costs.

A residential user of 20 cubic meters per month will see a reduction of approximately \$14/month or \$168/year.

4) Set sanitary sewer rate to cover full costs as in Option 2, but only on water consumption.

A sustainable level of revenue is maintained. Exclusion of basic service charge will cause a substantial shift from general to residential users as the basic service charge is a significantly lower portion of the water charges for general users, where the average is 4,000 to 6,000 cubic meters per month, versus residential of 20 cubic meters. General users would see a potential increase of approximately 60%.

This option is not recommended as it does not maintain the cost equitably between the different groups of customers.

5) Reduce sanitary sewer rate to an amount less than full cost recovery.

Revenue would not be sufficient to cover operating and capital requirements which could result in infrastructure failure or regulatory requirements not being met.

This option is not recommended.

In total, the rate reduction recommended in this report translates into approximately \$64 million over the 10 year forecast with annual savings ranging from \$5 – \$7 million assuming current demand and infrastructure levels. This decrease could be applied to address other infrastructure and funding needs such as community capacity building (e.g. development grants for the downtown or other key nodes), storm water management or other key priorities to be identified by Council through its corporate strategic plan. However, given that no specific programs have been identified and/or approved by Council at this time and that other means of financing could be available they are not being recommended here. Instead a report will be brought forward in the first quarter of 2016 outlining financing options in relation to user fees, grants or levies for specific initiatives.

STRATEGIC PLAN

The Sanitary Sewer Rate Reduction is not an item addressed on the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Administrative Officer dated December 7, 2015 concerning Sanitary Sewer rate reduction be received and that the recommendation of a reduction to 70% of the full water charge be approved and implemented effective January 1, 2016; and that the rate be reviewed and updated on an annual basis.

Respectfully submitted,



Al Horsman
Chief Administrative Officer

*SPENDING REVIEW

CITY OF SAULT STE MARIE
COMMUNITY SERVICES DEPARTMENT

December, 2015

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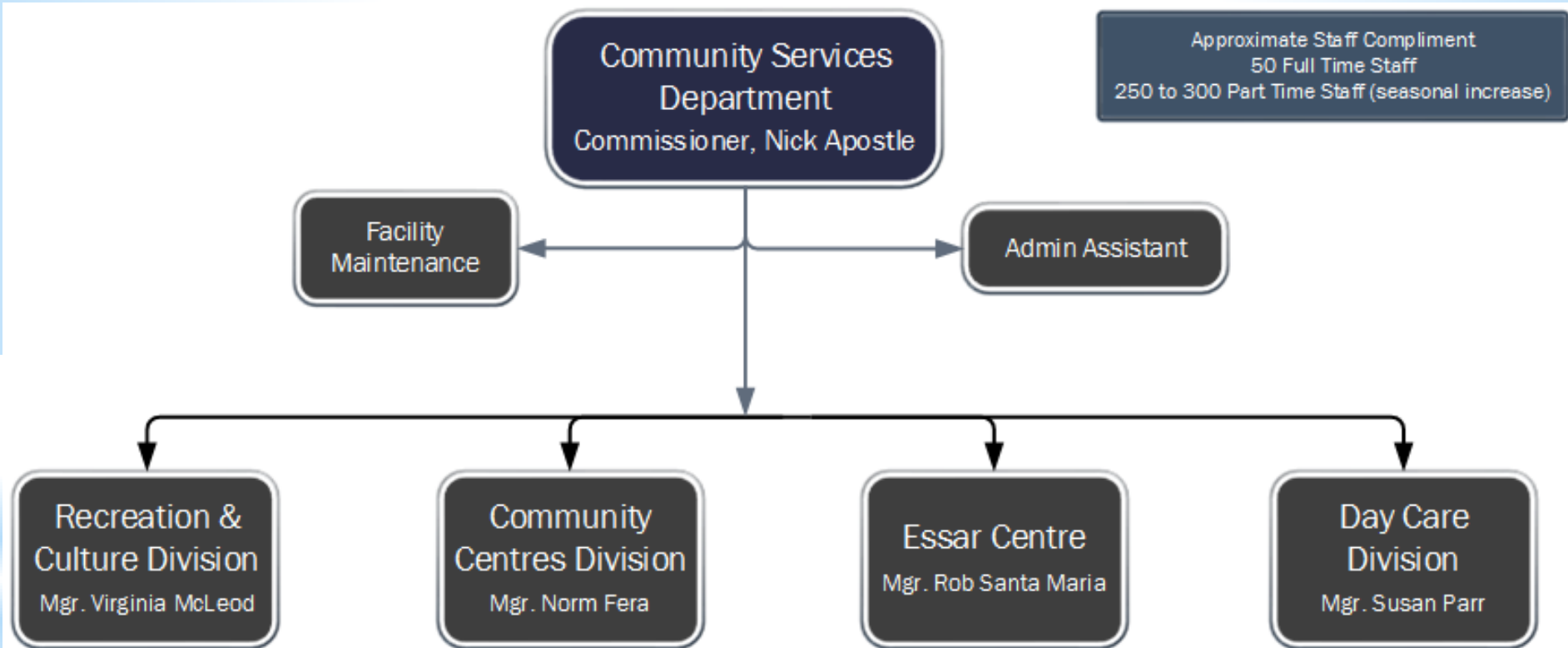
Community Services Department

OVERVIEW

The Community Services Department is organized into four operating Divisions which include the:

- Recreation & Culture Division
- Community Centres Division
- Essar Centre Division
- Day Care Division

Community Services Department



Recreation & Culture Division

Areas of responsibility:

- Roberta Bondar Park & Tent Pavilion
- Roberta Bondar Marina
- Bellevue Marina
- Recreational Lock Operation
- Canada Day Celebrations
- Cruise Ship and Port Security
- Senior Citizens Drop-In Centre – 619 Bay Street
- Steelton Seniors Centre – 235 Wellington St. W.
- Ermatinger Clergue National Historic Site – 831 Queen St. E.
- SSM Sports Hall of Fame
- Outdoor Facility Bookings & Field Permits
- Leisure Services Information Directory

Recreation & Culture Division

Municipal Liaison to Boards & Committees of Council:

- Mayor's Youth Advisory Council
- Parks & Recreation Advisory Committee
- SSM Historic Sites Board
- SSM Municipal Heritage Committee
- SSM Cultural Advisory Board
- SSM Museum Management Committee

Community Centres Division

The Community Centres Division is responsible for the operation of the City's Community Centres including the:

- Northern Community Centre – 556 Goulais Ave.
- John Rhodes Community Centre (Arenas & Pool) – 260 Elizabeth St.
- W. J. McMeeken Arena – 616 Goulais Ave.
- Peter G. Manzo Pool – 710 Young St.
- V. E. Greco Pool – 269 Albert St. W.

Community Centres Division

Some of the user groups of these facilities are:

- Sault Amateur Soccer Association
- Sault Ultimate Frisbee Association Inc.
- Sault United Football Association
- Sault Surge Aquatic Team
- Algoma District School Board
- Huron Superior Catholic District School Board
- Sault Figure Skating Club
- Lake Superior Figure Skating Club
- Sault Ste. Marie Gymnastic Club
- Soo Minor Hockey
- High School Hockey League
- Sault Major Hockey Assoc.
- Soo Pee Wee Hockey Association
- Soo Thunderbirds
- Steel City Men's League
- Sault Female Hockey Association
- Sledge Hockey

Essar Centre Division

Major users include:

- Soo Greyhounds – Major Jr. "A" Hockey
- Sault Major Hockey Association – Minor Hockey
- Municipal Liaison with the SSM Hockey Hall of Fame Committee

Major Events:

<u>2014</u>	<u>2015</u>	<u>2016</u>
• Brad Paisley Concert • Heart Concert • Cirque Du Soliel • Grand Slam of Curling • Remembrance Day Events • Holiday Festival on Ice	• Passport to Unity-Cultural Celebration • You the Soo-Youth Movement • Monster X Truck Show • Kid's Being Green-Environment Awareness • Calder Cup Winner Collin Miller Reception • Big Brothers Fundraiser • FMX Motocross Show • Soo Greyhounds Playoffs	• Bon Soo Concert Community Event • The Next Step Dance Tour • Johnny Reid Concert • NHL Alumni Game • George Thorogood • Forest of Trees Author Event • U 17 World Junior Championships •

Day Care Division

The three municipal day care centres include:

- Maycourt Children's Centre – 13 Salisbury Ave.
- Jessie Irving Children's Centre – 84 Ruth St.
- Municipal Best Start Program at Holy Family School – 42 Rushmere Rd.

Together the three program sites are licensed for 100 spaces for children between the ages of 11 month to 6 years of age.

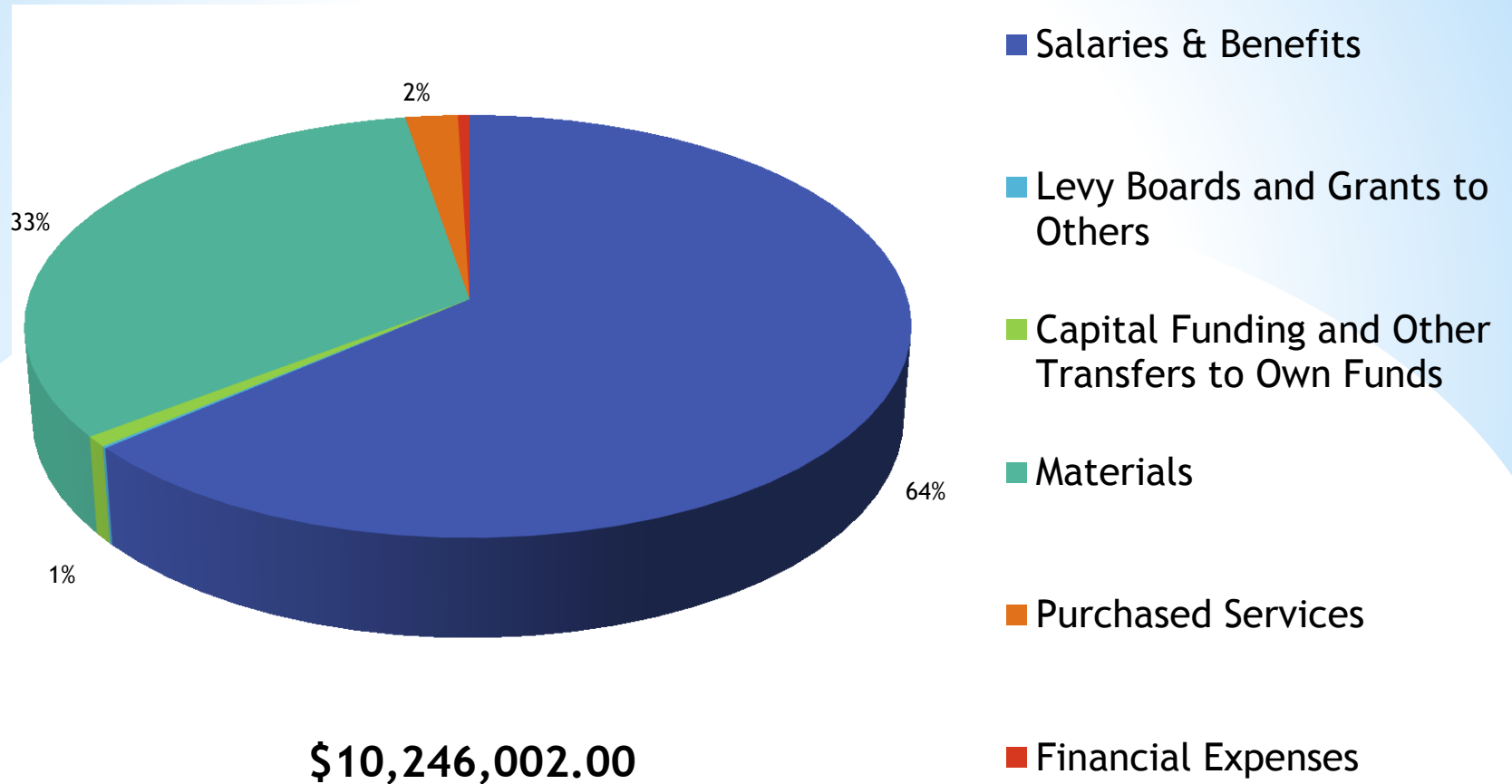
Community Services Department

CAPITAL PROJECTS COMPLETED IN 2015

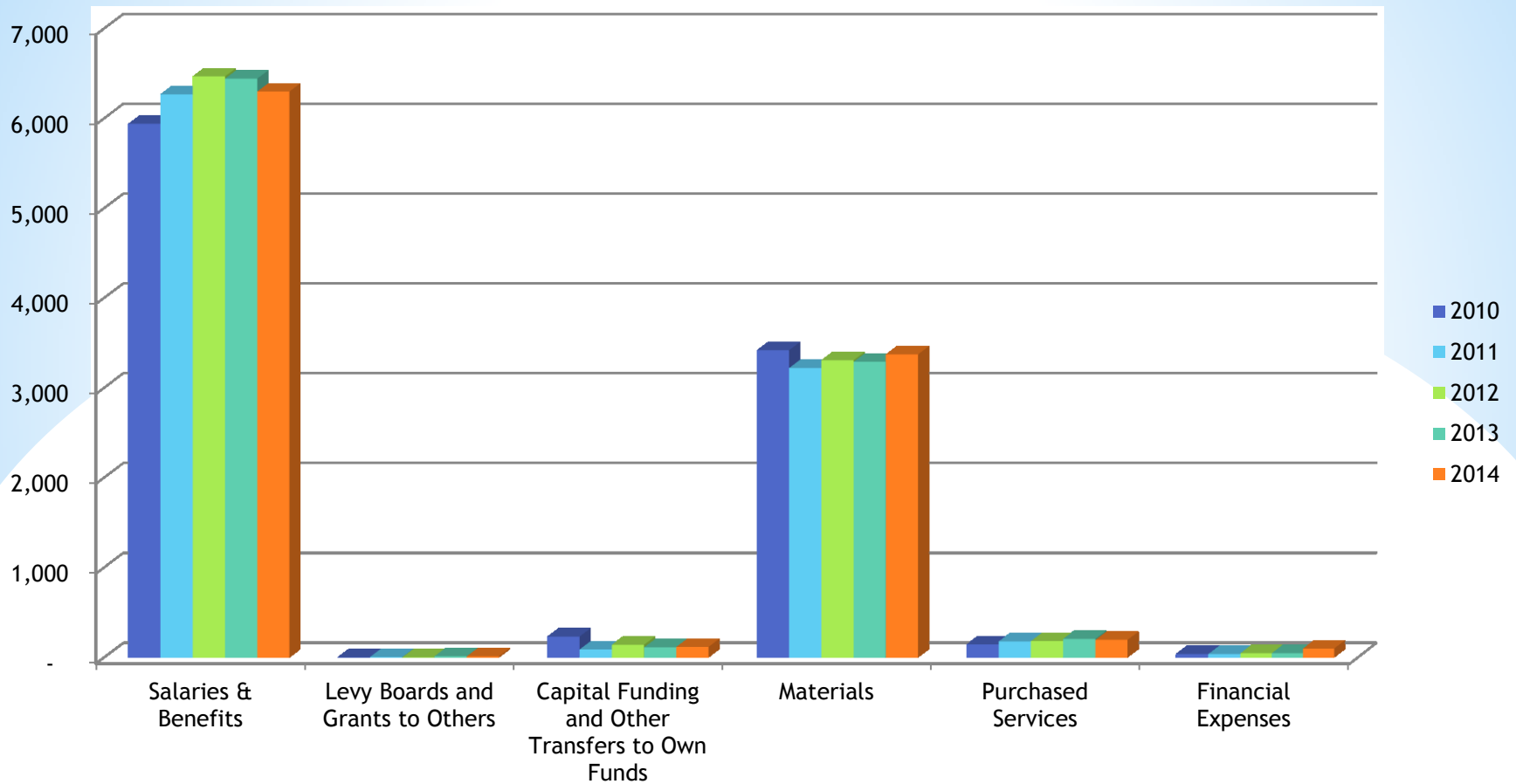
- Outdoor Fitness Equipment – Hub Trail at John Rowsell Memorial Park
- Off-Leash Dog Park at Strathclair Park
- Bellevue Park – Accessible Playground Equipment
- Steelton Seniors Centre – Canopy Roof Replacement
- Implementation of the Mayor's Youth Advisory Council
- Toronto 2015 Pan Am & Parapan Am Games Torch Relay Ceremony
- ROGERS Hometown Hockey Event
- Indoor Exercise Walking Program at the Northern Community Centre

PENDING PROJECTS

- Parks & Recreation Master Strategy
- Day Care Review
- Replacement of McMeeken Arena
- Splash Park
- Veterans Commemorative Memorial
- Esposito Park – Bicycle Pumptrack
- Strathclair Park – Slopitch and Parking Lot Lighting
- Canada 2017



*2015 BUDGET



*FIVE YEAR TREND ACTUALS 2010 TO 2014

City of Sault Ste Marie
COMMUNITY SERVICES DEPARTMENT
For the Ten Months Ending October 31, 2015

	OCTOBER	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem	2014 Actual	2014 Actual
FISCAL YEAR REMAINING% :					25%	YTD TO: October	Year
REVENUE							
Fees and user charges	(\$499,234.36)	(\$4,254,645.72)	(\$5,002,228.00)	(\$747,582.28)	14.94%	(\$4,164,950.65)	(\$5,204,172.53)
Government grants	(10,121.30)	(142,721.07)	(\$104,180.00)	\$38,541.07	(36.99%)	(\$143,453.51)	(\$192,234.01)
Contribution from own funds			\$0.00	\$0.00		\$0.00	(\$3,879.44)
Other income	(259.20)	(30,680.50)	(\$41,320.00)	(\$10,639.50)	25.75%	(\$39,421.36)	(\$60,652.17)
	(509,614.86)	(4,428,047.29)	(\$5,147,728.00)	(\$719,680.71)	13.98%	(\$4,347,825.52)	(\$5,460,938.15)
	=====	=====	=====	=====	=====	=====	=====
EXPENDITURES							
Salaries	420,115.23	4,469,458.99	\$5,457,522.00	\$988,063.01	18.10%	\$4,249,473.27	\$5,303,020.24
Benefits	77,123.54	843,427.21	\$1,060,745.00	\$217,317.79	20.49%	\$845,487.43	\$994,951.11
TOTAL SALARIES/BENEFITS	497,238.77	5,312,886.20	\$6,518,267.00	\$1,205,380.80	18.49%	\$5,094,960.70	\$6,297,971.35
Travel and training	728.13	4,522.01	\$14,935.00	\$10,412.99	69.72%	\$6,975.74	\$9,618.03
Vehicle allowance, maintenance and repairs	489.71	2,907.65	\$7,835.00	\$4,927.35	62.89%	\$2,539.28	\$3,171.84
Utilities and Fuel	94,659.91	1,057,288.54	\$1,340,385.00	\$283,096.46	21.12%	\$963,727.82	\$1,387,785.10
Materials and supplies	23,548.19	214,230.12	\$369,110.00	\$154,879.88	41.96%	\$255,614.52	\$317,927.76
Maintenance and repairs	98,444.97	721,282.88	\$866,445.00	\$145,162.12	16.75%	\$667,517.27	\$847,022.66
Program expenses	11,576.77	77,295.89	\$121,200.00	\$43,904.11	36.22%	\$118,710.93	\$198,443.00
Goods for resale	45,043.04	465,211.64	\$618,175.00	\$152,963.36	24.74%	\$448,892.30	\$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	240.00	1,005.13	\$1,360.00	\$354.87	26.09%	\$1,606.24	\$1,606.24
Financial expenses	4,810.58	48,050.49	\$36,970.00	(\$11,080.49)	(29.97%)	\$73,463.24	\$87,261.35
Purchased and contracted services	32,544.69	184,307.98	\$220,650.00	\$36,342.02	16.47%	\$166,935.28	\$194,965.60
Grants to others	120.75	1,961.40	\$14,000.00	\$12,038.60	85.99%	\$6,239.59	\$12,066.09
Capital expense	13,737.31	43,004.98	\$42,205.00	(\$799.98)	(1.90%)	\$24,145.99	\$50,160.36
TOTAL OTHER EXPENSES	325,944.05	2,831,654.43	\$3,746,235.00	\$914,580.57	24.41%	\$2,761,486.78	\$5,472,318.59
	823,182.82	8,144,540.63	\$10,264,502.00	\$2,119,961.37	20.65%	\$7,856,447.48	\$11,770,289.94
	=====	=====	=====	=====	=====	=====	=====
NET (REVENUE)/EXPENDITURE	313,567.96	3,716,493.34	\$5,116,774.00	\$1,400,280.66	27.37%	\$3,508,621.96	\$6,309,351.79

SPENDING REVIEW

**CITY OF SAULT STE MARIE
SOCIAL SERVICES DEPARTMENT**

December 7, 2015

Social Services

ONTARIO WORKS

Provides financial assistance to individual and families in financial need

HOUSING PROGRAMS

Provides housing assistance to those in need

COMMUNITY CHILDCARE

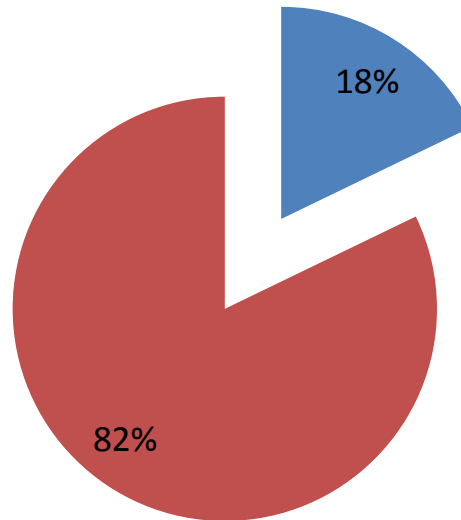
Supports affordable and accessible childcare

SAULT STE. MARIE HOUSING CORPORATION

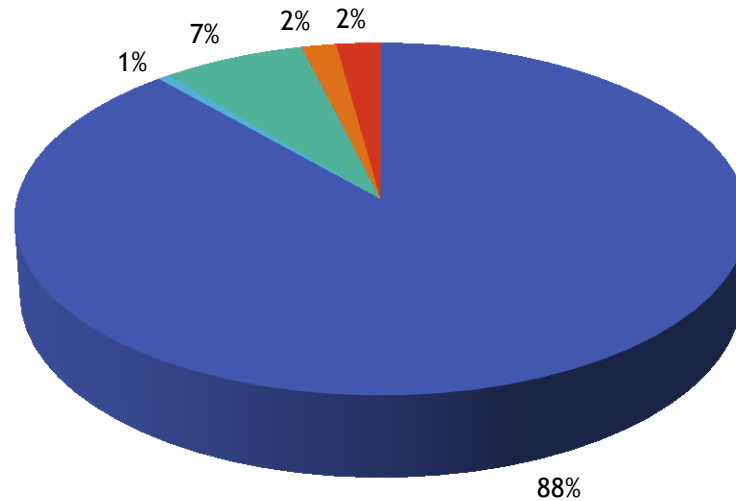
Largest Social Housing Provider in the District of Algoma

ACCESSIBILITY & LOCAL IMMIGRATION PROGRAM

Social Services Budget Breakdown 2015 Budget



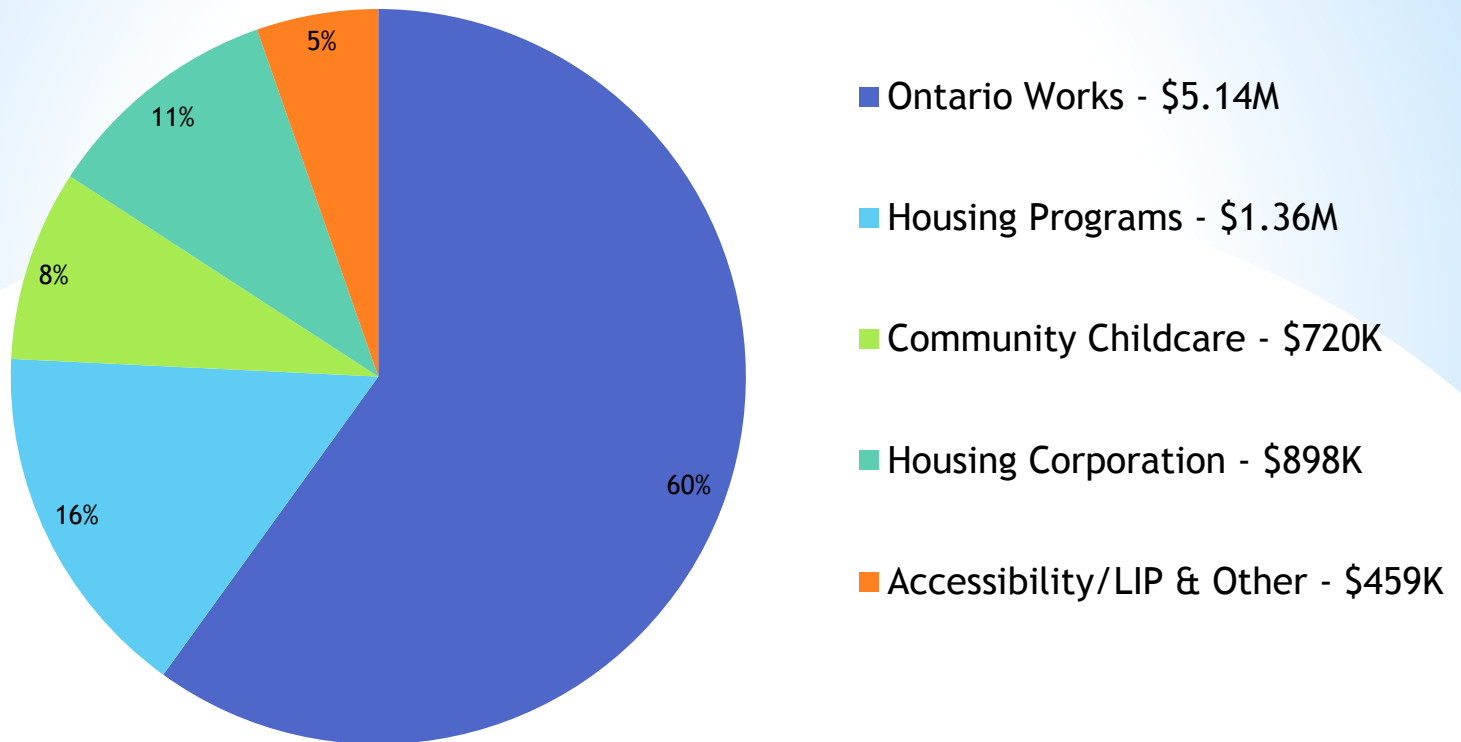
- Program Delivery (City SSM) - \$8.57M
- Programs (DSSAB) - \$39.49M



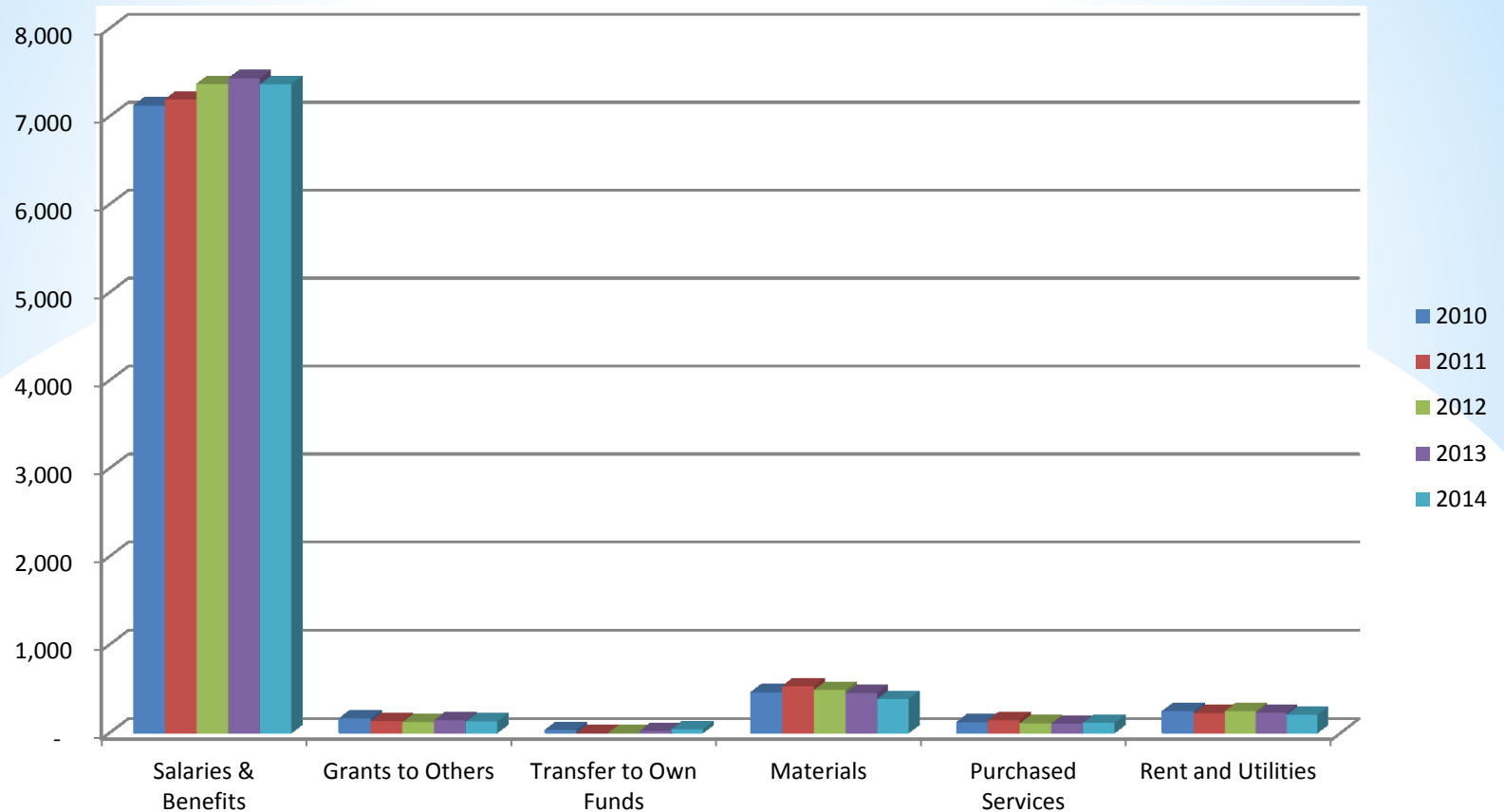
■ Salaries and Benefits ■ Grants to Others ■ Materials
■ Purchased Services ■ Rent and utilities

*2015 BUDGET

Program Delivery Detail (\$8.57M)



* Program Delivery by Program



*** FIVE YEAR TREND**
ACTUALS 2010 TO 2014
 (in thousands of dollars)

City of Sault Ste Marie
SOCIAL SERVICES DEPARTMENT
For the Nine Months Ending September 30, 2015

	SEPTEMBER	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem 25%	2014 Actual YTD TO: Septemb	2014 Actual Year
FISCAL YEAR REMAINING% :							
REVENUE							
Fees and user charges	(\$842,939.34)	(\$5,864,190.13)	(\$8,195,005.00)	(\$2,330,814.87)	28.44%	(\$5,711,666.71)	(\$7,652,184.81)
Government grants	0.00	0.00	\$0.00	\$0.00	0.00%	\$0.00	(\$23,016.00)
Other income	0.00	0.00	\$0.00	\$0.00	0.00%	\$0.00	(\$2,275.00)
	<u>(842,939.34)</u>	<u>(5,864,190.13)</u>	<u>(\$8,195,005.00)</u>	<u>(\$2,330,814.87)</u>	<u>28.44%</u>	<u>(\$5,711,666.71)</u>	<u>(\$7,677,475.81)</u>
EXPENDITURES							
Salaries	443,642.93	4,318,447.65	\$5,844,930.00	\$1,526,482.35	26.12%	\$4,173,105.05	\$5,629,764.37
Benefits	114,706.15	1,079,818.86	\$1,534,525.00	\$454,706.14	29.63%	\$1,043,582.79	\$1,439,299.67
Travel and training	3,177.65	22,805.47	\$83,850.00	\$61,044.53	72.80%	\$28,432.31	\$35,069.75
Vehicle allowance, maintenance and repairs	605.18	6,112.73	\$18,200.00	\$12,087.27	66.41%	\$7,537.42	\$9,518.49
Utilities and Fuel	3,190.63	21,328.94	\$33,364.00	\$12,035.06	36.07%	\$21,161.64	\$27,554.46
Operating supplies and services	6,298.64	145,507.43	\$229,560.00	\$84,052.57	36.61%	\$152,984.63	\$200,550.44
Maintenance and repairs	69.20	1,062.93	\$18,600.00	\$17,537.07	94.29%	\$11,144.64	\$11,472.32
Rents and leases	14,035.25	181,901.22	\$188,036.00	\$6,134.78	3.26%	\$176,604.70	\$205,519.98
Contracted services	5,114.02	49,083.66	\$113,680.00	\$64,596.34	56.82%	\$64,321.42	\$85,656.41
Capital expense	1,234.56	38,121.24	\$130,260.00	\$92,138.76	70.73%	\$32,793.19	\$33,069.92
	<u>592,074.21</u>	<u>5,864,190.13</u>	<u>\$8,195,005.00</u>	<u>\$2,330,814.87</u>	<u>28.44%</u>	<u>\$5,711,667.79</u>	<u>\$7,677,475.81</u>
NET (REVENUE)/EXPENDITURE	<u>(250,865.13)</u>	<u>0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>0.00%</u>	<u>\$1.08</u>	<u>\$0.00</u>

 **Q3 Actuals**



COUNCIL REPORT

December 7, 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 - Operation of Municipal Day Cares in Schools

PURPOSE

This report is in response to the following Council resolution on November 23, 2015:

“Whereas City Council has received the report of the Day Care Review Committee dated 2015 11 23 as information; and

Whereas City Council has postponed consideration of the staff recommendation that the city of Sault Ste. Marie transition out of being a day care provider; and

Whereas the Day Care Review Committee has identified an option to operate municipal day care centres out of schools, specifically called option #5; and

Whereas City Council requires more information as to what this model would look like,

Therefore be it resolved that appropriate staff review the said option #5 and report back to Council with the following considerations:

- 1) What this model would look like.
- 2) What cost savings would the City realize.
- 3) What kind of agreements would have to be in place between the City and the Boards of Education.
- 4) What increases can be applied to the 'full fee' to get closer to a break even financial situation for the City.

5) Any other information pertinent to a City/Board of Education agreement that will impact the decision of moving municipal day care operations into schools; and

Further be it resolved that City Council thank staff and all members of the Day Care Review Committee for their time and effort given to this review.”

Further, it is staff’s recommendation that this report is provided to Council as information.

BACKGROUND

Council deferred the November 23, 2015 reports on this matter; specifically, the Day Care Review Committee report which was for Council’s information, and the staff report that recommended the City transition out of being a day care provider.

With respect to Council’s November 23, 2015 resolution on this matter, staff met on several occasions during the week of November 23, 2015 to thoroughly review the financial analysis of the Day Care Review Committee’s Option #5. Involved in the review were: The Commissioner of Finance; the Commissioner of Social Services; the Commissioner of Human Resources; the Commissioner of Community Services; the Manager of Community Childcare Services; and the Acting Manager of Day Care Services.

ANALYSIS

In their November 23, 2015 resolution Council identified five items. A response appears after each item.

1) *What this model would look like?* The Municipal Day Cares would operate out of schools that have space identified for the provision of day care. Presently the Municipal Day Cares operate one centre out of Holy Family Separate School.

Isabel Fletcher Public School recently constructed a day care area although a provider has not yet been identified. In addition, funding for a day care area in St. Basil Separate School was recently announced.

2) *What cost savings would the City realize?* The annual operational savings, relative to current levels, is estimated to be \$150,000 to 175,000. It is important to note that there would still be a cost to the City, which is estimated to be \$290,000 to \$315,000 annually.

In addition, there would be a capital cost savings (25 year estimate) of approximately \$1 million to the property tax levy (the estimated savings for Maycourt Day Care Centre is \$521,000 and for Jessie Irving Day Care Centre it is \$603,000).

3) What kind of agreements would have to be in place between the City and the Boards of Education? For each location, a license agreement with the appropriate School Board would need to be in place. In addition, the City would also need a Service Agreement with the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB).

4) What increases can be applied to the 'full fee' to get closer to a break even financial situation for the City? It is estimated that the “full fee” rate would need to be increased by \$25 to \$30 per day to get closer to a breakeven situation. The resultant total “full fee” would be \$65 to \$70 per day. To put this in a yearly perspective, presently “full fee” paying parents pay approximately \$9,700 per year; this would need to increase to between \$15,800 and \$17,000 yearly.

5) Any other information pertinent to a City/Board of Education agreement that will impact the decision of moving municipal day care operations into schools. A requirement of the DSSMSSAB is that the successful proponent for the School based day care programs will need to confirm they intend to deliver day care services for the conceivable future – long term.

With respect to severance obligations, if the City continues to be the employer of choice then there are no successor right implications as there would not be a sale or transfer of service. This also eliminates any severance obligations. The Schools Boards would need to do their own analysis of the various day care providers and contracted services detail to determine the potential for successor rights and /or related employer challenges at the appropriate time.

IMPACT

Below is a financial table that summarizes the estimated revenues and expenditures for operating day cares in the three schools. The calculations were based on the programs being at 100% capacity. Through the analysis of historical data it has been determined that the municipal day cares, throughout the year, operate at an average operational cost of approximately 85%.

Therefore it is recommended that Council use the 85% revenue and expense figures noted in the table below.

	100% Capacity	85% Capacity	75% Capacity
REVENUE			
Fees and Subsidies	(\$1,500,000)	(\$1,260,000)	(\$1,120,000)
EXPENDITURES			
Salaries & Benefits	\$1,460,000	\$1,460,000	\$1,460,000
Operating	\$110,000	\$110,000	\$110,000
NET Cost/(Profit)	\$70,000	\$310,000	\$450,000

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 Commissioner of Community Services dated December 7, 2015, regarding operating the municipal day cares solely out of schools, be received as information.

Respectfully submitted,



Nicholas J. Apostle, Commissioner,
 Community Services Department



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



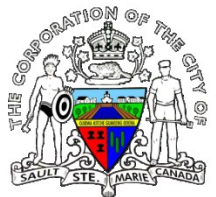
MUNICIPAL DAY CARE OVERVIEW

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

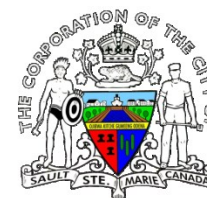
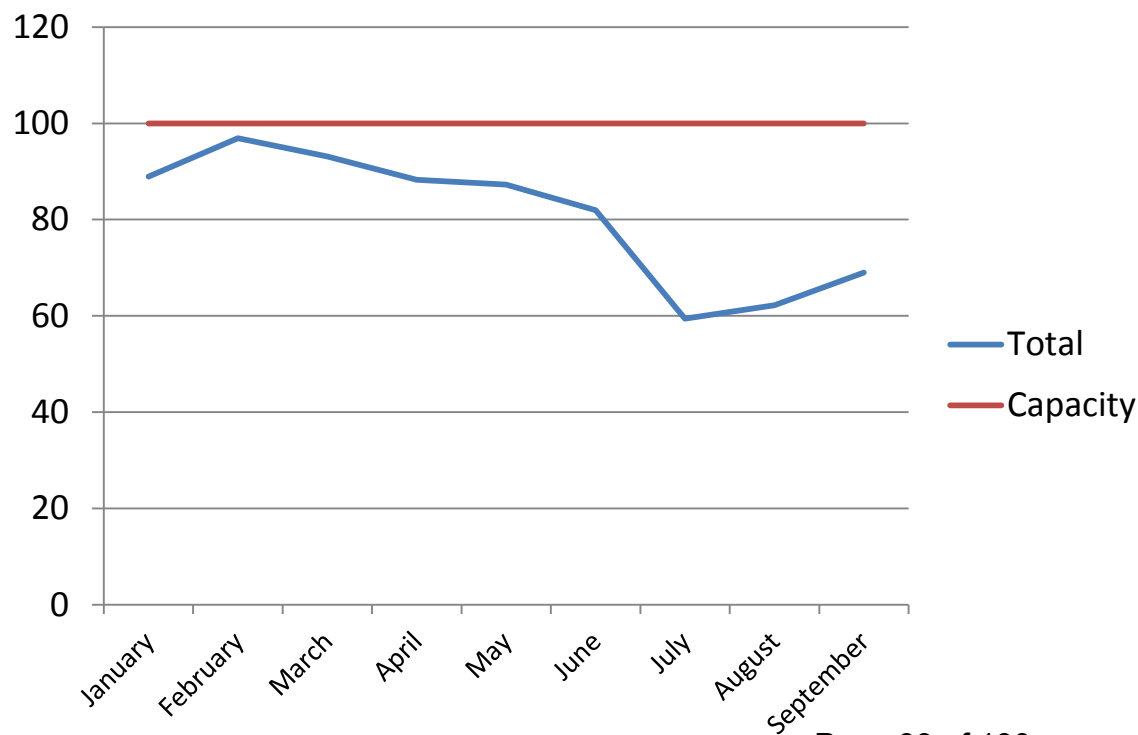
June 23, 2014 Council meeting -Council authorized a Day Care Review Committee to review options and report back.



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.





Sault Ste. Marie YMCA
235 McNabb Street
Sault Ste. Marie, ON P6B 3Z2
T. 705.949.3133 F.705.949.3344
ssmymca.ca

November 24, 2015

Mr. Nicholas Apostle, Commissioner of Community Services
The Corporation of the City of Sault Ste. Marie
P.O. Box 580, 99 Foster Drive
Sault Ste. Marie, ON P6A 5N1

Dear Mr. Apostle;

I wish to clarify the Sault Ste. Marie YMCA's position regarding child care in light of the City Council meeting on November 23, 2015.

Currently, the YMCA has space to accommodate an additional **19 Toddlers and Pre-School aged children, 19 JK/SK children and 22 Before & After School children**, at our 2 child care locations. We would be very willing to assist in the relocation of the municipal site's children.

The issue of the "Wait List" has been mentioned several times throughout discussions around child care services in Sault Ste. Marie. There are approximately 500 children on the wait list, but they are not waiting for child care spots to become vacant; as I understand the situation, these parents are on the wait list, waiting for a subsidized space to come available. With the decreases in allocations from the Social Services Administrative Board, the number of subsidized spaces has also decreased, causing hardship for many parents in the community with lack of access to affordable child care.

Lastly, reference has been made that the municipal child care staff are well-trained and certified, creating the impression that other licensed child care providers in the community are less skilled or trained. I want to assure you that the Sault Ste. Marie YMCA ChildCare scores exceptionally high in licensing requirements and ensures the highest quality of staff. We go above and beyond what is required ensuring that our staff are trained in YMCA Playing to Learn curriculum, child protection policies and procedures, as well as all of the required training under our license. We are well supported by Y Ontario and Y Canada, and have a network of YMCAs that work together on child care issues, government relations and operations.

Should you have any questions, or wish to discuss further, I would be happy to help. I can be contacted at 705-945-5178, Ext. 312.

Sincerely,

A handwritten signature in black ink that reads "K Caruso".

Kim Caruso, CEO

cc: Mayor Christian Provenzano and Members of City Council

Sault Ste. Marie Childcare Employment Positions

as of November 25, 2015

Name of Cildcare Centre	Currently Hiring	Full-time Positions	Unionized	Notes
1. Cedarbrook	No	No	No	
2. H.S. McLellan	No	No	No	
3. Garden River	No	No	No	need native status
4. Meadow Park Montessori	No	No	No	
5. Riverside	No	No	No	
6. Childcare Algoma	Yes	Contract	No	
7. Sault College	Yes	Casual only	Yes	only full time staff are unionized
8. Waterfront	No	No	No	
9. YMCA	No	No	No	
10. YMCA Tarentorus	No	No	No	
11. Alternative (Orchard)	No	No	No	
12. Rankin	No	No	No	need native status
13. Northridge Montessori	Yes	No	No	
14. Precious Moments	No	No	No	
15. Crystal's Little School	No	No	No	
16. Hand in Hand	No	No	No	
17. Waabinong	No	No	No	need native status
18. Huron Superior Catholic	No	No	Yes	must be practising catholic
19. Algoma District Public	No	No	Yes	

SYSTEM WIDE VACANCIES LICENSED CHILD CARE CENTRES*

(Information based on November attendance submissions from operators)

(City day care spaces are NOT included)

(For profit and licensed home care are not included)

AGE GROUPING	LICENSED SPACES		REPORTED VACANCIES	%	CITY DAYCARE SPACES
INFANTS	41		3	7.3 %	3
TODDLERS	195		35	17.9 %	25
PRESCHOOL	356		44	12.4 %	72
JK / SK	200		32	16.0 %	0
SCHOOL AGE	384		61	15.9 %	0
TOTAL	1176		175	14.9 %	100

*This is a 'snapshot' in time that changes daily

Waitlist Data

INFANTS

Total	Active	Passive	Subsidy	NO Subsidy
211	84	127	67	144

Percentage

42

TODDLERS

Total	Active	Passive	Subsidy	NO Subsidy
88	81	7	44	44

Percentage

18

PRESCHOOL

Total	Active	Passive	Subsidy	NO Subsidy
100	90	10	61	39

Percentage

20

JK /SK

Total	Active	Passive	Subsidy	NO Subsidy
52	45	7	25	27

Percentage

10.4

SCHOOL AGE

Total	Active	Passive	Subsidy	NO Subsidy
49	42	7	33	16

Percentage

9.6

TOTAL CHILDREN

Total	Active	Passive	Subsidy	NO Subsidy
500	342	158	230	270

Percentage

100

68

32*

46

54

*80% are infants

Staffing Ratios

Age Group		Number of Children	Number of Staff	
Infants		3	1	
	Maximum	10	3	At least one staff must be RECE
Toddlers		5	1	
	Maximum	15	3	At least one staff must be RECE
Preschool		8	1	
	Maximum	16	2	At leaset one staff must be RECE
		24	3	At least two staff must be RECE
JK/SK		13	1	
	Maximum	26	2	
Primary (5.5 yrs > 13 yrs)		15	1	
	Maximum	30	2	
Junior (8.9 yrs > 13 yrs)		20	1	
	Maximum	20	1	

would include recommendations regarding increasing revenue, managing operational and capital expenses, and a net levy target for airport management to budget against to control operating and capital expenditures”.

- (b) “Following completion of the Master Plan / Business Plan, Regional Council consider whether it wishes to explore additional private sector involvement in Airport operations and activities”.

Opportunity #5: Child Care Service Manager

The Province is responsible for licensing of child care programs under the Child Care & Early Years Act, 2014.

The Region of Waterloo is the “Service System Manager” for child care. The Region is also a child care operator, providing child care services comparable to those providers it funds and manages. The Region operates 5 child care centres that serve 250 children. Each child care centre has attained the “triple gold” standard of the “Raising the Bar” program for the past 12 years and are accredited sites with the High Scope Curriculum. The Region also operates a licensed Home Child Care program with approximately 425 caregivers serving approximately 1,185 children.

There are approximately 3,805 children on the OneList Waterloo Region child care waiting list. Some of these are seeking priority for spaces in the future, when they expect to have their child, or when they expect to return to work (or school).

Nonetheless, almost half of the families (1,692) are seeking immediate child care (811 infants, 468 toddlers and 413 preschoolers).

KPMG’s comparator analysis identified that some municipalities are moving to a pure Service Manager role. For example, the Region of Peel transitioned to a pure Service Manager role in 2012, closing the 12 Regional child care centres and purchasing a little over twice as many subsidized spaces from other agencies, with about 25% of the savings allocated to other priorities and enhancements to support community providers.

As indicated in KPMG’s Final Report, their analysis shows that \$2,500,000 could be freed up by purchasing the spaces provided in the Children’s Centres from the average purchased services non-profit agencies. While these funds could be taken as savings, provincial funding would likely reduce, off-setting the benefit for Regional taxpayers, but at an average cost of \$11,765 per space per year, these savings could fund the addition of approximately 200 extra fully subsidized child care spaces – further addressing the child care needs on the OneList Waterloo Region child care waiting list.

With respect to Home Child Care, KPMG is suggesting that there may be potential savings by replacing the services provided by the Region’s Home Child care program with similar services from another community agency in the Region. Given that such an

agency does not exist today, KPMG recommends that the Region should work to encourage the creation of a community home child care agency as a first step. Similar to the circumstances with the Children's Centres, any savings would have to be reinvested in additional service to avoid loss of provincial subsidy.

KPMG's Recommendation:

Recommendation #1: That the Region develop a detailed plan to phase out the five Regionally owned Children's Centres over a 5 year period, using the savings to expand the number of subsidized spaces available to be delivered by other childcare providers in the community.

Recommendation #2: That the Home Child Care operation should continue at present, with these changes over time:

- a) Home Child Care should be expanded in areas as required to support the transition plan for the Children's Centres.
- b) Encourage / facilitate the formation of a full service home child care agency in the community, serving all age groups.

Public Input

Since the release of the report by KPMG, Councillors and staff have received considerable public input into the recommendations. To date all communication from service users, community professionals and advocacy groups have indicated strong support for the Region of Waterloo to remain as an operator of the five Children's Centres and to continue operation of the Home Child Care program. On September 30th, 2015 over 30 delegations appeared in person to present a variety of arguments for consideration by Council as to why continued operation was important.

Implications Regarding Implementation of Recommendations:

The recommendations provided by KPMG do not account for the complexity and interrelationships that exist within the licensed Early Learning and Child Care (ELCC) system. In response to the recommendations, staff have prepared more detailed information about the programs and potential implications should Council proceed with the recommendations.

Service System Planning

The licensed Early Learning and Child Care system is a complex, interrelated system of services and operators. Changes at any level within the system impacts on other areas. For example expanding 200 spaces creates pressures for special needs support

services, operating funding grants and administration costs. The 2012-2015 ELCC Service Plan endorsed by Council in report SS-12-043, September 12, 2012, speaks to the systems level work that has been identified as a priority. The Region of Waterloo as the Consolidated Municipal Service Manager has responsibility for the development and implementation of a service plan. The current plan outlines a clear vision as follows: “The Region of Waterloo has a vibrant, comprehensive system of early learning and child care that supports the healthy development of all children in our community.” During the consultation process to develop the plan along with a review of best practice, Waterloo Region is on track with a comprehensive system which includes a range of for profit, not for profit, municipally operated and school board operated regulated care options for families.

The 2012-2015 ELCC Service Plan identified three key priority areas for focus:

1. To develop a vibrant, high quality, inclusive service system of licensed early learning and care that promotes optimal developmental health for children.
2. To develop a system wide approach to early learning and care that increases access, accountability, availability and affordability of services that are delivered in partnership with other service providers.
3. To promote integrated planning and service delivery to improve access for families and developmental outcomes for children across Waterloo Region.

The licensed ELCC sector has been in a state of significant change over the past five years and as such the primary focus has been on stabilization and sustainability of existing spaces. A very cautious approach has been taken with regards to any service expansion to allow existing operators time to manage the changes that impact their continued operation. It is highly unlikely that given the current economic picture that many child care operators will consider expansion without increased financial support.

Current Operating Standards for Children’s Centres

There are several ways in which program quality is monitored and measured in the directly operated Children’s Centres. Though there are other quality measures in use in the community, these measures are specific to the HighScope curriculum approach that is applied in the centres.

1. **Assessment of child outcomes** – using a standardized, strengths based tool called the Child Observation Record (COR) all children are monitored to ensure they are achieving key developmental milestones. Teachers record observations of children on a daily basis and plan activities that support and scaffold learning for children based on the child’s interest and developmental phase.

2. **Evaluation of ELCC programs** – to meet the HighScope accreditation requirements all staff and programs go through a rigorous review. A standardized tool called the Program Quality Assessment Tool (PQA) is used to evaluate 63 dimensions of program quality in 7 domains: learning environment, daily routine, adult-child interaction, curriculum planning and assessment, parent involvement and family services, staff qualifications and development and program management. The evaluation is completed by a Senior Consultant from the HighScope Educational Research Foundation. Each item is reviewed on a five point scale and requires no score be below a 4 on any item to meet the standards required for accreditation. Each of the five Children's Centres has met these criteria for the past twelve years. Staff are not aware of any other comprehensive measure of quality as provided by the PQA. Only four other programs have achieved this standing in the Province of Ontario and ten across Canada. Benchmarking is an important factor in sustaining current levels of quality. Programs such as this provide leadership and critical high quality services for children and their families. Loss of these services would remove a quality benchmark and likely lead to further erosion of services.

3. **Monitoring of community and population impact** - The HighScope Curriculum is a long standing research based way of working with young children to support and nurture their education, learning and development. Over forty years of research on the HighScope approach demonstrates that there are significant social returns on investment in this particular approach. The original study called the Perry Preschool Study which followed a cohort of children over 40 years had significant results and demonstrated that for every \$1 invested in high quality ELCC up to \$7 was saved down the road in social costs. In today's dollars the \$7 has grown to \$13/\$18. All of the Children's Centres are located in areas of need and provide a level of early intervention services that not all operators are able to accommodate. Supports for children with special needs in inclusive high quality early learning and care programs decrease requirements for more intensive supports later in life.

The directly operated Children's Centres have high quality ratings, provide service to high needs populations, and set benchmarks/best practices for other child care operators. All sites meet the exacting standards required to be accredited as demonstration sites for the HighScope curriculum approach to early childhood education.

Children graduating from the HighScope program experienced increased school readiness, higher high school graduation rates, higher employment and income levels

decreased incidents of incarceration and reliance on social assistance than their counterparts who did not attend the program. A recent comparative review completed by WLU Economics Department of the HighScope curriculum approach in the context of Waterloo Region demonstrates there are economic and social benefits from a social investment perspective for Waterloo Region.

Societal, Economic and Long Term Impacts of Quality

Licensed ELCC which occurs in the infant, toddler and preschool years is the first stage in a continuum of lifelong learning opportunities for children. The early years are critical to supporting positive outcomes for children as they become adults. Nobel Laureate James Heckman notes: "Investment in early education for disadvantaged children from birth to age five helps to reduce the achievement gap, reduce the need for special education, increase the likelihood of healthier lifestyles, lower the crime rate, and reduce overall social costs." Access to licensed early learning and child care is critical to support healthy outcomes. In Waterloo Region it is important to note that there is still a range in the quality of programs provided. There are operators who provide similar levels of quality to the directly operated centres but what is unique about the directly operated programs is the curriculum approach and operating standards associated with this. The cost of high quality care is far outweighed by the many positive long term benefits for the child, family and society. High quality early learning and child care is positive. Low quality early learning and child care is not neutral - it is damaging.

The economic and social benefits gained from high quality, universally accessible child care include: increased tax revenue and lower social assistance costs because more parents are working; local economic stimulus linked to child care's labour intensive nature; better outcomes for children and potential mitigation of cost associated with social support later in life

System Capacity

In the recommendation KPMG indicates that the existing 250 spaces will be absorbed into the existing ELCC infrastructure. The Early Learning and Child Care system is currently at capacity. Sufficient child care spaces do not exist to meet the current population demands. As such a very cautious approach to growth in the licensed ELCC system must be carefully planned to ensure sustainability and that services are offered in areas of greatest need. The creation of new spaces in the licensed ELCC system is a complex task and is contingent on a number of factors such as: interest/intent from existing or new operators; availability of physical infrastructure in a needed location; capital funding; ongoing operating funding and one time start up costs. Other ancillary

services are also impacted and will require additional financial resources for example special needs resourcing services.

Growing spaces requires investment in infrastructure, operating funding and service demand. At the present time the physical infrastructure does not exist to accommodate 250 spaces should no uptake occur on the existing facilities. The Region as the CMSM would need to plan for funding to support this level of expansion in addition to the cost of subsidized spaces. Though the demand for child care appears high based on the numbers registered on OneList Waterloo Region, staff would caution the assumption that if spaces are increased uptake would happen without more in-depth analysis. Planning for expansion of licensed ELCC spaces is a complex issue involving many factors such as cost, parental preference, location, physical infrastructure and quality to name a few.

On October 2, 2015, the Province announced the first round of approvals for expansion of licensed ELCC spaces in Ontario. This initiative spread over a three year period will allow for the creation of new child care spaces in a collocation approach with new school builds. Two projects have been approved in Waterloo Region for 2016 and will provide approximately 100 new spaces. If all projects are approved this new Provincial initiative will create and additional 200 spaces between 2017 and 2018. As the CMSM, Children's Services has been working with the school boards on this initiative and planned growth of the system, this growth will have some impact on the Children's Services budget in future years. The KPMG recommendation to increase 200 spaces in addition to this planned growth will result in significant pressures in the Children's Services budget.

Financial Implications:

The calculations provided by KPMG indicate an additional 200 spaces could be purchased in the fee subsidy program. At the present time there is no waiting list for fee subsidy spaces. There is a difference between a subsidized space and a regular/fee paying space. The Region of Waterloo only buys fee subsidy spaces on behalf of subsidy eligible families. The Region does not purchase fee paying space nor provide funding to operators based on a cost per space formula. Base operating funding is provided to licensed ELCC programs that enter into an agreement with the Region of Waterloo. In addition annual grant applications are processed to support costs related to repairs and maintenance grants, and minor capital for programs converting space to younger age populations.

The expansion of any licensed ELCC spaces comes with additional financial costs. Expanding fee subsidy spaces by approximately 200 would assume once again that

demand exists. At the present time there is no waiting list for fee subsidy and demand has been somewhat stable for the past two years. In addition expanding subsidized spaces would require an equal or greater expansion of fee based spaces to ensure a normalizing factor for children and operators. The Provincial Schools First Capital program announced in 2015 will provide some capital costs for child care in high demand areas in a collocation model with new schools or expanded schools.

The Region has contributed 100% tax levy dollars over the past 10 years to address service pressures related to special needs support services, child care fee subsidy and the directly operated programs. Any redirection of these funds or significant reduction of 100% tax levy funds will directly impact Provincial funding allocations. Should any 100% Regional tax levy funds be removed from the current Children's Services budget a corresponding reduction in the Provincial utilization grant will be experienced resulting in service pressures. This could result in further erosion and destabilization of the ELCC service system.

Labour Force Considerations

The availability of qualified Registered Early Childhood Educators (RECE) is limited across the Province due to the rapid expansion of full day kindergarten and extended day programs. Creation of additional spaces will require a significant number of staff which may not exist. There is great variability across the sector in working conditions and salaries. The 2015 Salary survey completed for Waterloo Region shows that the average salary of on RECE is slightly over \$17.00 which is just above the margin of a living wage. The RECE's employed by the Region of Waterloo do earn a salary that relates to the value of the work. Loss of these salaries as a benchmark in the community may further hinder the small gains that are being made in compensation for employees in community centres.

Should Council decide to the divest operation of the five Children's Centres there will be some impact on approximately 65 staff. In addition, the possible expansion and then later retraction of the Home Child Care Program would impact an additional 25 full time equivalent staff.

Summary

Given the implications and risks described in the preceding sections, staff would not recommend taking any action on the KPMG recommendations regarding child care.

Potential Resolutions for Council Consideration

Based on the foregoing, Council could choose to take no action regarding these recommendations.

However, should Council wish to pursue these recommendations, possible resolutions for consideration are that:

- (a) "The RMOW direct staff to develop an implementation plan for the closure of the five directly operated centres for Council's consideration. The implementation plan should include an in-depth analysis to determine the approach and costs to replacing the lost child care spaces, and to creating an additional 200 spaces".
- (b) "The RMOW maintain the current approach to the Home Child care program and review it further in 2 years".

Corporate Strategic Plan:

The Service Review is consistent with Focus Area 5.3: Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications:

The Region's cost of the Service Review proposal is approximately \$300,000, which is being funded from the approved 2014 and 2015 budgets.

Other Department Consultations/Concurrence:

The Corporate Leadership Team has been involved in all phases of the Service Review Project and has specifically provided input into the key challenges and considerations for implementation for each of the Top Five opportunities.

Attachments:

Appendix A: Memo from the Inter Municipal IT Collaboration Committee, September 22, 2015.

Prepared By: David Young, Manager, Internal Audit

Approved By: Michael L. Murray, Chief Administrative Officer



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Freddie Pozzebon, Chief Building Official

DEPARTMENT: Engineering and Planning Department

RE: Building Permit Fee Increase 2016

PURPOSE

The purpose of this report is to outline the proposed changes to Schedule “A” of Building by-law 2008-148 and to ask Council to approve the proposed increase of building permit fees. The increase is necessary to allow for sufficient funds for the administration and enforcement of the *Building Code* in 2016.

BACKGROUND

The *Ontario Building Code Act, 1992* requires that permit fees do not exceed “the anticipated reasonable cost to administer and enforce the *Building Code* during building construction that is consistent with the practices in most Ontario municipalities.” Per the *Act* requirements, the City of Sault Ste. Marie Building Division operates on a full cost recovery basis whereby revenues generated from fees are used to offset expenditures.

The building permit fee structure uses a service index charge for each square meter of new or altered floor space. This service index charge covers the cost of administration and enforcement including direct costs such as review of complete and incomplete permit application submissions, the inspections of buildings, and indirect costs such as overhead and support. Similar to past practice, this fee structure is intended to always be revenue neutral. The regulation also includes an enabling provision for a municipality to establish a reserve to offset any fluctuations and/or turns in the economy.

The Building Permit Reserve fund has existed since 2003 and has helped to maintain a revenue neutral fee structure during the impacts of high and low construction activities. Through the past 6 years, the use of the reserve fund has resulted in maintaining a zero to low increase in permit fees while still managing the expected service level.

The use of the reserve fund has also provided for one-time capital expenditures like the current Docu-Share (electronic file retention software), and ultimately provide the necessary training requirements mandated by the *Ontario Building Code Act* for staff.

While the reserve fund has assisted the Building Division in maintaining a revenue neutral fee structure, it has depleted over the last 6 years primarily due to a low annual fee increase while maintaining the expected level of service. In order to cover the anticipated expenses for 2016, the Building Division is faced with implementing increased permit fees by a minimum of 37% for all construction categories.

ANALYSIS

For the year 2015, it has been projected that a contribution of \$416,044 will be used from the remaining \$679,247 in the Building Division's Reserve Fund. The balance of \$263,212, together with an increase of permit fees of 37% will meet the intent of the *Ontario Building Code* as outlined in Article 1.9.1.1 Division C, Part 1. The attached Chart 1 shows the financial status of the year 2015, along with the previous 5 years and an additional 5 year projection to provide a summary of the financial trends the Building Division will likely experience in the coming years. Growth trends and inflation rates have been incorporated in the calculations.

It is projected that in 2016, with the exception of the \$28,000 capital cost for the Docu-Share software, the Building Division will be able to keep its overall expenditures lower than the previous year and simply increase expenditures in the future by the noted rate of inflation..

IMPACT

As indicated in the Engineering and Planning Department's spending review presentation to Council on November 9, 2015, the reserve funds are simply used to cover the operation of the Building Division and maintain expected service levels through sustainable permit fee increases. Based on staff's projected analysis for 2016, if permit fees are not increased by the beginning of January 2016, expenditure costs will exceed reserve levels, resulting in the balance to be withdrawn from the general property tax levy.

In its review of permit fee requirements, the Building Division Budget Committee has reviewed additional options, each of which is detailed below with an accompanying spreadsheet showing the fee increases, their result and potential impact.

Option 1 (Recommended)

Increasing permit fees by 37% would follow the current budgetary strategic plan in place for the Building Division. This means that the Building Division would remain a self-sustaining business unit that would not require funding from the

municipal levy, and therefore this option provides the least impact to the Corporation. See Table #1 attached.

Option 2

The annual rent expense of \$85,000 currently paid by the Building Division to the City would be terminated. This would allow a reduction to the permit fee increase from 37% to 25% across all categories for 2016 and projected increases of 25%, 10%, 2%, 2% respectively over the next four years. However, in this scenario although, the expenditure cost will be met and the reserve fund should build slowly after 2018, this would represent a \$85,000 increase to the general levy each year will need to be considered by Council. See Table #2 attached.

Option 3

A third option would be to phase the increase of permit fees over five years at 16% per year. This will need Council's consideration in funding the cost of expenditures from the levy each year. With the use of the remaining \$263,212 for 2016, there will be a \$122,621 shortage to cover expenditures that will need to be taken from the City levy. This trend will continue with shortages projected for 2017 of \$247,325 and in 2018 of \$165,683. By 2019, the Building Division will no longer depend on funding from the levy.

This option would not be recommended since it imposes the greatest burden on the municipal levy. See Table #3 attached.

The permit fee schedules for the Building Division are designed under the *Ontario Building Code Act 1992* as user fees. Funding the Building Division from the levy, as indicated in Option 2 and 3, would conflict with the Building Division's mandate of administering and enforcing the *Building Code Act*, as a fully cost-recovered and self-funded program.

Additional fixed fees for 2016 have also been added. These will cover costs associated with additional inspections and review time, created by continuing noncompliance issues involving Orders to Comply. Submissions for alternative solutions to the *Ontario Building Code* will also be added as a new fee to cover the costs of staff reviewing additional proposals above and beyond the original permit submissions. This is included in your attachment "Fee Schedule" marked as new.

The minimum fee and designated structures permit fees have not been increased by 37% but rather, have been adjusted appropriately to cover the current service level provided.

Fees associated with the construction of life safety permits, (ie: emergency lighting, fire alarm, sprinkle, standpipe system), have been restructured to better reflect the level of service currently being provided in both plans review and inspection.

An open house was held November 9, 2015 as required by the *Ontario Building Code Act*. Notification was provided in the local paper, City website and through mass email distribution. Individuals who were not able to attend the open house were advised of the proposed changes and were given an opportunity to provide feedback. Information on the new fee structure was presented, along with reasons for the fee change, latest annual fee report, and rationale for changing the projected fees until 2020.

It is worth noting that the public meeting that was held on November 9th, which included this analysis, resulted in positive feedback and a general understanding of the necessary permit fee increase, provided that the level of service remained unchanged.

As requested, a comparison of permit fees for Ontario municipalities of similar size, have been provided indicating average comparisons (attached).

In summary, the changes proposed in Option 1 will further ensure we meet our fiscal responsibility for 2016 and sustainability for future. The Building Division's goal is to have revenue from permit fees meet the anticipated expenditures needed to carry out the appropriate level of service for the enforcement required under the *Ontario Building Code Act*.

STRATEGIC PLAN

This report is not directly linked to the Strategic Plan. However, the proposed changes will ensure an effective, fiscally responsible funding source that is reliable, fair and will allow the Building Division to continue delivery of the requirements under the *Ontario Building Code Act*.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Building Official dated 2015 12 07 regarding the 2016 permit fees to be increased by 37% be received, and that the proposed amendment to Schedule "A" of Building By-law 2008-148 be approved and replaced with By-law 2015-219 authorizing the new 2016 Permit Fees, be enacted beginning January 1, 2016 (schedule attached).

Respectfully submitted,



Freddie Pozzebon, CBCO
Chief Building Official

Recommended for approval



Jerry Dolcetti, RPP
Commissioner

Attach.

Table 1

Option 1 - Permit Fees are increased by 37% for all categories while continuing to provide the expected service level to the permit user and exploring efficiencies in our operations to reduce costs such as the best practice initiative Permit Tracking System and the upcoming DocuShare document management system. Permit increases for subsequent years will be 27% for 2017, 10% for 2018 and 2% each year for 2019 and 2020.		
Building Type	Current Fee Structure 2015	Proposed Fee Structure 2016
Single Family Dwelling	\$14.90 / m ²	\$20.40 / m ²
Office Building	\$13.75 / m ²	\$18.85 / m ²
School	\$18.10 / m ²	\$24.80 / m ²
Industrial	\$8.00 / m ²	\$11.00 / m ²
Minimum Permit Fee	\$75.00	\$90.00
Permit fees for a typical 139 m ² (1,500 ft ²) single family dwelling	139 m ² x \$14.90 = \$2,071.10 Occupancy Permit = \$12.00 Sewer Connection = \$75.00 (Plumbing) 13 x \$10.80 = \$140.40 Total Fee = \$2,298.50	139 m ² x \$20.40 = \$2,835.60 Occupancy Permit = \$16.40 Sewer Connection = \$102.75 (Plumbing) 13 x \$14.80 = \$192.35 Total Fee = \$3,147.10
Permit fees for typical home improvements such as fencing, siding, roofing, pools, and decks	\$75.00	\$90.00
Advantages to the Corporation (PROS)		Liabilities to the Corporation (CONS)
• Current service level is maintained for both plans examinations and inspections • The building division will continue to operate as a self-sustaining business unit that would not require additional funding from the municipal levy • Municipality will continue training staff in order to meet the mandatory provincial requirements • The Municipality will continue to receive revenue from the building division in the form of rent • The proposed increase will lead to a balanced budget for the building division by 2017 • Permit fees are collected as user fee and therefore only those that are using the services of the building division are paying these fees. Increasing the fees by 37% will result in no direct cost being incurred by the municipality		• Contractors and homeowners will pay higher fees to maintain the current service level • Higher permit fees may lead to persons opting to begin construction without the benefit of a permit, however there are penalty fees for those that are found working without a permit

Table 2

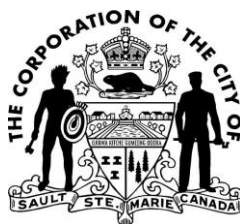
Option 2 - The annual rent that is paid by the building division is removed as an expense and permit fees are increased by 25% for all categories and continuing to provide the expected service level to the permit user while exploring efficiencies in our operations to reduce costs such as the best practice initiative Permit Tracking System and the upcoming DocuShare document management system. Permit increases for subsequent years will be 25% for 2017, 10% for 2018 and 2% each year for 2019 and 2020.		
Building Type	Current Fee Structure 2015	Proposed Fee Structure 2016
Single Family Dwelling	\$14.90 / m ²	\$18.65 / m ²
Office Building	\$13.75 / m ²	\$17.20 / m ²
School	\$18.10 / m ²	\$22.65 / m ²
Industrial	\$8.00 / m ²	\$10.00 / m ²
Minimum Permit Fee	\$75.00	\$90.00
Permit fees for a typical 139 m ² (1,500 ft ²) single family dwelling	139 m ² x \$14.90 = \$2,071.10 Occupancy Permit = \$12.00 Sewer Connection = \$75.00 (Plumbing) 13 x \$10.80 = \$140.40 Total Fee = \$2,298.50	139 m ² x \$18.65 = \$2,592.35 Occupancy Permit = \$15.00 Sewer Connection = \$93.75 (Plumbing) 13 x \$13.50 = \$175.50 Total Fee = \$2,876.60
Permit fees for typical home improvements such as fencing, siding, roofing, pools, and decks	\$75.00	\$90.00
Advantages to the Corporation (PROS)		Liabilities to the Corporation (CONS)
• Current service level is maintained for both plans examinations and inspections • The building division will continue to operate as a self-sustaining business unit that would not require additional funding from the municipal levy • Municipality will continue training staff in order to meet the mandatory provincial requirements • The proposed increase will lead to a balanced budget for the building division by 2018 • Permit fees are collected as user fee and therefore only those that are using the services of the building division are paying these fees. Increasing the fees by 25% will result in no direct cost being incurred by the municipality		• Contractors and homeowners will pay higher fees to maintain the current service level • Higher permit fees may lead to persons opting to begin construction without the benefit of a permit, however there are penalty fees for those that are found working without a permit • The Municipality will no longer receive revenue from the building division in the form of rent and will have to address this shortfall in other ways

Table 3

Option 3 - The increase to the permit fees are phased in over a five year period reducing the initial burden to permit users. The increase would be at a rate of 16% each year through 2020. This option would allow the building division to continue to provide the expected service level to the permit user while exploring efficiencies in our operations to reduce costs such as the best practice initiative Permit Tracking System and the upcoming DocuShare document management system. However, it would require supplemental funding from the municipal levy to balance the budget until 2019.		
Building Type	Current Fee Structure 2015	Proposed Fee Structure 2016
Single Family Dwelling	\$14.90 / m ²	\$17.30 / m ²
Office Building	\$13.75 / m ²	\$15.95 / m ²
School	\$18.10 / m ₂	\$21.00 / m ²
Industrial	\$8.00 / m ²	\$9.30 / m ²
Minimum Permit Fee	\$75.00	\$90.00
Permit fees for a typical 139 m ² (1,500 ft ²) single family dwelling	139 m ² x \$14.90 = \$2,071.10 Occupancy Permit = \$12.00 Sewer Connection = \$75.00 (Plumbing) 13 x \$10.80 = \$140.40 Total Fee = \$2,298.50	139 m ² x \$17.30 = \$2,404.70 Occupancy Permit = \$13.90 Sewer Connection = \$87.00 (Plumbing) 13 x \$12.55 = \$163.15 Total Fee = \$2,668.75
Permit fees for typical home improvements such as fencing, siding, roofing, pools, and decks	\$75.00	\$90.00
Advantages to the Corporation (PROS)		Liabilities to the Corporation (CONS)
• Current service level is maintained for both plans examinations and inspections • Municipality will continue training staff in order to meet the mandatory provincial requirements • The proposed increase will lead to a balanced budget for the building division by 2019		• Increasing the fees by 16% will result in a projected revenue shortfall thru 2018. These funds will be required to be provided from the municipal levy to balance the budget each year • Contractors and homeowners will pay higher fees to maintain the current service level • Higher permit fees may lead to persons opting to begin construction without the benefit of a permit, however there are penalty fees for those that are found working without a permit • The building division will no longer operate as a self-sustaining business unit as mandated by Section 1.9. Part 1 Division C of the Ontario Building Code

Jerry D. Dolcetti, RPP
Commissioner

F.P. Pozzebon, CBCO
Chief Building Official



ENGINEERING & PLANNING DEPARTMENT

Building Division

Tel: (705) 759- 5410
Fax: (705) 541-7165

Building Division revision date 2015-11-24
Passed by Council on 2015-12-07

Schedule "A"

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

$$\text{Permit fee} = \text{SI} \times \text{A}$$

Where SI = Service index for class of proposed work

A = floor area in m² of work involved.

2. A minimum fee of \$90.00 shall be charged for all work or if not described below as a Fixed Fee (FF).
3. For Building Classifications that are not described in sections 5 – 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.
4. Penalties for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the penalty shall be an additional 50%. Where framing has commenced the penalty shall be an additional 100%.

Building Classification

5. New Construction / Alterations and Renovations

Service Index (SI)
\$ x 1m² unless otherwise indicated

Group A – (assembly occupancies)	
School, churches – New Construction	\$24.80
Restaurants – New Construction	\$24.80
All other assembly – New Construction	\$24.80
Alterations and Renovations (includes decks & roof structures)	\$6.85
Air supported structure	\$6.85
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Portable classrooms foundations	\$6.85
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Tents - less than 225m ²	\$90.00
Tents - greater than 225m ²	\$320.00 ff
Window / Door replacement	\$3.85 / opening + \$90.00 ff

Group B - (institutional occupancies)	
All types – New Construction	\$24.80
Alterations and Renovations (includes decks & roof structures)	\$6.85
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group C – (residential occupancies)	
Single Dwelling (SFD, townhouse, semi, duplex) – New Construction	\$20.40
Single Dwelling Modular Units – New Construction	\$17.80
All other multiple units – New Construction	\$16.45
Hotels, motels – New Construction	\$21.90
Alterations and Renovations (includes decks & roof structures)	\$5.50
Balcony repairs	\$90.00 ff + \$6.85 / unit
Basement finishing	\$4.85
Basement new under existing dwelling	\$6.00
Canopy, carport	\$10.00
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Foundation water / damp proofing & tile, pools, fencing, residing, reroofing, decks	\$90.00 ff
Attached garage and accessory buildings	\$4.85
Detached garage	\$4.85
Shed < 25 m2	\$90.00 ff
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group D – (business & personal services occupancies)	
Offices and all others – shell only – New Construction	\$13.70
Interior tenant finishing – New Construction	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group E – (mercantile occupancies)	
Retail store shell, department store, supermarkets, all other Group E – New Construction	\$14.10
Interior tenant finishing	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff

Group F – (industries occupancies)	
Industrial building shell less than 7500 m ² – New Construction	\$11.00
Industrial building shell greater than 7500 m ² – New Construction	\$8.90
Parking garage – New Construction	\$7.00
All other F occupancies – New Construction	\$11.00
Interior tenant finishing	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Farm buildings	\$4.80
Industrial Equipment Foundations	1% of construction value
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
6. Demolition	
Group C – Single Family Dwelling 55 m ² or less	\$90.00 ff
All others	\$205.50 ff
7. Designated Structures OBC Subsection 1.3.1.1.	
Crane runway	\$774.00 ff / structure
Exterior tanks	\$774.00 ff / structure
Outdoor pool and spa	\$25.75
Wind power towers	\$774.00 ff / structure
All other structures	\$356.00 ff / structure
8. Standalone Mechanical	
New ductwork or piping	\$14.80 per diffuser, radiator, or unit
Group C residential Single Family Dwelling (unit and ductwork)	\$150.00 ff
New unit	\$150.00 / unit
Special mechanical system (exhaust hoods, solar panels etc.)	\$321.95 ff
Plumbing & drainage	\$14.80 / fixture
Sewer installation & capping (single residential unit)	\$102.75 ff
Site services (water, sewer servicing for all other buildings)	\$321.95 ff

9. Additional Charges		
Occupancy permit		\$16.40 ff / unit
Conditional permit	10% of applicable building permit fees (\$145.00 ff minimum)	
Change of use permit		\$328.80 ff
Permit renewal/transfer		\$167.70 ff
Moving permit		\$90.00 ff
Re-inspection		\$90.00 ff
Sign permit (as regulated by Sign By-Law 2005-166)		\$95.90 ff each
Portable signs		
2 years		\$82.20 ff
30 days		\$13.70 ff
Sign renewal		\$20.55 ff
<i>Culvert as determined by Pubic Works & Transportation Dept</i>		
Curb or sidewalk depression		\$34.25 ff
Certificate of zoning conformity Single Family Dwelling		\$41.10 ff + HST
Certificate of zoning conformity Other		\$82.20 ff +HST
File Inquiry and plans inquiry Single Family Dwelling		\$41.10/SFD + HST
Other		\$82.20/others + HST
Annual Fee		\$685.00/Year + HST
Removal of work order (By-Law)		\$143.85 ff + HST
Work order appeal (By-Law)		\$143.85 ff
Removal of Order (Building Code)		\$143.85 + HST
Liquor License Application		\$82.20 + HST
Alternative Solution Proposal (per application)		\$500.00 ff

2015 BUILDING PERMIT STATISTICS								
Municipality	Population	Construction Value	Current Fee Scale \$/m ²					
			Reserve Fund	Minimum Fee	Single Family Dwelling	School	Multi Storey Office	Industrial
Aurora	58,124	\$294,124,097	Yes	\$250.00	\$15.00	\$16.00	\$10.25	\$9.25
Caledon	58,000	\$242,365,248	Yes	\$125.00	\$12.60	\$15.60	\$6.40 to \$13.60	\$6.40 to \$8.40
Halton Hills	60,000	\$171,680,000	Yes	\$214.00	\$16.75	\$20.00	\$11.33	\$8.97
New Market	86,000	\$69,352,864	Yes	\$150.59	\$14.50	\$8.88	\$8.66	\$8.66
Northfolk County	63,175	\$90,550,823	Yes	\$75.00	\$13.00 / \$1000.00 Construction Value			
North Bay	64,043	\$44,500,000	Yes	n/a	\$12.92	\$11.20	\$11.19	\$11.19
Sarnia	74,000	\$72,100,000	Yes	\$75.00	\$9.50	\$17.00	\$15.50	\$9.10
Sault Ste. Marie	76,172	\$95,647,170	Yes	\$75.00	\$14.90	\$18.10	\$10.00	\$8.00
Sudbury	160,274	\$344,303,236	Yes	\$108.00	\$13.45	\$14.00	n/a	\$8.61
Thunder Bay	110,000	\$103,354,565	n/a	\$50.00	\$10.00 / \$1000.00 Construction Value			
Timmins	43,165	\$40,000,000	No	\$50.00	\$50.00 + \$11.00 / \$1000.00 Construction Value			
Average	77,541	\$142,543,455		\$117.26	\$13.70	\$13.42	\$9.56	\$7.97

Chart 1

City of Sault Ste Marie

ENGINEERING DEPARTMENT - BUILDING DIVISION - ORIGINAL PROPOSAL 37% INCREASE

	2009	2010	2011	2012	2013	2014	2015	37% Increase	27% Increase	10% Increase	2% Increase	2% Increase
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	2016	2017	2018	2019	2020
								BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TOTAL REVENUE	(\$775,886.52)	(\$1,020,767.41)	(\$1,083,817.88)	(\$592,135.55)	(\$1,063,975.80)	(\$680,529.51)	(\$737,211.67)	(929,735.43)	(1,184,733.36)	(1,308,984.23)	(1,341,664.04)	(1,375,164.11)
						DocuShare		DocuShare		Vehicles		
GRAND TOTAL INDIRECT AND DIRECT COSTS	\$788,494.42	\$1,276,965.07	\$1,022,029.55	\$1,067,425.78	\$1,101,466.92	\$1,175,521.62	\$1,153,256.39	1,174,127.77	1,165,158.11	1,234,532.53	1,205,676.15	1,224,818.95
RESERVE FUNDS BEGINNING OF YEAR	\$1,894,047.71	\$1,881,439.81	\$1,625,242.15	\$1,687,030.48	\$1,211,740.48	\$1,174,249.36	\$679,257.25	\$263,212.53	(\$18,820.19)	(\$38,395.44)	(\$112,847.15)	(\$248,835.04)
TRANSFER FROM (TO) RESERVE FUND	\$12,607.90	256,197.66	(61,788.33)	475,290.00	\$37,491.12	\$494,992.11	\$416,044.72	\$244,392.34	(\$19,575.25)	(\$74,451.71)	(\$135,987.89)	(\$150,345.15)
RESERVE FUNDS END OF YEAR	\$1,881,439.81	\$1,625,242.15	\$1,687,030.48	\$1,211,740.48	\$1,174,249.36	\$679,257.25	\$263,212.53	(\$18,820.19)	(\$38,395.44)	(\$112,847.15)	(\$248,835.04)	(\$399,180.19)

Transfer from reserve fund for 2014 includes the \$72,198.40 Capital Expenditure for DocuShare

Transfer from reserve fund for 2016 includes the \$28,000.00 Capital Expenditure for DocuShare

Transfer from reserve fund for 2018 includes \$50,000.00 Capital Expenditure for vehicle replacement

Projected Revenues are based on 0.5% growth each year

Projected Expenses are based on 1.48% inflation each year



COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor

DEPARTMENT: Legal Department

RE: Acquisition of a Portion of Property Comprising William Merrifield School

PURPOSE

This report seeks Council's approval under Option #2 to not accept an offer made by the Algoma District School Board ("ADSB") for the City to acquire a portion of property located at the William Merrifield School site where the outdoor rink, rink shack and tennis courts are situated (the "Subject Lands").

BACKGROUND

As Council is aware, the ADSB offered the Subject Lands to the City for nominal consideration, with the provision that the facilities located thereon, namely the outdoor rink, rink shack and tennis courts, continue to be operated and maintained by the City and named William Merrifield Park. On October 13, 2015, Council defeated the following Resolution directly related to the issues now before Council:

Resolved that the report of the Commissioner of Community Services dated 2015 10 13 concerning the Effects of William Merrifield School Closure on Adjacent Outdoor Rink and Tennis Courts be received and the recommendation not to accept the offer from the Algoma District School Board to acquire the portion of property at the William Merrifield School site where the outdoor rink, rink shack and tennis courts are situated be approved;

further that staff be directed to work with the developer of the site through the subdivision approval process for the provision of a park to be named William Merrifield Park;

further that the rink at the William Merrifield School location operate this season; and

further that in 2016-17 the Mike Zuke Park rink operate in the place of the rink at the William Merrifield School site.

On October 13, 2015, Council was not asked to authorize the acquisition of the Subject Lands or the replacement costs for the rink shack and tennis courts. The ADSB is interested in moving forward with the sale of the lands comprising the William Merrifield School site and has requested a response to the offer made.

ATTACHMENT

Attached as Schedule “A” to this Report is a copy of the Report of the Commissioner of Community Services dated October 13, 2015 for background information. Relevant City staff was again circulated regarding this matter and the comments remain the same as set out in Schedule “A” hereto.

ANALYSIS

There are two options available to Council, specifically:

1. that Council authorize the acquisition of the Subject Lands. If this option is selected, Staff recommend that Council authorize the necessary replacement costs for the rink shack and tennis courts located on the Subject Lands and further authorize the naming of the Subject Lands the William Merrifield Park; following the acquisition of same; or
2. that Council decline the offer made by the ADSB. If this option is selected, it is recommended that Council direct Staff to work with the developer of the site through the subdivision approval process for the provision of a park to be named William Merrifield Park, and further direct Staff to continue to operate the rink at the William Merrifield School location this winter season and commencing 2016-17 and thereafter, operate the Mike Zuke Park rink in the place of the rink located on the Subject Lands.

For the reasons set out herein and in the Report of the Commissioner of Community Services appended as Schedule “A” hereto, Staff recommends that Council proceed with Option #2 set out above and direct Staff to decline the offer made by the ADSB.

In considering Option #1, it is significant that the ADSB has offered the Subject Lands to the City with the provision that the City continue to operate the rink and tennis courts located on the Subject Lands. The ADSB has also advised that it has received an offer from a local developer interested in developing a new subdivision on the site. As set out in Schedule “A” hereto, given concerns with unsatisfactory buffers, regular maintenance/noise issues and lighting associated with outdoor rinks and tennis courts, staff do not recommend the placement of an outdoor rink and tennis court in the vicinity of a new subdivision. The William

Merrifield School site does not afford the opportunity to have such buffers in place, and therefore the potential for future noise/maintenance issues is real.

There are financial implications with proceeding with Option #1. Specifically, Staff have noted that the rink shack and tennis courts are in a deteriorated condition and must be replaced at an estimated cost of \$100,000.00. This would be a necessary expenditure given that the offer from the ADSB was predicated on the basis that the City continue to maintain and operate the facilities on the Subject Lands. The City would also receive increased tax revenue with the sale of the entire school site property and subsequent development of homes as opposed to a partial development of the site. Furthermore, Staff have identified that the Mike Zuke Park, located approximately three kilometers west of William Merrifield School, could easily be rendered operational and already contains rink lights and a rink shack, without the necessary of incurring the expenses associated with Option #1. Finally, there are ongoing liability issues and maintenance costs with the continued operation of the outdoor rink, rink shack and tennis courts on the Subject Lands.

With respect to Option #2, Staff note that the ADSB and developer are content with having the William Merrifield rink continue to operate on the Subject Lands for this season, with the relocation to occur for the 2016-17 season. Furthermore, Option #2 would afford the opportunity for green space (park) to be identified through the subdivision approval process and such new space is recommended to be named William Merrifield Park. This would reflect the ADSB and Merrifield family wishes to keep the name within the community.

IMPACT

In the event that Council proceeds with Option #1, the ADSB would essentially be donating the Subject Lands to the City and therefore the consideration and any costs related to the transfer of lands would be nominal. However, the costs to replace the rink shack and tennis courts are estimated to be \$100,000 and the City will forego potential increased property tax revenue. In the event that Council proceeds with Option #2, the Mike Zuke Park rink could be rendered operational with nominal expense and the City would also receive increased tax revenue from the sale and development of the entire William Merrifield School property.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council approve Option # 2 as follows:

Resolved that the report of the Assistant City Solicitor dated December 7, 2015 concerning the Acquisition of a Portion of Property Comprising William Merrifield

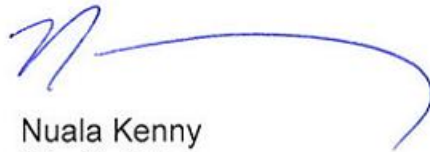
School be received and the recommendations that Council direct the Legal Department to decline the offer made by the Algoma District School Board to acquire the portion of property at the William Merrifield School site, and further direct appropriate City Staff to work with the developer of the site through the subdivision approval process for the provision of a park to be named William Merrifield Park, and further direct appropriate City Staff to operate the rink at the William Merrifield School location this season and in 2016-17 have the Mike Zuke Park rink operated in its place, be approved.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor

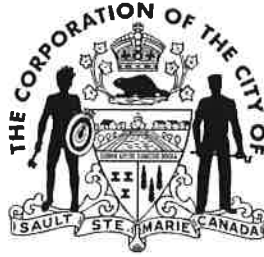
Recommended for approval,



Nuala Kenny
City Solicitor

MBS/da

Schedule "A"



COUNCIL REPORT

October 13, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nicholas J. Apostle, Commissioner of Community Services
DEPARTMENT: Community Services Department
RE: Effects of William Merrifield School Closure on Adjacent

PURPOSE

The purpose of this report is to advise Council on how the closure of William Merrifield School closure affects the outdoor rink and tennis courts that are adjacent to the school.

BACKGROUND

William Merrifield Public School is located on Estelle St. in the City's west end. An aerial view of the area is attached.

At the time the school was built it was common practice for the City, in conjunction with the Algoma District School Board (ADSB), to develop recreation facilities/amenities adjacent to the school, on ADSB property. In the case of William Merrifield Public School, tennis courts, an outdoor rink and rink shack, and playground equipment were provided, maintained, and operated by the City.

The school recently closed. This past summer it was advertised for sale and subsequently an offer was received from a local developer. One option being explored is a new subdivision on the site.

The ADSB contacted the City and offered the portion of property where the rink and tennis courts are located with the provision that these facilities would continue to be operated and maintained by the City and named William Merrifield Park.

At the request of ADSB staff, a meeting, to review the offer to the City, was held on September 21, 2015 that included City staff (Planning, Legal, PWT, and CSD).

ANALYSIS

City staff's review of the offer consisted of the following:

1. The rink shack and tennis courts are in a deteriorated condition and have been identified to be replaced. The replacement cost is estimated to be \$100,000.
2. There are four City operated outdoor ice rinks and they are strategically located throughout the City. Anna McCrea rink in the east end, Esposito rink in the city centre, and William Merrifield in the west end. The fourth rink is the Art Jennings Oval, located at Queen Elizabeth Sports Complex.
3. The William Merrifield ice rink is well used.
4. In a site plan for a new subdivision, staff would not recommend an outdoor rink or tennis courts to be built unless there were sufficient buffers in place. The William Merrifield School site does not have such buffers in place.
5. Rink lights, at any proposed subdivision for the William Merrifield School property, would shine onto neighbouring properties causing an inconvenience.
6. Maintenance on the ice rink occurs in the early morning and is disturbing to neighbours.
7. The existing outdoor rink and tennis courts border Henrietta Street. This area is well suited to the construction of new homes resulting in an increase in the tax base.
8. The configuration of the ADSB property is such that there are areas that are better suited to a neighbourhood park development.
9. The ice rink could easily be relocated to Mike Zuke Park (see attached map for the location). An outdoor rink was previously operated at this park. The rink lights and rink shack are still in place and operational.
10. Mike Zuke Park is named after the local hockey legend that helped develop many young hockey players. He is also a member of the Sault Ste. Marie Hockey Hall of Fame.
11. Mike Zuke Park is approximately three kilometers west of William Merrifield School.
12. The tennis courts are used for various activities including tennis.
13. The approach that staff recommends for the proposed new sub-division on the William Merrifield School property is that green space (park) be identified through subdivision approval process. Further, once the subdivision is occupied, meetings with residents will need to take place to develop the components of the green space. Any new space is recommended to be named William Merrifield Park which would reflect the ABSB and Merrifield family's wishes to keep the name within the community.
14. The William Merrifield rink would continue to operate for the 2015-16 season without effecting the development of the property. This did not pose a concern to both the ADSB prior to a sale of the property nor the Developer following the sale of the property.

IMPACT

The cost to replace the William Merrifield rink shack and tennis courts is estimated to be \$100,000.

There will be a cost to implement playground equipment in the new sub-division. The funds could be allocated from 5% Sub-Dividers Reserve Fund.

The sale of the William Merrifield School property and subsequent development of homes on the site will provide an increase in tax revenue to the City from a property that is currently exempt as a school.

STRATEGIC PLAN

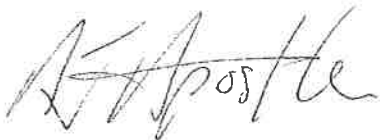
This matter is not specifically addressed in the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Community Services dated October 26, 2015, concerning the Effects of William Merrifield School Closure on Adjacent Outdoor Rink and Tennis Courts be accepted and that the recommendation to not accept the offer from the Algoma District School Board to acquire the portion of property, at the William Merrifield School site, where the outdoor rink, rink shack and tennis courts are situated, and further to work with the developer of the site, through the subdivision approval process, for the provision of a park to be named William Merrifield Park, and also that the rink at the William Merrifield School location operate this season and in 2016-17 have the Mike Zuke Park rink operate in its place, be approved.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'N. Apostle'.

Nicholas J. Apostle, Commissioner,
Community Services Department

Malcolm White

From: 7059894238@txt.bell.ca
Sent: Monday, December 07, 2015 12:56 PM
To: Malcolm White







This message was sent from a Bell mobile phone.





COUNCIL REPORT

December 7, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Susan Hamilton Beach, Deputy Commissioner, PWT
DEPARTMENT: Public Works and Transportation Department
RE: Flashing Lights at Intersections

PURPOSE

The purpose of this report is to provide Council with information respecting flashing lights at intersections. Staff recommend receipt of this information and seek approval to remove the traffic signals at Wallace Terrace and Goulais Avenue.

BACKGROUND

This report has been prepared in response to the Council resolution dated March 9, 2015, which reads as follows:

"Whereas the Transportation Master Plan included public responses to a survey completed by nearly 1,100 residents; and

Whereas the public response to those surveys indicated a desire from residents to have flashing red and amber lights at intersections; and

Whereas there is less traffic on the City streets between 11 p.m. and 6 a.m. relative to peak travel times; and

Whereas it would be impractical to commence using red flashing lights at a large number of controlled intersections within the City without determining the feasibility of using red flashing lights in a more limited area; and

Whereas to determine if red flashing lights at a large number of controlled intersections within the City is a feasible option, the City traffic division can commence a pilot project in a limited area of town, and report back to City Council on the results of said pilot project in 24 months;

Now Therefore Be It Resolved that the Traffic Division of the Public Works and Transportation Department be requested to advise City Council of:

1. *The cost associated with implementing red and amber flashing lights, commencing at 11 p.m. and ending at 6 a.m., at the intersections of: Wellington Street West and Lyons Avenue, Lyons Avenue and Patrick Street, Korah Road and Wallace Terrace and Wallace Terrace and Goulais Avenue with the amber flashing light being given to east and westbound traffic on Wallace Terrace/Lyons Avenue/Wellington Street West, and the red flashing light being given to all intersecting streets; and*
2. *Whether the traffic volume of the said intersections, between 11 p.m. and 6 a.m., is below the threshold mandated by the Province of Ontario to allow for red-flashing lights, that being, 200 vehicles per hour; and*
3. *What the level of pedestrian traffic is at the said intersections between 11 p.m. and 6 a.m.;*
4. *What other considerations Council should examine in determining whether to implement such a pilot project; and*
5. *What accident levels have been at these intersections in the past 24 months.”*

As stated in the resolution, the suggestion has been made by the general public to utilize late night flash operation as a practice at intersections with low volumes. This practice involves converting the normal traffic signal operations to a yellow flashing light on the major road indicating to the driver to exercise caution while a red flashing light is used on the minor road requiring the driver to stop and proceed through the intersection only when safe to do so. A red flasher may be used at both the major and minor road depending on conditions, as well.

Several intersections were identified as the study area with the data collected throughout the summer months and presented below in Table No. 1. The volumes indicate the traffic count from 11pm to 6 am on the evening being studied.

Table No. 1 – Volume Data Collected 2015

Intersection	Major Street		Minor Street		Collisions (Past 24 months)	Pedestrians Count
	Volume	Hourly Avg.	Volume	Hourly Avg.		
Wellington St West (major) and Lyons Ave (minor)	1015	145	143	20	10	18
Lyons Ave (major) and Patrick St (minor)	581	83	117	16	11	24

Wallace Terrace (major) and Korah Rd (minor)	495	70	115	16	4	3
Wallace Terrace (major) and Goulais Ave (minor)	311	44	334	47	6	33

Reference has been made to several research papers and documents including the paper entitled “*Guidelines for Operating Traffic Signals during Low-Volume Conditions*” by Ahmed Abdelghany, Ph.D. and Billy Connor, P. E. of the University of Alaska Fairbanks. The Guidelines and Recommendations section of this paper begins with the following statement “Based on the findings of the literature review, it could be concluded that flashing traffic signals are not generally safe, and in most cases, accident rates tend to increase when they are implemented.

This paper outlines the main guidelines that should be considered when implementing flashing signal operation, a summary of such is presented below:

1. “A public education program needs to be implemented regarding flashing traffic signals.
2. Start and end times for intersection(s) using flashing lights need to be consistent and consider the closing of night clubs, bars etc.;
3. Sight distances need to be studied;
4. Approach speed needs to be considered especially with the implementation of yellow/red flashing signals;
5. Consideration of the number of lanes on the major road;
6. Traffic volume is the main factor to consider;
7. Advisory signs should be posted; and
8. Accident patterns (type, rate and frequency) at the intersection which flashing signal operation is implemented must be tracked and studied carefully.”

It should be noted that many more research papers were available for areas that are ceasing this practice for “while late night flash operations saves electricity costs and reduces delay to drivers, it gives drivers the responsibility of looking for other traffic, and errors can happen. Removing such operations may cost drivers a little more time in some cases, but will improve safety.” This statement is made in a paper entitled *HSRC researchers study safety effects of traffic signal cost-saving measures* by the University of Carolina Highway Safety Research Center (‘HSRC’).

There are several communities throughout Ontario that indicate on their web-site that this practice is not used within their City as “studies indicate the collision rate

increases by as much as 300% when this type of operation is used.” (Windsor, Chatham-Kent).

ANALYSIS

The Ontario Traffic Manual (‘OTM’), Book 12 speaks to the use of traffic signals in flashing operation. It states, “Planned flashing operation for signalized intersections may be advantageous to traffic flow under some specific and limited conditions.”

The OTM continues with the following: “Caution should be used in the application of planned flashing signal operation. It should only be used if:

- Sidestreet traffic is very light (less than 200 vph combined for both directions);
- The traffic signals operate fixed time (ie. no side street vehicular or pedestrian actuation);
- The planned flash mode is amber flash for the main street and red flash for the side street;
- There is no emergency vehicle pre-emption capability;
- Pedestrian volumes crossing the main street during planned flashing period are very light; and
- The major roadway is not channelized and has no more than four lanes.

Evaluating three of the intersections with the criteria provided by OTM Book 12 results in the conclusion that planned flashing signal operation should not be used at those locations.

Table No. 2 – OTM Criteria Evaluation

Intersection	Criteria not met/Concerns
Wellington St West and Lyons Ave	- Pedestrian actuation - Channelization (on minor road)
Lyons Ave and Patrick St	- Pedestrian actuation - Channelization (on minor road)
Wallace Terrace and Korah Rd	- Emergency vehicle pre-emption (on both major and minor road)

The fourth intersection for analysis is Wallace Terrace and Goulais Avenue. Several years prior to this study being conducted, a signal warrant was completed. At that time, the signals were not warranted at this intersection. As part of this study another signal warrant was conducted and once again the results confirmed that the signals at Wallace Terrace and Goulais Avenue are no longer warranted. As Council is well aware, when a street is selected for upgrade

in Engineering's Capital Works program, if there are signals at any intersections within the scope of work, a warrant study is conducted. For the 2015 construction season, the results of the warrant studies have brought about the elimination of signals at two intersections along Huron Street - Cathcart Street and at Albert Street West. If Council so chooses, the above ground infrastructure at Goulais Avenue and Wallace Terrace could be removed by PWT leaving the underground infrastructure in place. Stop control would be implemented on Goulais Avenue at Wallace Terrace once adequate sight lines are confirmed.

IMPACT

Based on the data collected and material reviewed, Staff is of the opinion that there is a well-documented increase in liability with the implementation of late night flashing practice as collisions typically increase. PWT staff, as well as the Legal Department after consultation with our Insurer, is of the opinion that this increased risk does not offset the benefit of potential savings of energy and time. An increase in collisions will result in an increase in our insurance premiums.

Council may choose to eliminate the signals at Wallace Terrace and Goulais Avenue. This change will save on the maintenance and operational costs associated with the signals.

STRATEGIC PLAN

The recommendations of this request are not linked to any activity of the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated December 7, 2015 concerning the practice of late night flashing lights at intersections be accepted as information; further that PWT staff be authorized to remove all aboveground traffic signals infrastructure at Wallace Terrace and Goulais Avenue; and that the Legal Department be authorized to amend the Traffic By-law to reflect this change at a later meeting of Council.

Respectfully submitted,

Recommended for approval,

Susan Hamilton Beach, P. Eng.
Deputy Commissioner, PWT

Larry Girardi
Commissioner



SAULT STE. MARIE POLICE SERVICE

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November 12, 2015

Mayor C. Provenzano and Members of City Council
City of Sault Ste. Marie
Civic Centre, 99 Foster Drive
Sault Ste. Marie ON P6A 5X6

Dear Mayor Provenzano and Councillors:

Re: Business Plan - Results Year Two

Attached for the information of City Council is the *Year Two Results* document of the Sault Ste. Marie Police Service's Three Year Business Plan (2013 - 2015) as per the protocol agreement between Council and the Sault Ste. Marie Police Service with respect to the sharing of information. I am pleased to advise Council that we are on target to achieve all of our goals within the three-year period.

The business plan is an important tool in measuring the performance of the Police Service in areas of community safety, crime prevention, and crime solvency rates. It also provides the foundation used by the Police Services Board to establish the annual Police budget.

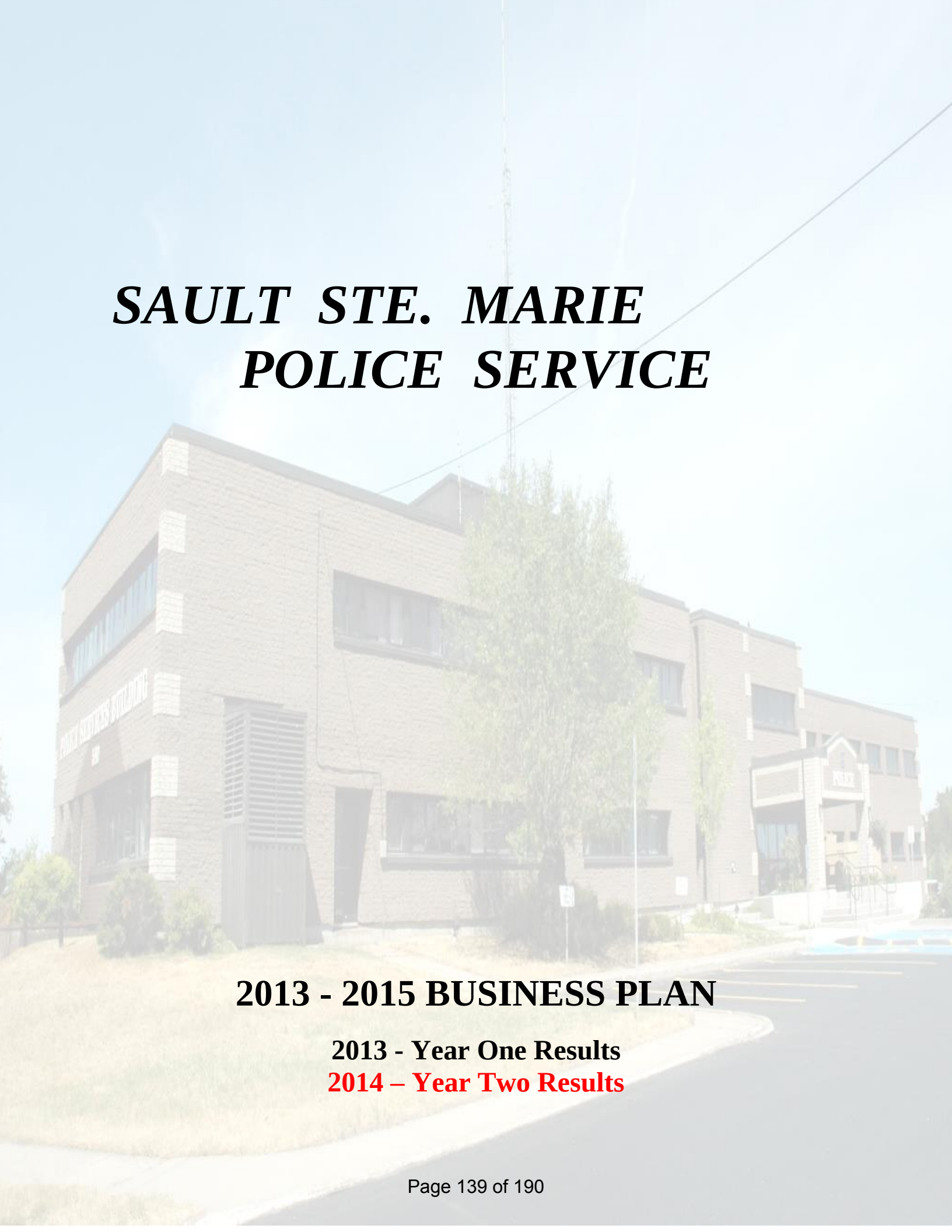
Through strategic planning and the commitment of the dedicated men and women who provide frontline policing, Sault Ste. Marie and Prince Township will continue to be one of the safest communities in the country.

Yours truly,

Robert A. Keetch
Chief of Police

RAK:ah

Attachment



SAULT STE. MARIE POLICE SERVICE

2013 - 2015 BUSINESS PLAN

2013 - Year One Results

2014 – Year Two Results

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COMMUNITY-BASED CRIME PREVENTION

Accountability: Deputy Chief of Police

Goal:

To enhance public safety through divisional policing and working with community agencies consistent with Ontario's Mobilization and Engagement Model of Community Policing.

Objectives:

1. Continue to work towards crime reduction through crime prevention, crime analysis, and problem-oriented initiatives.

Performance Indicators:

- a) *increase community awareness of crime prevention strategies;*

In 2013, more news releases with crime prevention tips were released. News releases included locations of thefts from vehicles and break and enters. Crime prevention tips were included in releases on several occasions. Fraud tips were also released when calls for service warranted it.

In 2014, there was an increase in fraud related releases due to a working relationship where the fraud officer would advise the media officer of new issues/concerns that he was receiving. Between April to December 2014, 24 persons were arrested from Wanted Wednesday tips through Crime Stoppers.

- b) *crime prevention initiatives and results tracked;*

55 presentations were completed in 2013 by the Community Relations and Crime Prevention Bureau. One example was a presentation to pharmacies following a robbery incident. Officers also attended at several businesses as well as City Hall to address robbery and security concerns and made recommendations. Several businesses also received crime prevention "walk-throughs" and suggestions to how to reduce incidents of crime. Officers attended visited Station Mall during the holiday season to warn shoppers about the risk of leaving parcels in vehicles at Christmas--first time this has been done by our Service. Several workplace safety presentations were also conducted.

94 presentations were completed in 2014 by the Community Relations and Crime Prevention Bureau. Officers conducted safety walk-throughs and provided safety tips to twelve different organizations and agencies. Officers visited the Station Mall during the holiday season to warn shoppers about the risk of leaving parcels in vehicles at Christmas—second year in a row for doing this. Officers also had the opportunity to share other crime prevention tips while doing this. Our Service also joined with Local2 and taped monthly crime prevention videos entitled "Safe in the Sault". In addition to them airing on Local2, they were also posted and shared on Twitter and the Service's Facebook page.

- c) *decrease in the number of social disorder complaints;*

Complaints began to be tracked in 2013 so that a baseline can be created to determine results in successive years.

Generally in 2014 Sault Ste. Marie and Prince Township saw a dramatic reduction in the number of violent crimes reported to the Service. The Sault Ste Marie Police Service led the opening of the Neighbourhood Resource Centre on Gore Street. These concentrated and collaborative efforts targeted the root causes of crime and disorder in this area.

Overall the catchment area of the NRC saw a 4% decrease in the number of calls for service. This includes a 16% reduction in property crimes; a 3.8% reduction in calls relating to social disorder; and a 26.7% decrease in the amount of violent crime.

This area also saw an increase 77 % increase in drug offences. These crimes are captured within the total for social disorder. The reason for the dramatic increase was a very successful targeted drug project in 2014 – Project “RENO” which targeted known drug dealers in this area.

There was also a 70% decrease in the number of missing persons reported. It is believed this is as a result of collaborations with the Children’s Aid Society and Summit Human Services in the means that missing children are reported to the Service.

2. Development of a mobilization and engagement strategy.

Performance Indicator:

- a) *implementation of a mobilization strategy and expansion our network of community and crime prevention partners;*

In 2013, we moved forward to build on both the O.A.C.P. “A Framework for Action” Crime Prevention Model and their “Community Mobilization and Engagement” Community Policing Model by conducting an in-depth analysis of calls for service which supported the full implementation of the model and the corresponding strategies. Dovetailing on the findings of the *Downtown Dialogue in Action* study, the Gore / Albert Street neighbourhood was identified as the site to establish a Neighbourhood Resource Centre. It is set to open in the spring of 2014.

3. Educate residents, community organizations, and businesses regarding crime prevention.

Performance Indicators:

- a) *continue with identified crime prevention programs and information on the Sault Ste. Marie Police Service’s website;*

In 2013, news releases were posted on media and social media websites related to thefts from vehicles, break and enters, etc. Updates were added to the Service’s website throughout 2014 and the video produced by the International Association of Chiefs of Police on the Sault Ste. Marie Police Service was available through IACP TV, YouTube, and Twitter.

- b) *increase community awareness of crime prevention strategies through increased media releases and other initiatives;*

In 2013, we continued to post and remind the public about leaving valuables in vehicles; attended at the Station Mall on two occasions prior to Christmas to promote the “Lock it or Lose it” campaign; attended at several businesses for crime prevention sessions; prepared and provided break and enter pamphlets for Investigation Services for a break and enter project for both business and residential information.



Crime Prevention Videos were completed with Local 2 in 2014 including:

- Tips to Reduce Your Chances of a Break and Enter
- Be Alert for School Buses and Crossing Guards
- General Safety Tips While Out and About

Twitter and Facebook: As of January 5, 2014 1,561 people liked our Face Book page. On December 31st the number was 2,668. This is an increase of 1,107 people. In

addition the number of persons viewing our postings for the daily news items increased from below 100 to closer to 200 on a regular basis.

In 2014, followers on Twitter increased, topping 2,000. Two of our most popular tweets related to a special public lighting event in the downtown core in October and a visit by Santa in December involving officers from Community Relations and Crime Prevention Bureau.

- c) *maintain and/or increase the number of public displays and presentations to community organizations and businesses;*
55 presentations in 2013 were done by the officers in Community Relations and Crime Prevention Bureau. This included drug presentations, a robbery prevention session to local pharmacies, and robbery prevention was provided to various businesses including onsite visits with assessments. Tours are also included in this number. In 2014 officers in this unit increased presentations from 55 in 2013 to 92. This included drug presentations, a robbery prevention session, work place safety presentations, Internet safety presentations, Police week, and the PARTY Program to name a few. Tours were also included in this number.

COMMUNITY SATISFACTION

Accountability: Deputy Chief of Police

Goal:

To ensure community satisfaction, confidence, and support.

Objectives:

1. Utilize the website and social media for timely ongoing dialogue between our Service and the community.

Performance Indicators:

- a) *ability to inform the public regarding ongoing policing activities;*
Face Book and Twitter were utilized to showcase the non-enforcement side of policing: pictures and stories from Ottawa Safety Patrollers' trip; "dress as a cop" photos for Police Week; tweeted and used Face Book to promote Kidz Summerfest, Rotary and Santa Claus Parades as well as road closures, Y.I.P.I. students at the Soup Kitchen, back to schools, school breaks, etc. The Neighbourhood Resource Centre on Gore Street was opened in 2014. The number of followers for the Service on Twitter has doubled on the @Sault Police account in one year and the numbers on Facebook are continuing to climb. We are seeing more interaction occurring in conversations with the public on these sites as well.

In addition in August of 2014 the Service had a "Tweet-a-thon" over an eight hour period from 6 pm to 3 am. Calls for service were tweeted about and added onto Facebook thereby giving the public an opportunity to see what took place during a shift. The response was very favourable from the public.

- b) *ability for the Service to deploy resources which address concerns expressed by the public;*
Used social media via Twitter and Face Book to advise results of RIDE programs, posted road and weather conditions, informed public of traffic related campaigns such as RIDE, school bus enforcement, winter driving, etc. **In 2014, information related to road closures was also added.**
 - c) *annual meeting with professional media to discuss relationships;*
Meeting held in June combined with a tour of Local 2. Subjects for discussion included partnership for education. **In 2014, a meeting was held in November by Chief Keetch with all the media.**
2. Ensure public complaints and general concerns are dealt with in a timely and professional manner.

Performance Indicators:

- a) *number of public complaints and resolutions to complaints;*
18 OIPRD complaints were lodged (13 conduct / 5 service complaints). OIPRD did not proceed with 10 complaints. Two allegations of less serious misconduct were substantiated (eg. failure to make proper notes in both investigations). Other investigations of misconduct were deemed to be unsubstantiated or the complainant withdrew their complaint.
During 2014 a total of 16 public complaints were made through the OIPRD. Of the 16 complaints, the OIPRD determined that 12 of those complaints were either frivolous or not in the public interest to continue to investigation.
Of the remaining 4 complaints, 3 were investigated and determined to be unsubstantiated (meaning no misconduct or concerns were discovered). One complaint was withdrawn at the request of the complainant.
 - b) *track and respond to citizens' safety and disorder concerns;*
All questions and concerns received through the Service's social media mediums (eg. website and Face Book) received a response and were forwarded to the appropriate area of the Service to handle.

2014 saw 53 messages and questions were sent directly to the Service's Face Book page with questions. 10 messages were sent directly to officers on Twitter. Two public complaint inquiries were received on Face Book and sent to Professional Standards.

In addition many interactions took place with the community regarding events the Service was involved in such as the Kids Summer Safety Festival, Project Blue Light, Shop with a Cop, etc.
 - c) *timely resolve to employee performance concerns;*
While formal complaints were dealt with through the OIPRD, all other work-related concerns were dealt with in an informal process.
3. Improve customer service.

Performance Indicator:

- a) *Customer service training program for civilians and police.*
Each year our annual in-service training includes a component on customer service.

YOUTH CRIME

Accountability: Deputy Chief of Police

Goal:

To enhance youth and police relations and impact youth crime through education, crime prevention, enforcement, and relationship building.

Objectives:

1. Engage in partnerships and programs that integrate youth and community.

Performance Indicators:

- a) *number of new and existing youth initiatives including Youth in Policing Initiative (Y.I.P.I.), Best Start Network, Best for Kids Summer Program, etc.;*
Community Relations and Crime Prevention officers continued to facilitate these programs and work within the schools.

In 2014 officers from the Community Relations and Crime Prevention Bureau conducted 92 separate presentations involving a variety of safety and crime prevention programs to school-aged children throughout the city. This is in addition to conducting the Values, Influences, and Peers Program for elementary school students, participating in Project ABCD (Action for Building a Community that is Drug free), Earn a Bike Program, PARTY Program, and Kidz Summer Festival.

- b) *clearance rates above the national average;*
According to Statistics Canada, national statistics reveal a slow but steady decline in virtually all youth court cases (source: Juristat #85-002-x, 2013). Locally we experienced a 7.3% decrease in criminal incidents involving young offenders. In 2014, we experienced a 16.7% decrease in criminal incidents involving young offenders.

- c) *collaborate with local agencies (eg. Children's Aid Society) to reduce youth crime and increase the number of meetings/initiatives;*

Ongoing - officers from the Community Relations and Crime Prevention Bureau continued to work with these local agencies and to also provide presentations to foster parents.

Starting in 2014 the Sault Ste. Marie Police Service led community mobilization and engagement efforts in partnerships with service providers and neighbourhood residents. A plan was developed to establish a multi-service centre with the Gore Street neighbourhood. Since the inception of the "Neighbourhood Resource Centre", partnerships have grown to in excess of thirty agencies and also within the surrounding citizenry. The NRC now offers all types of social services including an onsite medical clinic and dental services as well as streamlined access to various counselling and support agencies. The NRC also operates a case management table with the participating agencies.

In the fall of 2014 the Sault Ste. Marie Police Service sought to establish the Rapid Response Situation Table. This is a collaborative group of agencies that meet twice week to review cases that involve persons, places, or groups of people who are acutely at risk of harm. It is expected that this table will become operational early in 2015. This group

is expected to directly reduce harm in our community thereby reducing the number of people requiring crisis or emergency care.

2. Reduce youth crime and address the community's concerns with youth issues through ongoing education and awareness regarding drugs, drinking and driving, and Internet safety.

Performance Indicators:

- a) *ensure the VIP (Values, Influences, and Peers) Program for all Grade 6 classes in the community is modified to include current issues and trends related to youth involvement in crime;*

This is ongoing annually. All schools received an adjusted program to include topics such as graffiti, chewing and smokeless tobacco.

Officers from the Community Relations and Crime Prevention Bureau continued to conduct a combination of 92 presentations, tours, and attend public events in 2014. Officers also conducted approximately 100 (or three per school) conflict resolution / bullying sessions with Grades 3, 4, and 5.

3. Educate, promote, practice, zero tolerance towards bullying, harassment, intimidation among youth.

Performance Indicator:

- a) *utilize Keeping Kids Safe website, Community Services' officers, enforcement initiatives, and Face book;*

Ongoing. Additionally Twitter has now been added for education purposes.

Officers from the Technological Crime Unit conducted three presentations on Internet bullying, harassment, etc. Officers from the Community Relations and Crime Prevention Bureau provided 32 full one and a half hour class lectures to local schools.

February 26 was "pink shirt day" and photos of our officers from Community Relations and Crime Prevention were posted on Face Book to support this anti-bullying initiative with overwhelming results in the number of "likes" by those who viewed the site.



- b) *address bullying issues with our local school boards;*

Ongoing. Officers met regularly with schools and some presentations in partnership with the school boards were modified as a result.

Officers from Community Relations and Crime Prevention Bureau attended quarterly meetings with school boards as well as with school principals for each board. Three presentations were conducted by the High School Liaison Officers on Internet bullying to two high schools.

COMMUNITY PATROLS

Accountability: Inspector, Patrol Services

Goals:

Enhance public safety and security.
Strengthen community partnerships.
Improve the effectiveness of Patrol Services.
Address road safety.
Improve emergency calls for service.

Objectives:

1. Provide a safe and secure community through highly visible, approachable, and proactive policing initiatives.

Performance Indicator:

- a) *maintain dedicated policing model in each of the four policing divisions;*
In 2013 we continued to follow the Divisional Policing Model as started in 2010 that has dedicated officers assigned to each of the four patrol divisions. **Continued in 2014.**

Our Service has been a contributing partner in the development of the Rapid Response Situation Table (RRST) that was created and developed in 2014. It will be operational in 2015 for Sault Ste. Marie and the surrounding area and implement processes of collaborative care that support community health and safety.

The **Rapid Response Situation Table (RRST)** is a Sault Ste. Marie community partnership representing key sectors in the human services system. Organizations have come together around a common need and desire to build multi-sectorial and collaborative mechanisms for responding to situations of acutely elevated risk. The clear definition of acutely elevated risk is a critical component of the RRST model. The discussion focuses on the identification of situations of acutely elevated risk and the planning of timely (typically within 24 or 48 hours), coordinated and collaborative responses to those situations. RRST has defined a process to identify the factors placing individuals, families, groups or places at immediate and acutely elevated risk and initiate a coordinated collaborative intervention in an attempt to reduce or mitigate the acutely elevated risk.

SSM RRST partners include:

Algoma District School Board (ADSB)
Algoma Family Services (AFS)
Algoma Public Health (APH)
Batchewana First Nations
Canadian Mental Health Association (CMHA)
City of Sault Ste. Marie
City of Sault Ste. Marie, Social Services (Ontario Housing) Department
Children's Aid Society of Algoma (CAS)
Community Care Access Center (CCAC)
Community Living Algoma (CLA)
Huron Superior Catholic District School Board (HSCDSB)
Indian Friendship Centre

Ontario Provincial Police (OPP)
Sault Area Hospital (SAH)
Sault College of Applied Arts & Technology
Victim Services of Algoma
Women in Crisis (WIC)

- b) *augment bicycle and foot patrols including increased police presence on seasonal trails, walkways, etc. (eg. Hub Trail, snowmobile);*
We responded to Hub Trail requests particularly with bear sightings. Bicycle patrols were increased. A meeting with the Downtown Association showed the positive effective of a police presence both on bike and foot in the downtown area. We continued with a dedicated officer per platoon trained to operate police snow machines. We paired with the O.P.P. to conduct joint patrols including the R.I.D.E. Program. **This continued in 2014 as staffing and workload permitted.**

2. Maintain sufficient community patrols to ensure reliable access to police services.

Performance Indicators:

- a) *enhance knowledge, awareness, and provide orientation to the concepts of community policing both internally and externally using accepted problem-solving models (eg. Scanning, Analysis, Response, and Assessment [SARA]);*
We continued with orientation and the application of contemporary problem methods utilizing a scan, analyze, respond and assess (SARA) approach to identified concerns using the respective divisional officer (eg. habitual noisy complaints, barking dogs, disorderly conduct in parks, etc.) **Training was delivered in the spring 2014 to officers assigned to Patrol Division 2 during implementation of the Neighborhood Resource Center Community Mobilization Project on Gore Street.**

In June 2014 the Sault Ste. Marie Police Service welcomed Chief Robert Keetch to the Service. He quickly conducted numerous presentations both internally and externally promoting the Community Mobilization and Engagement model of policing, and Community Safety and Wellbeing Planning. Externally these presentations were made to all community service providers in our community and to City Council in September 2014.

- b) *provide all members with sufficient quality resources, training, and equipment to perform their specific job functions (eg. handheld recorders);*
In 2013 we continued to ensure that all officers received the necessary training and that we met or exceeded the minimum standards set by provincial policing standards. As a pilot project, one platoon was issued with hand held digital recording devices to augment the quality of statements and more importantly to mitigate potential to re-victimize complainants particularly in sexual assault, domestic violence type incidents. **In 2014, a number of video cameras were issued to officers as part of a pilot project. A voice-to-text dictation system was implemented.**

- c) *establish protocol/MOU with the Sault Area Hospital regarding Mental Health Act patient wait times and alternate service delivery model for mental health and all individuals with health problems that come into contact with police;*
Meetings with police personnel and both SAH Crisis and Emergency Department managers and physicians were held to address officer wait-times as guided by Provincial Human Services and the Justice Coordinating Committee "Ontario Police-Emergency Department Protocols" document. Approximately 300 apprehensions in 2013 averaged

wait times of approximately 1 hour 20 minutes. This continued in 2014 under the guidance of the Deputy Chief of Police.

3. Increase the amount of general directed patrol time within patrol areas.

Performance Indicators:

- a) *evaluate and address the effective use of discretionary patrol time;*
Patrol Supervisors received additional training around the availability of different Management Information Systems available to them including “Unit History” capabilities through RMS. A pilot project was implemented in 2014 with Patrol Supervisors to track daily workloads through Niche RMS. However, in September 2014 the Sault Ste. Marie Police Service created a new position focused on crime analysis. Since this time a thorough analysis of the Patrol Services Division workload was undertaken. This information will be used to form long-term strategic deploying of resources. This is an ongoing process that will continue into 2015. It is expected that that this first report on the workload for patrol officers together with subsequent reports will greatly enhance the Service’s efficiency and better direct the Service towards an intelligence led risk focused Police Service.
- b) *create a more comprehensive reporting format for daily patrol activities;*
Work continued on developing an electronic “daily report” to be less cumbersome and more application than the hard copy hand written dailies generated annually from previous years.

In latter 2014 the new crime analysis position began to publish daily on dispatched calls for service. This process along with other efforts identified significant issues with “data integrity”. The issue is the proper and consistent classification of calls for service. Based on these findings the Service began the process of reviewing call priorities and the system in which calls for service are classified. This work will be ongoing in 2015 and is expected to greatly enhance the quality of data available for analysis and better inform our deployment of resources.

4. Identify crime trend areas through crime analysis and problem-oriented policing (POP) files to drive development of new partnerships and advance existing ones.

Performance Indicators:

- a) *integrate current policing strategies including intelligence-led policing and community involvement and engagement as part of all divisional crime management and crime prevention initiatives;*
A number of proactive and effective initiatives were undertaken as a result of officer and community generated information (intelligence) which was strongly supported with tips from the Crime Stoppers program (eg. copper wire thefts and drug activity). The Crime Analysis officer provided oversight and coordination of identified issues specific to a division. The “Divisional Profile” continued to be a worthwhile tool relied upon by officers assigned to specific divisions in 2013.

In 2014 the “Divisional Profile” was updated and expanded into weekly divisional crime reports. It is planned that in 2015 the Deputy Chief will host a weekly “Crime Stat” meeting within the Service. The intent of this meeting is to direct policing resources to the problems identified in the divisional crime reports. Officers will then be tasked with tackling identified issues and reporting back with their results. It is believed that this new process will prove to be effective in addressing street level criminal activity and localized calls for service involving social disorder.

In 2014 the Sault Ste. Marie Police Service led the establishment of a community wide Safety and Wellbeing Plan. A variety of social services agencies and educational institutions were already meeting as part of the CEO Table. This group under the guidance of Chief Keetch was rebranded as the Algoma Leadership Table and they are working towards a complete Community Safety and Wellbeing Plan. In September 2014 City Council endorsed the creation of this plan and struck a committee under Council. This committee is now part of the Algoma Leadership Table.

In order to fully inform the initiatives to be undertaken by the ALT and to identify service gaps and the actual needs of the community, the Sault Ste. Marie Police Service led the creation of a Data Consortium. This group is comprised of data analysts from across the community with special partnerships with the Innovations Centre and Lake Superior University. This group's work is ongoing and is expected to deliver an index on community safety and wellbeing in 2015.

- b) *educate members as to the strategy of a problem-oriented policing (POP) approach to problem solving;*

Officers assigned to divisions continued to receive orientation and “hands on” opportunities in taking a Problem Oriented Policing (POP) approach to certain type calls for service in their respective divisions (eg. multiple calls over time to a single address). The POP strategy requires one officer to take exclusive ownership of a problem and develop a plan of action to bring some resolve to the issue.

Several supervisors and members of command staff were provided specific examples of problem-oriented policing strategies developed by the Sudbury Regional Police Service by Inspector Robert Keetch during in-service training in 2014. Additional training will be developed and provided to members in 2015.

- c) *measure and evaluate results of problem-oriented policing (POP) files;*

In 2013 POP files consisted mostly of those repeat calls and community concerns respecting noisy parties, barking dogs, parking, and park vandalism among others. With the assistance of the Service's Crime Analyst, a divisional officer was assigned to develop his or her plan to address the issue with the Crime Analyst providing the necessary review, monitoring, and mentoring. The hiring of new civilian crime analyst in the latter half of 2014 allowed the Service to re-introduce the tracking of problem oriented policing efforts going forward. A number of new processes have been initiated including detailed crime response, work load analysis, and a revision to call priorities. It is anticipated that these processes will be fully implemented in 2015.

- d) *utilize the Sault Ste. Marie Innovation Centre (SSMIC) in the exchange of data to address community social issues;*



Significant dividends were realized in 2013 by collaborating with Innovation Centre (IC). Mapping of those calls that were violent, property or social disorder type was completed for the years 2011 and 2012.

Greater Sudbury Police provided expertise to both the Service and (IC) which perfected the integrity of our data and in turn allowed for more meaningful and measureable data analysis (e.g. the critical importance for officers to accurately identify “occurrence” address in all investigations.) The dividends realized from this collaboration have provided a solid and creditable platform to launch the new Gore Street Neighbourhood Resource Centre from in early 2014. The Neighbourhood Resource Centre (NRC)

opened in 2014. The mapping of data by SSMIC was instrumental in the identification of crime and social disorder trends in the Gore Street catchment area. 2014 saw the establishment of a data consortium. This is a group of analysts from several partnered agencies. Meetings were held to share data and to provide the statistics necessary to assist the Service become intelligence led and risk focused.

5. Identify and address community concerns through the use of such strategies as problem-oriented policing files and directed patrols.

Performance Indicator:

- a) *Involve community groups and/or neighbourhoods to work in partnership with the Service;*

The summer of 2013 brought together a highly respected partnership involving the NORDIK Research Institute; an affiliate of Algoma University, the John Howard Society and the Service. The “*Downtown Dialogue in Action*” project came out of this and throughout 2013 the downtown core of the city was engaged and energized in identifying social development issues most likely to contribute to crime and victimization. The results of the project, to be released in early 2014, will prove pivotal towards establishing the mandate of the Gore Street Neighbourhood Resource Centre. *The results of the Downtown Dialogue in Action project were released in 2014. The partnership with NORDIK Institute was continued in 2014 to assess effectiveness of Gore Street Neighbourhood Resource Centre project.*

- b) *member orientation to the accessibility and services provided by partnering with support agencies;*

The Downtown Dialogue project exposed a concern of citizens around their ability to access services unique to their situation (eg. mental health, landlord and tenant issues, etc.). It is believed that the multi-sector, multi-agency approach to resourcing the Neighbourhood Resource Centre will go a long ways in educating both the community and Service members as to accessibility and services provided. *Results of the Downtown Dialogue in Action project were presented to local government, community partners and Police Service command and supervisory staff in 2014. Divisional officers were encouraged to utilize services available through the Neighbourhood Resource Centre. Three newsletters were published in 2014. In addition, an information package was prepared for all staff in relation to what resources are available in our community for those in need including basic supplies like food and diapers.*

ROAD SAFETY

Accountability: Inspector, Patrol Services

Goal:

Utilize intelligence-led traffic enforcement to ensure that all road users including motorcyclists, bicyclists, and pedestrians are safe and secure.

Objectives:

1. Continue to increase road safety awareness in the City of Sault Ste. Marie and Township of Prince.

Performance Indicators:

- a) *increase targeted media releases related to specific road safety issues such as speeding, red lights, impaired drivers, distracted drivers, and aggressive drivers;*
Road Safety public awareness releases were developed jointly between Traffic Services and the Community Relations and Crime Prevention Bureau. A media launch at the start of monthly initiatives as identified through the Service's Traffic Management Plan took place with ongoing updates and final figures being provided to the public at month's end. In October 2014, the Sault Ste. Marie Police Service's Community Relations and Crime Prevention Officer participated in the National Teen Driver Safety Week. On that day our Service along with Safe Communities, Fire Services, Algoma Public Health, and the Ontario Provincial Police attended at Superior Heights during football playoffs and made a display of 234 personal items attached to a wrecked vehicle that represented the 234 teen drivers who had been killed in motor vehicle collisions. Information was handed out to teens and parents on distracted driving as well as other driving infractions.
- b) *evaluate community concerns related to road safety in Sault Ste. Marie and the Township of Prince;*
Ongoing - creation of a data base to monitor and track police response to community concerns brought forward specific to road safety. The Radar Board was situated in response to the more typical concerns raised over speeding followed by select enforcement when warranted. Ongoing in 2014. We participated in a "town hall" meeting with residents of Third Line West, municipal staff, and elected officials to address road safety concerns relating to the Third Line East extension project.
- c) *address number of fatal and motor vehicle accidents;*
In 2013 we continued with aggressive, zero tolerance road safety campaigns which targeted behaviors most likely to result in vehicle and/or pedestrian accidents (eg. distracted driving, impaired operation, etc.).

In 2014, motor vehicle collisions increased to 2,234 from 2,220 in 2013. [See performance indicator 1 a).]
- d) *ongoing tracking of enforcement statistics;*
A database was developed in Traffic Services to augment the tracking and reporting capabilities on enforcement statistics. Our Service issued 4,023 Provincial Offences Notices in 2014 from 4,641 in 2013. The Police Services Board was provided with a monthly report of common HTA offences. For example, 144 distracted driving (hand-held devices) charges were laid in 2014. In 2013, there were 173 charges laid for this same offence.
- e) *the development of innovative awareness and education strategies related to road safety;*
We collaborated with Ford Canada and local dealerships to set up and participate in a Distracted Driving media demonstration. It was held in the parking lot of a local high school.
The media relations officer for the Service records monthly radio advertisements related to the monthly traffic initiative.
- f) *work with legislative bodies and operators to address e-bike usage;*
The Traffic Sergeant undertook a comprehensive review of existing legislation and its adequacy pertaining to e-bike operations including liaising with other Services, the Ontario Police College, and the Ministry of Transportation. This information was presented to Council in response to concerns raised over e-bike operations in the City. This was completed in 2013.

- g) *collaborate with enforcement and non-enforcement partners to educate and ensure compliance with the rules of the road for all users;*

Multi-agency education and enforcement initiatives held in 2013 included teaming up with the Ministry of Environment to target motor vehicles with no or ineffective emission systems; the CN Police regarding railway crossing and safety; O.P.P. Highway Safety Division for distracted driving and seatbelt enforcement; and the O.P.P. and R.C.M.P. for the festive RIDE Program. **This continued in 2014.**

- h) *increase patrol officer engagement in traffic enforcement activities by providing mentoring opportunities and training specific to traffic;*

A concerted effort was made in 2013 to team up patrol officers, resources permitting, from the Patrol Services Division with Traffic officers to carry out selective enforcement. **This continued in 2014.**

2. Address pedestrian and vehicle safety.

Performance Indicators:

- a) *implement highly visible and alternate methods to promote traffic awareness through education;*

Canada's Road Safety Week and Operation Impact were promoted along with several other local road safety initiatives that had public education as the focus.

In 2014 in addition to participation in the National Teen Driver Safety Week - Exhibit 234, the Sault Ste. Marie Police Service's Annual Crime Prevention Seminar was held featuring the subject matter of Distracted Driving. Mr. Joel Feldman from EndDD attended in Sault Ste. Marie and presented the story of how he and his wife lost their daughter Casey to a distracted driver. Mr. Feldman, along with officers from the Community Relations and Crime Prevention area also presented Mr. Feldman's presentation to students from seven high schools in the area.

After the Crime Prevention Seminar requests were received from various businesses and employers in town to have a presentation at their workplaces for their employees. The Traffic Services' Sergeant conducted several of these presentations.

- b) *include traffic safety as an integral part of the divisional crime management and crime prevention initiatives;*

Traffic-related issues formed an integral part of the Divisional Profile in place for each of the four policing divisions giving officers ownership for traffic-related concerns in their respective area (division). **In 2014, Traffic Services continued to monitor traffic complaints and liaise with Community Patrol to ensure divisional officers address road safety complaints and issues.**

CROMS is a unique, state-of-the-art application utilized by the Service. It is a paperless, single point of collection for the reporting and distribution of vehicle collisions. The CROMS application supports a unique partnership between the general public, police services, insurance firms, road safety engineers and the Ministry of Transportation (MTO) for the Province of Ontario. CROMS is a Complete Online Collision Reporting System that uses logically organized tabs, and extensive drop down menus and lookup values to minimize manual entry and ensure accuracy. It has full document and photograph storage. Data can be securely exported, printed, faxed, e-mailed in a PDF file, and produce statistical reports.

The Traffic supervisor can use CROMS to answer all collision related questions, by querying any field captured on the collision report and identify why, where, when, how, collisions are occurring, allowing for the development of results driven proactive enforcement plans. The information is available for analysis within 24 hours of supervisor's approval.

EMERGENCY CALLS FOR SERVICE

Accountability: Inspector, Patrol Services

Goal:

Provide a timely response to all emergency calls for service by officers trained and equipped to the highest reasonable standard.

Objective:

1. Provide safe and effective response to emergency calls for service.

Performance Indicators:

- a) *provide ongoing training specific to front-line officer safety and police vehicle operations with particular emphasis on responding to all emergency type calls;*

Officer safety training was integrated into the 2013 in-service sessions, both fall and spring, with a practical and academic review of officer response and handling of emergency type calls. Officer safety training was conducted annually again in 2014.

As well, as part on ongoing training for the officers, Training Services developed online training courses for officers on emergency type calls focused on domestic violence (3 part series), federal parolees, major mental disorder, cover and concealment, threat assessments.

- b) *ensure appropriate staffing levels are maintained;*

We were able to maintain adequate staffing in response to all calls for service. Redeployment opportunities were reviewed (eg. swing shift) to address immediate community issues requiring a focused response.

Reviewed with patrol supervisors requirement to provide oversight and direction in managing the number of units responding to calls cognizant of other concurrent demands for service. Three officers on long term disability were replaced with new hires to increase the number of officers assigned to Community Patrol.

Traffic Services staffing was reduced by one officer resulting in a transfer of one additional officer to Community Patrol. In 2014 two officers were redeployed back to frontline policing from Court Services and Crime Stoppers.



- c) *maintain a modern fleet of first response vehicles;*

In 2013 ten new marked Dodge Chargers with the "Law Enforcement Package" replaced older vehicles in the existing Patrol fleet which totals seventeen. This included a new fleet #10 Emergency Services Unit gun truck.

In 2014, one marked vehicle was replaced from a motor vehicle collision, two vehicles were replaced due to age, and one administrative vehicle was re-purposed into an operational vehicle. One unmarked vehicle was replaced.

- d) *maintain Emergency Services Unit, Explosives Disposal Unit, and Canine Unit; ensuring members are trained to and remain current with all accredited training;*

The Explosives Demolition Unit (E.D.U.) was integrated with the Emergency Services Unit (E.S.U.) with three new members being fully accredited to national standards in 2013. EDU was also able to cross-train locally on explosive electronics with the O.P.P. and Canadian Police College in September 2013. An E.D.U. member also assisted with developing joint training for the U.S. Area Maritime and Security Committee. One new tactical member in 2013 received both the Basic Tactical Course (B.T.C.) and the Hostage Rescue Training Course through the Toronto Police Service. All legislated and best practice training completed in 2013 for both E.S.U. and Canine handler. All training mandated by policy and legislation was completed in 2014. One new tactical member in 2014 received the Basic Tactical Course (B.T.C.) through the Toronto Police Service. One member of the Explosives Disposal Unit/E.S.U. attended scenario based training at OPC in April 2014. Hazmat Awareness and Core Hazmat Operation training was completed in March 2014.

- e) *ensure appropriate protocols and Incident Management Systems are in place with emergency services partners;*

An annual review of protocols and agreements as to currency and relevancy specific to Patrol Services function was conducted. 2013 saw rewrite of pertinent sections of the Emergency Response Service protocol with the Sault Ste. Marie Federal Airport. A fall multi-agency table top exercise was held to test and evaluate revisions to the airport protocol. Officers from Patrol Services participated in a full day emergency response exercise to test the Sault Ste. Marie Airport Emergency Response Plan and Police Service's Airport Emergency Policy. We also participated in another mock exercise at the International Bridge in 2014.

CRIMINAL INVESTIGATION SERVICES

CRIMES OF VIOLENCE

Accountability: Inspector, Investigation Services

Goal:

Effectively investigate violent crime in Sault Ste. Marie and the Township of Prince.

Objective:

1. Ensure Sault Ste. Marie and the Township of Prince remain safe communities for citizens to raise their families, and live their lives with the expectation of being secure.

Violent crimes saw a 4.9% increase in 2013. However, one homicide which occurred in 2013 is currently before the courts. Officers from Investigation Services continued to upgrade with relevant courses to assist in developing proactive strategies to reduce, educate, and combat crime. Research and development continued looking for technology, strategies and education that can balance the increase in criminals using technology to commit crimes. **While violent crimes saw a decrease in 2014; there were two homicides in that year. A decrease in assaults, sexual assaults, and robberies was noted.**

2. Ensure criminal investigations are conducted in an efficient and effective manner by highly trained and skilled investigations.
Investigators attended a variety of mandatory courses as well as specific courses to address areas that have affected our community.

Performance Indicators:

- a) *being ranked above average in violent crime on the Crime Severity Index issued by Statistics Canada for communities above 10,000;*

Locally we experienced an increase of 4.9% from 2012 to 2013 in crimes of violence.
Locally we experienced a decrease of 18.9% in 2014 from 2013.

- b) *be in compliance with Major Case Management, ViCLAS, and Ontario Sex Offender legislation;*
Compliance achieved in all areas. Last audit in OSOR in 2013 was excellent.

- c) *have clearance rates above the national average;*
Police-reported weighted clearance rates, Canada, 2000 to 2010 [Juristat 85-002-X updated June 2013]. The clearance rate represents the proportion of reported criminal incidents that are solved by the police. For an incident to be cleared, an accused person must be identified and there must be sufficient evidence for the police to lay or recommend a charge. Clearance rates are just one of many measures of police performance. This report shows that overall police clearance rates have been steadily increasing in Canada since 2003. This time period coincides with decreasing crime rates as well as increasing numbers of police officers per capita (police strength).

- d) *pursue training opportunities for criminal investigators to bring them to required standards following the criminal investigation progression model developed by the Ontario Police College;*
With the exception of any newly transferred detectives, all have five core courses and a plethora of additional courses to match the needs of crime trends. **We have also made arrangements to train Crime Suppression Unit officers in dynamic entry training, train a new covert installer with CISO, and to train and create a new Threat Assessment officer.**

- e) *increase the skills and abilities of Forensic officers in areas that are no longer available through the Centre of Forensic Sciences' laboratories;*
A new member of Forensic Identification Unit completed forensic training at Ontario Police College in 2013. Agreements were made to use other larger agencies when assistance needed in areas not provided by CFS or NRL.
Existing members of the Forensic Identification Unit attended four courses during 2014.

- f) *keep Technological Crime officers current with new technologies, equipment, and training to assist with criminal investigations and/or to conduct online investigations into criminal activity;*
Officers received upgrades with courses in Blackberry and Mac phone technologies.

Other upgrades and purchases have been made to assist in proactive searches for online predators and more efficiently prepare Crown briefs in 2013. A significant expansion was received from the province which allowed for the hiring of one additional computer forensic analyst, as well as funding for extensive training and infrastructure in 2014. The unit is now comprised of one sergeant and two constables.

Additionally, our Service is a member of the *Ontario Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet*. On September 25th multiple arrests were made province wide, including several in our City. A press conference was held locally, which dovetailed with the larger province-wide press release. All arrests related to Sexual Abuse and Exploitation on the Internet offences are released to the media.

- g) *continue to combat domestic violence by continuing with and building upon programs, such as CHOICES, and partnerships with domestic violence groups;*
In 2013, domestic violence programs continued. Domestic Violence Coordinator also attended conference to obtain latest DVSR information and networking. The domestic violence sergeant is now trained to deliver the Domestic Violence Investigators course in-house to our members. One course was undertaken in December 2014 and another will occur in 2015. In partnership with several community groups including Women in Crisis, the Domestic Violence Unit will be starting an enhanced Domestic Violence project in the Gore Street Community Mobilization area. This project is meant to streamline services to both victims and offenders.

PROPERTY CRIMES

Accountability: Inspector, Investigation Services

Goal:

To investigate, solve, assist in the prosecution of crimes, and combat property crime within the City of Sault Ste. Marie and Township of Prince.

Objective:

1. Investigate and combat property crime.
In 2013, the CORE Unit designed and commenced a break and enter project which assisted in arresting criminals who were actively entering vehicles and houses primarily during daytime hours.

Performance Indicators:

- a) *identify property crime trends and share the information with all officers through the Crime Analysis officer;*
In 2013, projects were successful in reducing break and enters and target-hardening businesses.
- b) *increase street checks by Patrol officers;*
The Crime Suppression Unit focused on break and enters in the second half of the 2013. In 2013, 272 street checks were conducted. In 2014, 336 street checks were conducted.
- c) *conduct targeted initiatives to combat property crimes;*

In December 2014 officers from Community Relations and Crime Prevention Bureau attended at the Station Mall on several dates and spoke to shoppers about leaving valuables visible in their vehicles while shopping. This is part of the Ontario Association of Chiefs of Police “Lock it or Lose it” campaign.

In addition crime prevention tips were posted throughout the year. Items such as leaving valuables visible in vehicles, leaving vehicles unlocked and unattended while running in the winter, break and enter tips when cottage season beings are also posted.

All break and enters were released to the public so that the community was aware of the areas that were being targeted.

A segment on personal safety as well as break and enters was completed and posted on Local2, our Facebook page, and Twitter in 2014.

Throughout 2014 there was continuous monitoring of pawnshop inventory which has resulted in stolen property being recovered and returned to its owners.

DRUG RELATED CRIMES

Accountability: Inspector, Investigation Services

Goal:

To combat crimes often fuelled by drug use and the drug trade.

Objective:

1. Investigate criminal drug activity.

Performance Indicators:

- a) *increase the use of intelligence-led information and Crime Stoppers to conduct drug investigations;*
The Drug Unit used a variety of techniques to target drug traffickers including intelligence-directed targets which was ongoing. 2014 saw the creation of a new Joint Forces Operations Drug Unit in partnership with the Royal Canadian Mounted Police and the Anishinabek Police Service. It is hoped that the Ontario Provincial Police will join the unit in 2015.
- b) *continue and update drug education programs and presentations in local high schools and in the community;*
Drug Unit officers in conjunction with the High School Liaison Officers attended both elementary and high schools to educate and enforce the Controlled Drug and Substances Act with charges and diversions. 284 VIP presentations were conducted in 2014. Six lectures were conducted at the local high schools by the High School Liaison Officers.
- c) *conduct targeted initiatives to combat drug crimes;*
Project ABCD continued with the later stages of this project being handled by internal committees within the schools. Random enforcement continued on targeted areas and functions to deter these activities. Project ABCD continued in 2014 with the creation the International Association of Chiefs of Police training video.

2013 statistics included the seizure of an estimated \$477,627 in street value drugs, a seizure of \$23,600 in cash, 129 charges laid, and 62 persons were arrested.

2014 saw an estimated seizure of \$346,030 in street value drugs, 49 charges were laid, and 16 persons were arrested through two undercover projects.

HIGH-RISK OFFENDERS

Accountability: Inspector, Investigation Services

Goal:

To keep the community safer by reducing the risk of criminal behaviour by high-risk offenders and individuals.

Objective:

1. Reduce criminal behaviour of high-risk offenders and high-risk individuals.

Performance Indicators:

- a) *expand the Sault Ste. Marie Police Service's high-risk offender management system to include the Domestic Violence and Sex Offender Coordinator;*
Service policy was changed in 2013. Responsibility falls to the Crime Suppression Unit. A new position was created in the fall of 2014 for a Threat Assessor. This officer will be trained and mentored by the OPP Threat Assessment Unit. This will be a significant enhancement to our high risk offender management process.
- b) *coordinate with Patrol Services to conduct high-risk offender checks, when required;*
Ongoing - under the direction of the Crime Suppression Unit. In 2014, these checks continued.
- c) *pursue training opportunities for members of the high-risk offender management review team;*
One course attended at the Canadian Police College.
- d) *improve the tracking/management program for high-risk offenders;*
The restructuring of the governing policy has increased the efficiency of this area.

ASSISTANCE TO VICTIMS OF CRIME

Accountability: Inspector, Investigation Services

Goal:

Provide assistance and support to victims of crime.

This policy was reworked to ensure a more efficient manner in identifying and tracking high risk offenders. The newly formed Crime Suppression Unit now has carriage of this function. The Unit works with various community partners to ensure that high risk offenders are managed efficiently with emphasis on a victims of crime approach and the involvement of community partners such as: Crown Attorney's Office, Women in Crisis, SAC, Victim Services Algoma, Children's Aid Society, Probation and Parole,

and the Ministry of Community Safety and Correctional Services. An update will be developed to the Service's website with training and education components.

Objective:

1. Reduce the impact of crime on victims by providing timely assistance, support, and information.

Performance Indicators:

- a) *enhance existing and explore new partnerships that provide support to victims of crime (eg. Victim Services Algoma, crisis intervention);*

In 2014, we created an enhanced domestic violence project to roll out in January 2015. This is in partnership with several agencies including Women In Crisis to provide immediately accessible services to both victims and offenders. The focus area will be the Community Mobilization area on Gore Street.

During 2014, Victim Services of Algoma and the SSMPS have continued to work together to assist victims and the relationship continues to remain strong and develop. We also worked together with Women in Crisis to pilot a project to attend to victims of domestic violence in the Gore St. catchment area. Victim Services of Algoma have also seen an increase in calls to the Neighbourhood Resource Centre during this past year.

Victim Services of Algoma continued to staff a sub office at the Police Service's building and contacted victims of assault, break and enter, robbery, theft, and vandalism. In 2014, 757 individuals were contacted through the sub office.

During the calendar year of 2014, Victim Services of Algoma assisted with 65 calls for service from the Sault Ste. Marie Police Service. These calls may have been on scene crisis response attendance, assistance through our Victim Quick Response Program, or telephone assistance.

For the James St. homicide, VSA assisted in the following ways:

- 1) A Victim Services team from Thessalon attended to the deceased father's home in Desbarats, Ontario.
- 2) Five individuals received counselling through the Victim Quick Response Program.
- 3) The Executive Director accompanied by officers went door-to-door on James St. offering assistance and support if needed. They also attended at the Soup Kitchen and Spadoni's.

- b) *timely contact with victims of crime by criminal investigators;*

A new pamphlet was designed to assist families of homicides/sudden deaths with information on community programs for victims of violence and financial assistance.

- c) *continue to provide proactive presentations on elder abuse and Internet safety in the community;*

In 2013, elder abuse officer developed a contact sheet in conjunction with many homes for senior citizens to assist with reporting and investigating elder abuse.

Use of the Take ISSUE Program continued in the schools to educate students and parents on how to safely navigate the Internet.

14 elder abuse presentations were conducted in 2014.

RESOURCE PLANNING (HUMAN RESOURCES)

Accountability: Inspector, Administration Services

Goal:

The goal of human resource management is to recruit, develop and retain highly competent, knowledgeable and committed employees. Further, to be recognized as a preferred employer, we must invest in our members, focusing on their professional development, health and wellness.

Objectives:

1. Continue recruitment strategies which promote our Police Service as an employer of choice.

Performance Indicators:

- a) *continue to build relationships with area educational institutions to promote policing as a profession and our Police Service as an employer of choice;*
We continued our participation in job fairs and recruitment activities at Algoma University and Sault College. Additionally, we participated for the first time in a job fair at Lake Superior State University.
- b) *continue youth recruiting initiatives at the secondary school level to promote policing as a profession and our Police Service as an employer of choice;*
We continued to provide policing career information to local secondary school students through Sault College's Criminal Justice Career Day and presentations by High School Liaison Officers. *By offering summer employment to University/College age student's valuable experience is gained in a variety of fields within our Police Service. We hired four students and two students through the Youth In Policing Initiative during the summer of 2014.*

2. Continue implementation of succession planning and performance management strategies for the Service.

Performance Indicators:

- a) *provide enhanced leadership training for members at all levels within the Service;*
Delivered eight (8) hours of leadership focused in-service training to all frontline supervisors and middle managers. Two senior supervisors were trained to deliver the OPC Frontline Supervisor Course. In-house training of newly promoted Sergeants is planned for 2014. *In-house training of newly promoted Sergeants and Relieving Sergeants was conducted in 2014 and one additional course will commence in the spring of 2015 for a total of 30 members receiving front line supervisory training.*
- b) *identify core competency profiles for all ranks;*
Introduced Police Sector Council competencies to all staff during annual in-service training sessions. Implemented a pilot project to introduce core competencies for Constable rank as part of the performance management system in 2013. *In 2014, identified core competencies were implemented in the 2014 promotional process for the rank of Sergeant.*

- c) *enhance performance management skills of supervisors and middle managers;*
Delivered in-service training to frontline supervisors and middle managers regarding pilot project to implement Police Sector Council competency-based management framework in 2013. *This particular training was suspended for 2014 until further review.*
 - d) *implement a process to ensure the consistent application of performance planning and performance management;*
Piloted a competency-based management performance review process for Patrol and Investigation Services. The results of the pilot are under review regarding a Service-wide implementation in 2014 and 2015. *This was developed in 2014 for 2015 implementation.*
3. Promote a positive, safe, and healthy work environment.

Performance Indicators:

- a) *formalized orientation training for transferred and/or promoted members;*
Planned for first half of 2014.
In 2014 all qualified relieving Sergeants and new Sergeants completed the Ontario Police College's Front Line Supervisors course locally. Two sessions took place in 2014.

Also in 2014, 13 officers from our Service and 6 from other Services were trained by our Service and Anishinabek Police Service during a joint Domestic Violence Investigators Training course.

- b) *creation of a Health and Wellness Committee;*
The Health and Wellness Committee was formed in 2013 and it is employee driven and management supported. The committee is made up of both sworn and civilian members. The purpose of the committee is to help improve the overall health of our organization and the well-being of its members, while encouraging members to reach and maintain their optimal level of health.

The remainder of 2013 was used to develop and implement a survey that was put out Service wide to help determine interest in the various aspects of a workplace health and wellness program.

In 2014 the Health and Wellness Committee worked from the survey results and implemented programs based on the highest requests. They were as follows:

- *Highly visible bulletin boards containing nutritional and event information.*
- *Purchase of an indoor bicycle rack to encourage members to ride bikes to work.*
- *Weekly e-mail tips: 'Wellness Wednesday' promoting healthy choices and information.*
- *Healthy snack fruit bowls to encourage and promote healthy snacks weekly.*
- *'Brown Bag Initiative' encouraged members to bring a healthy lunch to work and to submit a photo for a chance to win one of three prizes.*
- *Made fruit smoothies and healthy snacks for members to sample. Provided recipe cards.*
- *'Introduction to YOGA' class to give members a low impact, low cost healthy exercise option.*
- *Added healthy snacks to the lunch room vending machines.*



- Hosted an OMERS information session.
 - Supplied all members with 'Stress Management' for emergency personnel quick cards to help members identify signs and stress signals and how to control stress.
 - Explored options for a peer to peer support system within our service.
- c) *completion of an employee health and wellness survey; November 2013.*
The survey results were broken into a plan and highest priority areas were targeted. Four areas were implemented successfully during 2014.
- d) *analysis of survey results leading to implementation of programs to promote improved health and wellness among members;*
Completed and implemented in 2014. Monthly information was disseminated focusing on requests through the survey. The top four areas were addressed with a variety of programs being completed successfully. Personal stress management guides were distributed to all members. A new bike rack was purchased for members. A healthy lunch initiative was planned. The program will continue into 2015 with an 'Introduction to Yoga' class along with tackling the next group of requested items from the survey.
- e) *improved staff attendance and accountability in use of sick leave benefits;*
Conducted training for supervisors in 2013 to reinforce their responsibilities to monitor staff attendance, address attendance concerns, and report unacceptable attendance to senior managers. Guidelines for Divisional Inspectors were discussed and implemented during 2014 with varying degrees of results. Further training and changes have been identified and are underway.
- f) *final development and implementation of workplace violence prevention strategies;*
Reported results of risk assessment surveys completed in late 2012 including recommendations arising from results.
Implemented improvements to building security based on recommendations including:
- new internal alarm system installed and activated in 2013. A new policy, "Internal Alarm Response", was implemented and online training was provided to all staff on policy and use of alarm system.
 - A new pass card security system was installed on the elevator and internal doors to monitor and control access from public areas into officers and secure areas of Police Service's building. In 2014, several new areas within the building were converted to the new pass card system with positive results further improving safety of employees.
4. Update the *Police Service's Skills Development Strategy* to reflect the future requirements of policing.

Performance Indicators:

- a) *implementation of an updated skills development plan;*
A draft plan was started in 2013.
- b) *delivery of training on effective supervision for members performing front-line supervisory duties;*
Two frontline supervisor courses were held for front line supervisors and qualified relievers in 2014.
- c) *delivery of mid-level management training for identified candidates;*
Staff have been identified for training subject to course availability. With extreme shortages particularly within Patrol Services and the revamping of the most appropriate mid manager course (LEADER) this has been deferred until 2015.

- d) *provide opportunities for professional development of senior ranks;*
Senior staff attended O.A.C.P. zone meetings quarterly. The Inspector, Administration Services attended the PAO-sponsored Annual Labour Relations Conference. One Inspector was trained in Incident Command in 2013. Two recently promoted Inspectors attended the new national level Commanders Course in Ottawa in 2014. The Administration Services Inspector once again attended the PAO-sponsored Labour Relations Conference held in Toronto. Several Inspectors along with Chief and/or the Deputy Chief attended three O.A.C.P. zone meetings in 2014.
- e) *identify opportunities to bring outreach training to the Police Service;*
Mental Health First Aid training was delivered for adults interacting with youth by Algoma Family Services to local area law enforcement personnel in 2013. This continued on an ongoing basis as needs were identified by representatives from the Crown Attorney's office and Indian Friendship Centre.

In 2014 then-Inspector Robert Keetch from the Sudbury Regional Police Service attended the Sault Ste. Marie Police Service on two occasions and trained members of the Police Service on Ontario's Mobilization & Engagement Model of Community Policing. The presentations provided the theory around the model, illustrated its application in one of Sudbury's most disadvantaged neighbourhoods as well as specific applications of problem-oriented policing programs instituted within the Police Service.

- f) *participate in satellite training with other Police Services or other stakeholders where feasible;*
While hosting both Front Line Policing and Domestic Violence Courses, we invited several agencies to participate in 2014 including the Ontario Provincial Police, Niagara Regional Police Service, Greater Sudbury Police Service, and Anishinabek Police Service.
 - g) *implementation of the Service's on-line Learning Management System;*
In 2013, delivered seven (7) modules of the Advanced Patrol Training Course through online learning system. Delivered three (3) other online modules to selected staff members. Training Services continued to develop and deliver monthly educational e-learning videos. These were a combination of mandatory requirements and identified deficiencies to proactively address problems. Topics included domestic violence, mental health, Freeman on the Land, crime scene protection, federal parolees, Ministry of Labour Health and Safety training, cover and concealment, and conducted energy weapon (taser) training.
5. Ensure efficient and effective deployment of staff resources to address the needs of the community and the Police Service.

Performance Indicators:

- a) *review of the Police Service's organizational structure;*
In 2013, Investigation Services was restructured and the Crime Suppression Unit and Drug Enforcement Unit were created. A new senior officer position was created to implement the Ontario Mobilization and Engagement Model of Community Policing. In 2014, a restructure of resources in several areas included replacing members on long term disability resulting in new hires being infused into Patrol Services to assist with shortages and reduce overtime costs. Planning for the restructure of Administration Services and Support Service started in late 2014.

- b) *completion of a Service-wide workload analysis;*
Analysis began in 2013. Restructuring due to a new Voice Recording System delayed a formal restructuring for 2014. Critical Standards will be adjusted as this system is fully implemented.

The Sault Ste. Marie Police Service has undertaken an extensive analysis of our CAD patrol workload analysis for the years 2012 – 2014. This analysis included the following:

- number of citizen generated calls for service
- number/percentage of each priority level
- number/percentage of calls by type
- average daily call rates by priority, day of the week, time of the week, month/season
- number of units dispatched by priority
- average times by priority for dispatch delay, travel time, at-scene time, response time.
- total service time

This analysis of the patrol workload in Sault Ste. Marie will be utilized to inform deployment and overall performance of the Police Service and is only one component is the ongoing analysis/evaluation.

The next report being generated will detail Division Characteristics, Distribution of Crime & Social Disorder, Patrol Workload and Emergency Response for 2012 – 2014 based on information extracted from NICHE.

- c) *implementation of workload analysis recommendations;*
A recommendation on new staffing/deployment is anticipated in 2014.
Eight police officers were hired in 2014 in addition to one special constable and one part-time relief staff. Staffing continued to be adjusted to meet frontline policing and community mobilization objectives in 2014.

POLICE FACILITIES AND INFRASTRUCTURE



Accountability: Inspector, Support Services

Goal:

To ensure adequate facilities and equipment to provide staff with the necessary resources to perform their duties as well as meet the changing needs of the community and Police Service.

Facilities - Objective:

1. Assess adequacy of Police Service's facilities and upgrade infrastructure to ensure we are utilizing best options to meet the needs of the Service and community.

Performance Indicators:

- a) *continue long-term strategy for implementation of consultant's recommendations in the Facility Report and participate in the City's Asset Management Facility Condition Assessment;*
In 2013, we participated in a facility assessment - repair, maintenance study, and replacement recommendations from report are subject to capital reserve approval. In 2014, replacement recommendations from report were made subject to Capital Reserve approval. This will be an ongoing process that will continue through 2015.
- b) *continue to increase accessibility of the Police Service's building and work with the Sault Ste. Marie Accessibility Committee putting into place appropriate recommendations;*
Door handles continued to be changed to improve accessibility using a lever-type style in 2013. Several more lever handsets were installed in 2014. This process will continue in 2015 as doors and handles are replaced.
- c) *continue with ongoing security and safety assessments – building access restriction and installation of RFID card access system in designated areas;*
24 doors were completed. Goal achieved – ongoing process to enhance building security will continue into 2015.
- d) *formalize a building committee for yearly review of facility security requirements;*
A special committee has not been formalized but building security assessment and requirements were completed during budget preparation in consultation with needs of various Divisions. A review was completed prior to budget submissions. Each division was consulted directly for needs specific to their area. This will be the ongoing process for 2015.

2. Enhance Green Components (a recycling and energy initiative)

Performance Indicator:

- a) *work in partnership with City Green Committee towards ongoing retrofit of electrical components to enhance energy efficiency;*
\$5,000 in lighting upgrades completed in 2013. Goal achieved, \$5,000 of lighting upgrades were completed in 2013 and 2014. This process will continue into 2015.
- b) *enhance environmental responsibility by recycling all decommissioned electronics at designated waste management sites;*
80 pieces of electronics were recycled in 2013. 50 pieces of electronics were approximately recycled in 2014, continuing in 2015.
- c) *provide and encourage the use of recycling containers situated throughout the building;*
Deployment continued of additional recycling containers. Goal achieved in part - cans recycled by Shriners – continued deployment of additional recycle containers. Research was completed late in 2014 to look at local pick up of recycled material to be done by the same company that disposes of our garbage. We will, explore other opportunities in the next fiscal budget.

Fleet - Objective:

- 3. Assess fleet to ensure our members have the appropriate vehicles and equipment to safely perform their duties.

Performance Indicators:

- a) *assess current plan to replace fleet vehicles to ensure it meets the needs of the Service;*
Patrol fleet was replaced in 2013. Ongoing assessment to continue into 2014. *Patrol vehicles were replaced in 2014 as need and an ongoing assessment of needs will be conducted to ensure vehicles meet the needs of the Service.*
- b) *outfit vehicles with equipment that is not only energy efficient but has high safety and reliability values;*
In 2013, new Investigation Services' vehicles were equipped with high efficiency LED lighting. Assessment ongoing of "Police" package vehicles utilized in Patrol Services. *By 2014, all new vehicles in fleet were outfitted with LED lighting and equipment that maximizes efficiency for visibility, power, and space. Research into new technology will be ongoing on a yearly basis to ensure that new technology in equipment meets or exceeds the needs of our members and the communities we serve.*

Uniforms & Equipment - Objective:

4. Assess uniforms and equipment to ensure our members have the appropriate clothing and duty gear to perform their duties.

Performance Indicators:

- a) *ensure officers are continuously supplied with uniforms and equipment of high standard;*
Uniforms were ordered in 2013 - ongoing assessment. *Goal achieved: uniforms and required equipment ordered for 2014 subject to ongoing needs assessment.*
- b) *formalize an equipment committee for yearly review of equipment needs;*
Dependent upon type of equipment required, discussions took place in 2013 with different staff members from areas which utilize the equipment to assist with decision-making process. *Goal achieved in 2014. Instead of a formalized committee, each division was consulted for their specific needs for uniforms and equipment. This process will continue for 2015.*

Property & Evidence Management - Objective:

5. Continue to ensure security of and review long-term needs for evidence and property storage.

Performance Indicator:

- a) *assess property management, storage, and training procedures to ensure the effective and lawful management, security, and continuity of property and evidence;*
Barcoding process started in 2013. Inventory of drugs and firearms was decreased. Audit recommendations were implemented. Continued to find efficiencies for storage. *Goal achieved in 2014: guns, drugs, new exhibits and property are now barcoded. As time and staffing permit, we will continue to barcode older property and exhibits. As storage of property and exhibits is at a premium at times we annually conduct a needs analysis to ensure efficiencies in storage and procedures and that the manner in which we handle property and exhibits meets or exceeds standard practices and legislation.*

Professional Standards – Compliance Audits

6. Ensure that practices and procedures comply with the policies of the SSMPS, Provincial Standards, and applicable laws.

Performance Indicators:

- a) *increase the number of trained auditors in the Sault Ste. Marie Police Service;*

Due to personnel transfer, none available to attend course in 2013. *Achieved in part – due to personnel transfers, we did not attend the audit course 2014. We have two staff members currently trained. The 2015 property and exhibits audit will take place in the first quarter of 2015. The Professional Standards Investigator, whose mandate it is to conduct these internal audits will mentor with our trained auditor until the course is taken.*

- b) *completion of a least one discretionary audit each year in addition to mandated audits (eg. CPIC internal audit);*
Started audit in 2013 on management of high risk offenders. *Goal achieved – audit on management of high risk offenders completed in late 2014 with the recommendations as approved by the Audit Committee being carried out in 2014.*

A major audit was completed in 2014 related to all firearms, controlled drugs, as well as monies which came into and were in possession of the Police Service. The audits were necessary to ensure our compliance to Policing Standards, current legislation, regulations and policies.

- c) *verification of compliance with approved audit recommendations;*
2013 saw a review of recommendations by the Audit Committee: to ensure completion of tasks relative to recommendations from a property and exhibit audit and the management of high risk offenders audit.
In 2014 the Service instituted a bar-coding system in the property and exhibit area.

INFORMATION TECHNOLOGY

Accountability: Inspector, Support Services

Goal:

To ensure careful planning and effective technology resource management in order to efficiently support and facilitate the needs of the Police Service and community.

[See also Information Technology Plan 2013 - 2015]

Objectives:

1. Enhance the Police Service's website.

Performance Indicator:

- a) *website expansion to provide more interaction with the public, including web-based online forms and searchable news archives and through Face Book and Twitter;*
News release frequency has increased. Social media usernames have been added to vehicles. *Goal Achieved in 2014 – news release frequency was increased, social media usernames were added to Police Service vehicles.*

2. Enhance security for Police Service's technology resources.

Performance Indicators:

- a) *implement increased "log-on" security to include "single sign on authentication" as dictated by security requirements;*

In 2013, software was obtained and testing commenced with a roll-out goal in 2014. *Achieved in part in 2014 – software needed to obtain is being tested and will be deployed with the encryption software in 2015.*

- b) *ongoing implementation of new security and encryption software / hardware for all Police computers using the Service's network;*
Hard drive encryption software has been installed and is in the testing phase. Roll out expected in 2014. *Achieved in part in 2014 – hard drive encryption software was tested with deployment commencing in fall 2015.*

- 3. Increase and update information technology resources to enhance efficiency as well as ensure communication compliance to Police Service policy and minimize corporate risk.

Performance Indicators:

- a) *improve network monitoring as network structures change and technology evolves;*
Implementation of dual firewalls and software updates increased monitoring abilities and network usage control in 2013. *Achieved in 2014 – implementation of the dual firewalls and firewall software updates increased our monitoring abilities as well as our network usage control.*
- b) *ongoing training on computer security, network equipment, Service software for Information Technology staff including firewall training for IT staff in new technologies;*
In 2013, technology technicians have received training on new firewall capabilities and associated technologies that apply to the Service. *Achieved in part in 2014 – technologies and equipment always change so this will always be ongoing. The technology staff received training on their new firewall capabilities and associated technologies that apply to the Police Service.*
- c) *increase data redundancy and Server reliability while minimizing potential data loss and operational downtime;*
Additional data storage capabilities in 2013 created space for more data backups as well as testing environments to ensure live server reliability and faster disaster recovery times. *Achieved in 2014 – additional data storage capabilities created space for more data backups, as well as testing environments to ensure live server reliability and faster disaster recovery times.*

- 4. Improve effectiveness of front-line service delivery through advanced technology.

Performance Indicator:

- a) *improve performance and increase access to Service data on the mobile data terminals in patrol vehicles and upgrade to cell-based data service;*
A private cellular data network was deployed in 2013 to the mobile data terminals to allow officers to access more information while decreasing the time needed to respond to these requests. *Achieved in 2014 – a private cellular data network was deployed to the mobile data terminals to allow for more information to be able to be passed to and accessed by patrol officers while decreasing the time needed to get this information on to the mobile terminal.*

- 5. Plan and create a disaster recovery site for technology infrastructure to ensure uninterrupted police operations in the event the server room and equipment become inoperable.

Performance Indicators:

- a) *consult with other agencies with respect to their disaster recovery practices;*
Achieved in part in 2013. In 2014 a number of agencies and companies were contacted regarding their practices, technologies, and software used in their disaster recovery sites.
- b) *seek advice from security consultants to determine security requirements;*
Discussions took place in 2013 with NCI and OPTIC. In 2014, discussions continued with NCI and OPTIC about what is needed to meet the necessary security requirements.
- c) *determine suitable location for offsite environment and begin implementation strategy;*
A suitable location is being assessed for suitability for this project. In 2014, specifications and building requirements were considered and the search for suitable sites was undertaken. There are many security issues which must be met and approved by various Security Branches within the OPP, RCMP, JTS (Justice Technology Section) as well as OPTIC (Ontario Police Information Cooperative).

Our Service received approval for our new shoulder flash and artwork. Several of our new vehicles have the new decals, and more will be retrofitted in the warmer weather. Most of the patrol uniforms (jackets, sweaters, and tunics) were “re-flashed” while the new uniform order will sport the new flashes. It is expected that the transition period for the uniforms will be about 3 - 4 years.

What do the symbols mean in the new crest:

- The crown is the St. Edwards crown as opposed to our old crest which had the non-current Tudor crown.
- Maple leaves represent Canada.
- Blue and gold are the official colours of the City of Sault Ste. Marie.
- White fish represents the fishery which first drew First Nations People to this area.
- Chevrons represent the locks.
- Lily is the flower of St. Mary, our namesake.
- Trillium represents Ontario.
- Commitment – Excellence - Community represent our Service’s motto.
- The configuration of the blue on the shield is in the form of a steel beam representing the steel industry.



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-215

PROPERTY: (MAP 46) A by-law to declare the City owned property legally 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 property.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **LANDS DECLARED SURPLUS**

The lands more particularly described in Schedules "A" and "B" to this by-law are surplus to the requirements of the municipality.

2. **SALE AUTHORIZED**

The Corporation of the City of Sault Ste. Marie shall sell the lands more particularly described in Schedules "A" and "B" hereto.

3. **SCHEDULES "A" and "B"**

Schedules "A" and "B" hereto forms a part of this by-law.

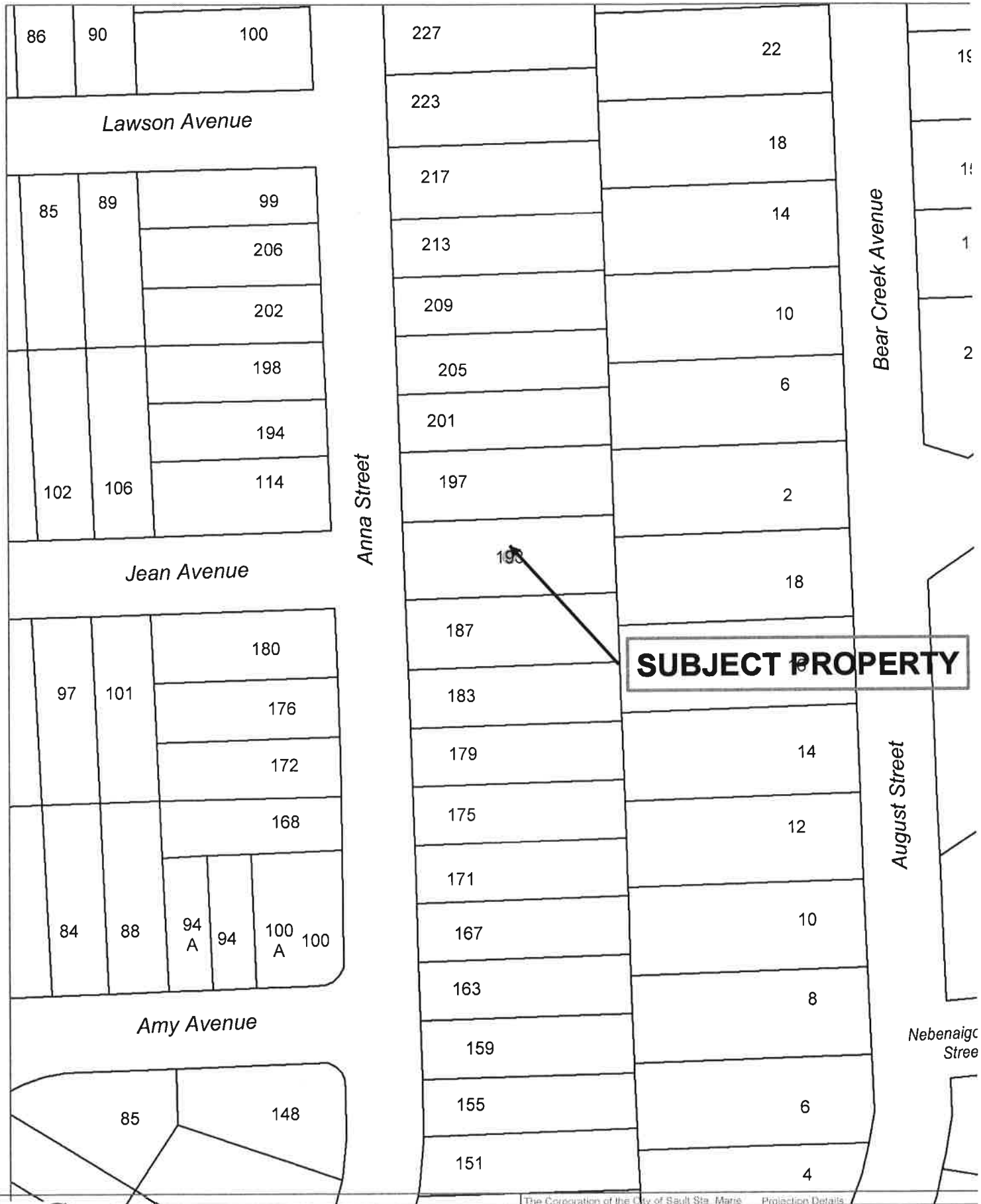
4. **EFFECTIVE DATE**

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

PASSED in open Council this 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI



193 ANNA STREET

SCHEDULE A

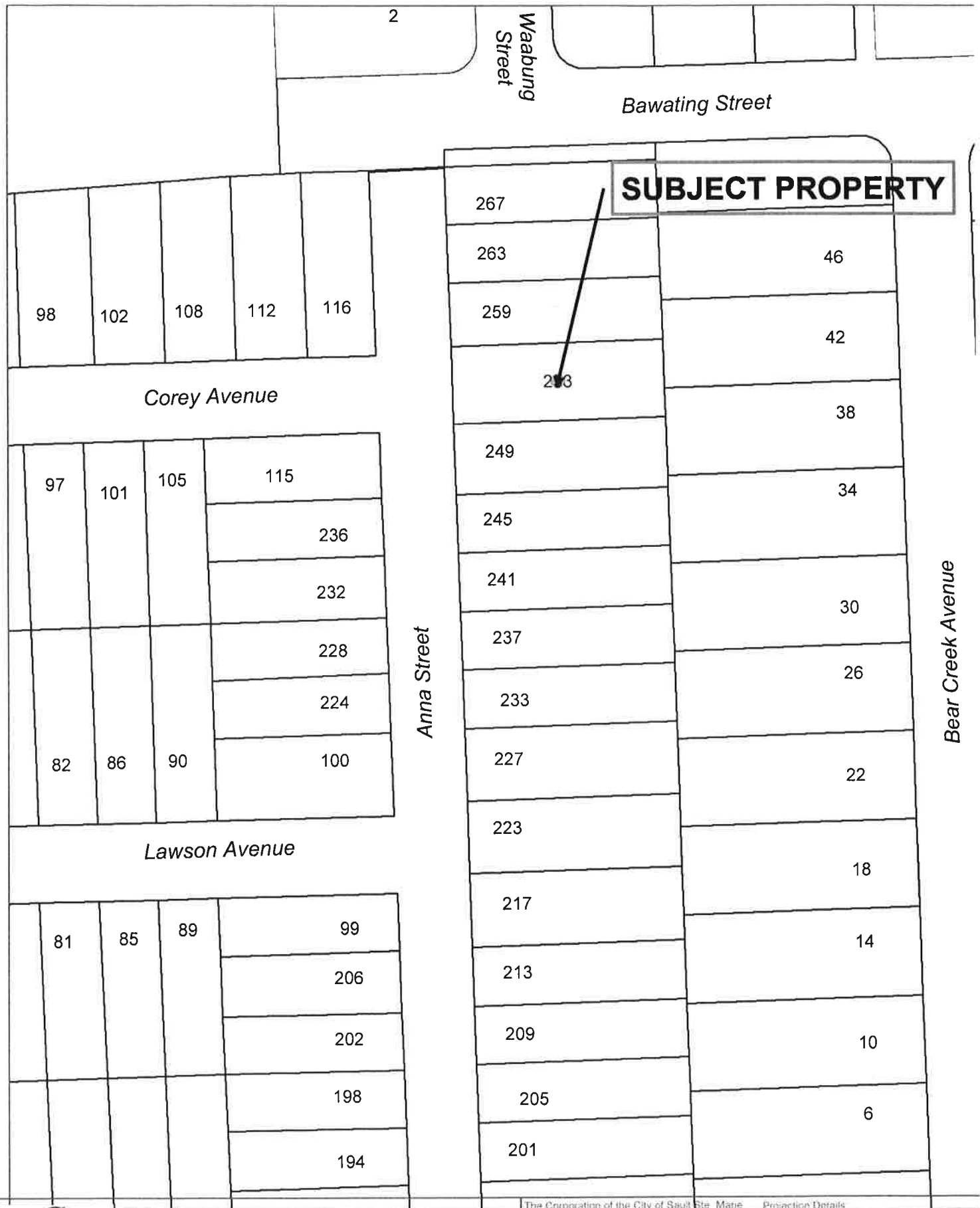
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The Corporation of the City of Sault Ste. Marie
Engineering & Planning Department
Planning Division
June 17, 2015

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



SUBJECT PROPERTY

253 ANNA STREET

SCHEDULE B

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The Corporation of the City of Saint John
Engineering & Planning Department
Planning Division
June 17, 2015

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

Parcel Fabric
0 5 10 20 Meters

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



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-216

FINANCING: (F1.3) A by-law to authorize the borrowing of \$10,000,000 to meet current expenditures until taxes are collected.

WHEREAS the Council of The Corporation of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$10,000,000 to meet, until the taxes are collected, the current expenditures for the year 2016; and

WHEREAS the total amount of the estimated revenues of the Corporation for the year 2015, not including revenues derived or derivable from the sale of assets, borrowings or issues of debentures or from a surplus, including arrears of taxes and proceeds from the sale of assets, is estimated to be in excess of \$181,275,000.

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie, pursuant to Subsection 407 of the *Municipal Act, 2001*, chapter M.45 and amendments thereto, **ENACTS** as follows:

1. The Mayor and the Treasurer are hereby authorized, on behalf of the Corporation, to borrow from time to time by way of promissory note from the City's Banker or any person, a sum or sums not exceeding \$10,000,000 to meet, until the taxes are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in Subsection 407 of the *Municipal Act, 2001* and to give on behalf of the Corporation to the Bank or lender, a promissory note or notes, sealed with the corporate seal and duly signed for the moneys so borrowed, with interest, which may be paid in advance or otherwise, with interest at the Bank's prescribed lending rate or other persons' lending rate from time to time.
2. All the sums borrowed pursuant to the authority of this by-law, as well as all other sums borrowed in this year and in previous years from the said Bank or lender for any or all of the purposes mentioned in the said Subsection 407 shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.

4. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

5. **EFFECTIVE DATE**

This by-law is effective January 1st, 2016.

PASSED in open Council this 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI

md\\citydata\\LegalDept\\Legal\\Staff\\BYLAWS\\1. 2015\\2015-216 Financing (Borrowing-Current Expenditures)-F1.3doc.doc

**ONTARIO
MUNICIPAL CORPORATIONS
TEMPORARY BORROWING BY-LAW**

The Corporation of the City of Sault Ste. Marie (the "Municipality") By-law No. 2015–216 being a by-law to authorize temporary borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2016.

WHEREAS Section 407 of the *Municipal Act, 2001*, as amended, provides authority for a council by by-law to authorize the head of council or the treasurer or both of them to borrow from time to time, such sums as the council considers necessary to meet, until taxes are collected and other revenues are received, the current expenditures of the Municipality for the year; and

WHEREAS the total amount which may be borrowed from all sources at any one time to meet the current expenditures of the Municipality, except with the approval of the Municipal Board, is limited by Section 407 of the *Municipal Act, 2001*;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE ENACTS AS FOLLOWS:

1. The head of council or the treasurer or both of them are hereby authorized to borrow from time to time during the fiscal year (hereinafter referred to as the current year) such sums as may be necessary to meet, until taxes are collected and other revenues are received, the current expenditures of the Municipality for the current year.
2. The lender(s) from whom amounts may be borrowed under authority of this by-law shall be **Royal Bank of Canada** and such other lender(s) as may be determined from time to time by by-law of council.
3. The total amount which may be borrowed at any one time under this by-law plus any outstanding amounts of principal borrowed and accrued interest under Section 407 together with the total of any similar borrowings that have not been repaid, shall not exceed from January 1 to September 30 of the current year, 50 percent of the total estimated revenues of the Municipality as set out in the budget adopted for the current year, and from October 1 to December 31 of the current year, 25 percent of the total of the estimated revenues of the Municipality as set out in the budget adopted for the current year or \$10,000,000.00, whichever is less.
4. The treasurer shall, at the time when any amount is borrowed under this by-law, ensure that the lender is or has been furnished with a certified copy of this by-law, (a certified copy of the resolution mentioned in section 2 determining the lender,) if applicable, and a statement showing the nature and amount of the estimated revenues for the current year and also showing the total of any other amounts borrowed from any and all sources under authority of section 407 of the *Municipal Act* that have not been repaid.
5. a) If the budget for the current year has not been adopted at the time an amount is borrowed under this by-law, the statement furnished under section 4 shall show the nature and amount of the estimated revenues of the Municipality as set forth in the budget adopted for the previous year and the nature and amount of the revenues received for and on account of the current year.

b) If the budget for the current year has not been adopted at the time an amount is borrowed under this by-law, the limitation on borrowing set out in section 3 shall be calculated for the time being upon the estimated revenues of the Municipality as set forth in the budget adopted for the previous year less all revenues received for and on account of the current year.
6. For purposes of this by-law the estimated revenues referred to in section 3, 4, and 5 do not include revenues derivable or derived from, a) any borrowing, including through any issue of debentures; b) a surplus, including arrears of taxes, fees or charges; or c) a transfer from the capital fund, reserve funds or reserves.
7. The treasurer be and is hereby authorized and directed to apply in payment of all or, any sums borrowed under this by-law, together with interest thereon, all or any of the moneys hereafter collected or received, either on account of or realized in respect of the taxes levied for, the current year and previous years or from any other source, that may be lawfully applied for such purpose.

Schedule to By-law 2015-216

8. Evidences of indebtedness in respect of borrowings made under section 1 shall be signed by the head of the council or conform to the treasurer or both of them.

9. The Bank shall not be responsible for establishing the necessity of temporary borrowing under this by-law or the manner in which the borrowing is used.

10. This by-law shall take effect on the final day of passing.

Enacted and passed this 7th day of December 2015.

Mayor
Christian Provenzano

City Clerk
Malcolm White

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-217

FINANCING: (F1.3) A by-law to authorize the borrowing of \$15,000,000 to finance capital expenditures for short and long term purposes for The Corporation of the City of Sault Ste. Marie and \$6,200,000 for the Public Utilities Commission of the City of Sault Ste. Marie.

WHEREAS Section 401 of the *Municipal Act, 2001* states a municipality may borrow money or incur a debt for municipal purposes and may issue debentures for the money borrowed or for the debt; and

WHEREAS the Council of The Corporation of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$15,000,000 for short and long term purposes, the capital expenditures of the Corporation under its construction by-laws; and

WHEREAS the Public Utilities Commission of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$6,200,000 for short and long term purposes;

WHEREAS the total amount of the estimated revenues of the Corporation for the year 2014 not including revenues derived or derivable from the sale of assets, borrowings or issues of debentures or from a surplus, including arrears of taxes and proceeds from the sale of assets is estimated to be in excess of \$181,275,000;

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

- I. The Mayor and the Treasurer are hereby authorized on behalf of the Corporation to borrow from time to time by way of promissory note from the City's Banker or any person a sum or sums not exceeding \$15,000,000 for short and long term purposes to finance the capital expenditures of The Corporation of the City of Sault Ste. Marie under its construction by-laws, and to give on behalf of the Corporation to the Bank or lender a promissory note or notes sealed with the corporate seal and duly signed for the moneys so borrowed with interest which may be paid in advance or otherwise, with interest at the bank's prescribed lending rate or other persons' lending rate from time to time.

2. The Public Utilities Commission of the City of Sault Ste. Marie is hereby authorized to borrow from time to time by way of promissory note from the City's Banker of any person a sum or sums not exceeding \$6,200,000 for short and long term purposes to finance the capital expenditures of the Public Utilities Commission of the City of Sault Ste. Marie.
3. All sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed by the Corporation in this year and in previous years from the said Bank or lender and remaining unpaid shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years as and when such revenues are received.
4. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.
5. Long term purposes is defined as a loan with a fixed rate and term.
6. **EFFECTIVE DATE**

This by-law is effective January 1st, 2016.

PASSED in open Council this 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-218

AGREEMENT: (P3.4) A by-law to authorize the execution of a Letter of Agreement between the City of Sault Ste. Marie and Her Majesty the Queen in Right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario for funding under the Dedicated Gas Tax Funds for Public Transportation Program.

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 a Letter of Agreement dated November 12, 2015 between the City of Sault Ste. Marie and Her Majesty the Queen in Right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario, a copy of which is attached as Schedule "A" hereto for funding under the Dedicated Gas Tax Funds for Public Transportation Program.

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 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI

**Ministry of
Transportation**

Office of the Minister

Ferguson Block, 3rd Floor
77 Wellesley St. West
Toronto, Ontario
M7A 1Z8
416-327-9200
www.ontario.ca/transportation

**Ministère des
Transports**

Bureau du ministre

Édifice Ferguson, 3^e étage
77, rue Wellesley ouest
Toronto (Ontario)
M7A 1Z8
416-327-9200
www.ontario.ca/transports



November 12, 2015

His Worship Christian Provenzano
Mayor
City of Sault Ste. Marie
PO Box 580, 99 Foster Drive
Sault Ste. Marie, ON P6A 5N1

Dear Mayor Provenzano:

RE: Letter of Agreement between Her Majesty the Queen in right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario (the “Ministry”) and the City of Sault Ste. Marie (the “Municipality”) Related to Funding Provided by the Province of Ontario (the “Province”) to the Municipality under the Dedicated Gas Tax Funds for Public Transportation Program (this “Letter of Agreement”)

This Letter of Agreement sets out the terms and conditions for the use of dedicated gas tax funds by municipalities for public transportation.

As the Province desires to increase public transportation ridership to support the development of strong communities, the Ministry maintains a Dedicated Gas Tax Funds for Public Transportation Program (the “Program”), under which two cents of the existing provincial gas tax is provided to municipalities for public transportation expenditures.

Following the passage of the *Dedicated Funding for Public Transportation Act, 2013* (the “DFPTA”), a portion of the tax that is paid to Ontario under the *Gasoline Tax Act* in each fiscal year is dedicated to the provision of grants, including those pursuant to the Program, to municipalities for public transportation.

Any funding to the Municipality by the Ministry will be provided in accordance with the terms and conditions set out in this Letter of Agreement and the enclosed Dedicated Gas Tax Funds for Public Transportation Program 2015/2016 Guidelines and Requirements (the “guidelines and requirements”).

In consideration of the mutual covenants and agreements contained in this Letter of Agreement and the guidelines and requirements, which have been reviewed and are understood by the Municipality and are hereby incorporated by reference, the Ministry and the Municipality covenant and agree as follows:

1. To support increased public transportation ridership in the Municipality, and in recognition of the Municipality’s need for predictable and sustainable funding to support investments in the renewal and expansion of public transportation systems, the Ministry agrees to provide funding to the Municipality under the Program in an amount up to

../2

\$1,166,217 in accordance with, and subject to, the terms set out in this Letter of Agreement and the guidelines and requirements, with \$874,663 payable on receipt of this signed Letter of Agreement and related authorizing municipal by-law(s), and any remaining payment(s) payable thereafter.

2. Despite Section 1, the Municipality understands and agrees that any amount payable under this Letter of Agreement may be subject, at the Ministry's sole discretion, to adjustment to reflect final gas tax receipts and any other adjustments as set out in the guidelines and requirements.
3. If the Municipality receives dedicated gas tax funds on behalf of any other municipality, and the other municipality has agreed to the Municipality collecting the dedicated gas tax funds on its behalf, the Municipality shall provide, upon request and in compliance with the requirements set out in the guidelines and requirements, any applicable municipal by-law and legal agreement between the Municipality and the other municipality providing for such arrangement to the Ministry prior to the payment of any dedicated gas tax funds by the Ministry under this Letter of Agreement.
4. The Municipality shall deposit the funds received under this Letter of Agreement in a dedicated gas tax funds reserve account, and use such funds and any related interest only in accordance with the guidelines and requirements.
5. The Municipality shall adhere to the reporting and accountability measures set out in the guidelines and requirements, and shall provide all requested documents to the Ministry.
6. The Municipality understands and agrees that the funding provided under this Letter of Agreement represents the full extent of the Ministry's and Province's financial contribution under the Program, and that no additional funds will be provided by either the Ministry or the Province for such purposes to the Municipality for the 2015/2016 Program year.
7. The Ministry may terminate this Letter of Agreement at any time, without cause, liability, penalty or costs upon giving at least sixty (60) days written notice to the Municipality. If the Ministry terminates this Letter of Agreement without cause, it may cancel all further dedicated gas tax funds payments. Where the Ministry has terminated this Letter of Agreement under this Section, the Ministry may, after determining the Municipality's reasonable costs to terminate any binding agreement for any eligible public transportation service acquired, or to be acquired, with dedicated gas tax funds provided under this Letter of Agreement, provide the Municipality with additional funding to offset, in whole or in part, such costs. The additional funding may be provided only if there is an appropriation for this purpose, and in no event shall the additional funding result in the total funding under this Letter of Agreement exceeding the amount specified under Section 1.
8. Any provisions, including those in the guidelines and requirements, which by their nature are intended to survive the termination or expiration of this Letter of Agreement, shall survive its termination or expiration.

9. This Letter of Agreement may only be amended by a written agreement duly executed by the Ministry and the Municipality.
10. The Municipality agrees that it will not assign any of its rights or obligations under this Letter of Agreement.
11. The invalidity or unenforceability of any provision of the Letter of Agreement will not affect the validity or enforceability of any other provision of the Letter of Agreement. Any invalid or unenforceable provision will be deemed to be severed.
12. The term of this Letter of Agreement will commence on the date of the last signature of this Letter of Agreement.
13. The Municipality hereby consents to the execution by the Ministry of this Letter of Agreement by means of an electronic signature.

If the Municipality is satisfied with and accepts the terms and conditions of this Letter of Agreement, please secure the required signatures for the four enclosed copies of this Letter of Agreement and return two fully signed copies to:

Ministry of Transportation
Division Services and Program Management Office
27th Floor, Suite #2702
777 Bay Street,
Toronto, Ontario M7A 2J8

Once the Ministry has received the signed copies of this Letter of Agreement and a copy of the authorizing municipal by-law, the Ministry will make arrangements for the payment of the dedicated gas tax funds to the Municipality.

Yours sincerely,



Steven Del Duca
Minister of Transportation

I have read and understand the terms of this Letter of Agreement, as set out above, and, by signing below, I am signifying the Municipality's consent to be bound by these terms.

City of Sault Ste. Marie

Per: _____
Mayor - Christian Provenzano

Date: December 7, 2015

Per: _____
Chief Financial Officer/Treasurer
Shelley Schell

Date: December 7, 2015

Per: _____
City Clerk - Malcolm White

Date: December 7, 2015

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-219

BUILDING: (B1) A by-law to amend Schedule “A” to By-law 2008-148 (a by-law respecting construction, demolition and change of use permits, inspections and related matters for the City of Sault Ste. Marie) and to repeal By-laws 2015-32, 2013-224 and 2013-10.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to section 7 of the *Building Code Act, 1992, S.O. 1992, c. 23*, and amendments thereto, **ENACTS AS FOLLOWS:**

1. **SCHEDULE “A” TO BY-LAW 2008-148 AMENDED**

Schedule “A” to By-law 2008-148 is hereby repealed and replaced with Schedule “A” attached to this by-law.

2. **BY-LAWS 2015-32, 2013-224 AND 2013-10 REPEALED**

By-laws 2015-32, 2013-224 and 2013-10 are hereby repealed.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI

Jerry D. Dolcetti, RPP
Commissioner

F.P. Pozzebon, CBCO
Chief Building Official



ENGINEERING & PLANNING DEPARTMENT

Building Division

Tel: (705) 759- 5410
Fax: (705) 541-7165

Building Division revision date 2015-11-24
Passed by Council on 2015-12-07

Schedule "A"

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

Permit fee = SI x A

Where SI = Service index for class of proposed work
A = floor area in m² of work involved.

2. A minimum fee of \$90.00 shall be charged for all work or if not described below as a Fixed Fee (FF).
3. For Building Classifications that are not described in sections 5 – 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.
4. Penalties for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the penalty shall be an additional 50%. Where framing has commenced the penalty shall be an additional 100%.

Building Classification

5. New Construction / Alterations and Renovations

Service Index (SI)
\$ x 1m² unless otherwise indicated

Group A – (assembly occupancies)	
School, churches – New Construction	\$24.80
Restaurants – New Construction	\$24.80
All other assembly – New Construction	\$24.80
Alterations and Renovations (includes decks & roof structures)	\$6.85
Air supported structure	\$6.85
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Portable classrooms foundations	\$6.85
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Tents - less than 225m ²	\$90.00
Tents - greater than 225m ²	\$320.00 ff
Window / Door replacement	\$3.85 / opening + \$90.00 ff

Group B - (institutional occupancies)	
All types – New Construction	\$24.80
Alterations and Renovations (includes decks & roof structures)	\$6.85
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group C – (residential occupancies)	
Single Dwelling (SFD, townhouse, semi, duplex) – New Construction	\$20.40
Single Dwelling Modular Units – New Construction	\$17.80
All other multiple units – New Construction	\$16.45
Hotels, motels – New Construction	\$21.90
Alterations and Renovations (includes decks & roof structures)	\$5.50
Balcony repairs	\$90.00 ff + \$6.85 / unit
Basement finishing	\$4.85
Basement new under existing dwelling	\$6.00
Canopy, carport	\$10.00
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Foundation water / damp proofing & tile, pools, fencing, residing, reroofing, decks	\$90.00 ff
Attached garage and accessory buildings	\$4.85
Detached garage	\$4.85
Shed < 25 m ²	\$90.00 ff
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group D – (business & personal services occupancies)	
Offices and all others – shell only – New Construction	\$13.70
Interior tenant finishing – New Construction	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
Group E – (mercantile occupancies)	
Retail store shell, department store, supermarkets, all other Group E – New Construction	\$14.10
Interior tenant finishing	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff

Group F – (industries occupancies)	
Industrial building shell less than 7500 m ² – New Construction	\$11.00
Industrial building shell greater than 7500 m ² – New Construction	\$8.90
Parking garage – New Construction	\$7.00
All other F occupancies – New Construction	\$11.00
Interior tenant finishing	\$5.15
Alterations and Renovations (includes decks & roof structures)	\$5.50
Emergency lighting	\$250.00 ff per Storey
Fire alarms	\$250.00 ff per Storey
Farm buildings	\$4.80
Industrial Equipment Foundations	1% of construction value
Parking garage repairs	\$4.75
Residing, re-roofing	\$0.85
Sprinkler, standpipes	\$250.00 ff plus \$0.45 / m ²
Window / Door replacement	\$3.85 / opening + \$90.00 ff
6. Demolition	
Group C – Single Family Dwelling 55 m ² or less	\$90.00 ff
All others	\$205.50 ff
7. Designated Structures OBC Subsection 1.3.1.1.	
Crane runway	\$774.00 ff / structure
Exterior tanks	\$774.00 ff / structure
Outdoor pool and spa	\$25.75
Wind power towers	\$774.00 ff / structure
All other structures	\$356.00 ff / structure
8. Standalone Mechanical	
New ductwork or piping	\$14.80 per diffuser, radiator, or unit
Group C residential Single Family Dwelling (unit and ductwork)	\$150.00 ff
New unit	\$150.00 / unit
Special mechanical system (exhaust hoods, solar panels etc.)	\$321.95 ff
Plumbing & drainage	\$14.80 / fixture
Sewer installation & capping (single residential unit)	\$102.75 ff
Site services (water, sewer servicing for all other buildings)	\$321.95 ff

9. Additional Charges		
Occupancy permit		\$16.40 ff / unit
Conditional permit	10% of applicable building permit fees (\$145.00 ff minimum)	
Change of use permit		\$328.80 ff
Permit renewal/transfer		\$167.70 ff
Moving permit		\$90.00 ff
Re-inspection		\$90.00 ff
Sign permit (as regulated by Sign By-Law 2005-166)		\$95.90 ff each
Portable signs		
2 years		\$82.20 ff
30 days		\$13.70 ff
Sign renewal		\$20.55 ff
<i>Culvert as determined by Pubic Works & Transportation Dept</i>		
Curb or sidewalk depression		\$34.25 ff
Certificate of zoning conformity Single Family Dwelling		\$41.10 ff + HST
Certificate of zoning conformity Other		\$82.20 ff +HST
File Inquiry and plans inquiry Single Family Dwelling		\$41.10/SFD + HST
Other		\$82.20/others + HST
Annual Fee		\$685.00/Year + HST
Removal of work order (By-Law)		\$143.85 ff + HST
Work order appeal (By-Law)		\$143.85 ff
Removal of Order (Building Code)		\$143.85 + HST
Liquor License Application		82.20 + HST
Alternative Solution Proposal (per application)		\$500.00 ff

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2015-221

ELECTIONS (E1): A by-law to authorize Advance Vote dates and times for the 2016 Municipal by-election.

WHEREAS section 43(1) of the *Municipal Elections Act*, S.O. 1996 provides that a municipal council shall pass a by-law establishing one or more dates for an advance vote, and the hours during which voting places shall be open on that date or dates;

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

1. **ADVANCE VOTE DATES**

Advance votes shall be held on the following dates and times at the Civic Centre in the Russ Ramsay Board Room:

Saturday, January 16, 2016 between the hours of 10:00 a.m. and 6:00 p.m.; and

Wednesday, January 20, 2016 between the hours of 10:00 a.m. and 8:00 p.m.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 7th day of December, 2015.

MAYOR – CHRISTIAN PROVENZANO

DEPUTY CITY CLERK – RACHEL TYCZINSKI