



REGULAR MEETING OF CITY COUNCIL REVISED AGENDA

Monday, April 11, 2016

4:30 p.m.

Council Chambers

Civic Centre

	Pages
1. ADOPTION OF MINUTES	15 - 33
Mover Councillor L. Turco Seconder Councillor J. Hupponen	
Resolved that the Minutes of the Regular Council Meeting of 2016 03 21 and the Budget Meeting of 2016 03 22 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 L. Turco Seconder Councillor M. Shoemaker	
Resolved that the Agenda for 2016 04 11 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 Economic Diversification Fund Application – Sault Ste. Marie Airport Development Corporation	
Terry Bos, President and CEO, Sault Ste. Marie Airport Development Corporation will be in attendance regarding Agenda item 7.8.1	
5.2 Sault Ste. Marie Public Library – Relocation of Churchill Branch	
Chris Rous, Chair, Sault Ste. Marie Public Library Board and Lucia Reece,	

Director of Education, Algoma District School Board will be in attendance regarding Agenda item 7.8.2

5.3 PUC Quarterly Financial Statements

Jim Boniferro, Chair, PUC Inc. and PUC Services Inc., and Dominic Parrella, President and CEO, PUC Services Inc. will be in attendance regarding Agenda item 7.8.3

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

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that all the items listed under date 2016 04 11 – Part One – Consent Agenda be approved as recommended.

6.1 Correspondence

6.1.1 Sault Ste. Marie Police Service 34 - 64

Request for report regarding Uber ridesharing service

Mover Councillor M. Shoemaker
Seconder Councillor J. Hupponen

Resolved that the request of the Sault Ste. Marie Police Service for a report regarding the ridesharing services be received and that the Legal Department be requested to review and report back to Council regarding ridesharing services and any recommended changes to existing by-laws.

6.1.2 Northern Superior Brewing Co. 65 - 66

Request for support of Application for Manufacturer's Limited Liquor Sales Licence

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that the City of Sault Ste. Marie supports the application of Northern Superior Brewing Co. for a Manufacturer's Limited Liquor Sales Licence.

6.1.3 Waterfront Legend 67 - 68

Request for permission for private property liquor licenced area

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that City Council has no objection to the proposed extended licenced area as detailed in the written request for a liquor licence extension on private property for an outdoor event on the following dates and times:

Waterfront Legend – 89 Foster Drive

- July 1 Canada Day – 12 noon to 2:00 a.m.
- July 2 – 12 noon to 2:00 a.m.
- July 3 – 12 noon to 2:00 a.m.
- July 4 Independence Day – 12 noon to 2:00 a.m.

6.1.4 Sault Ste. Marie Economic Development Corporation 69 - 82

Executive Summary of KPMG Competitive Alternatives 2016

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

Resolved that the report of Chief Executive Officer, Sault Ste. Marie Economic Development Corporation dated 2016 04 11 concerning 2016 KPMG Competitive Alternatives be received as information.

6.2 RFP – Playground Equipment (2016CSD-PK-03-P) 83 - 84

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

Mover Councillor L. Turco

Seconder Councillor M. Shoemaker

Resolved that the report of the Manager of Purchasing dated 2016 04 11 concerning RFP – Playground Equipment be received and that the proposal submitted by A.B.C. Recreation Ltd. to supply and deliver inclusive playground equipment as required by the Recreation and Culture Division of the Community Services Department be approved.

6.3 RFP – Professional Services – Roof Projects (2016FNC-01-P) 85 - 86

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

Mover Councillor L. Turco

Seconder Councillor M. Shoemaker

Resolved that the report of the Manager of Purchasing dated 2016 04 11 concerning RFP – Professional Services – Roof Projects be received and that the proposal submitted by Elliott Engineering Inc. to provide professional services for the assessment, design and contract administration for five (5) roofs be approved.

A by-law authorizing signature of an engineering contract for this project will appear on a future Council Agenda.

6.4 2016 Municipal By-Election – Accessibility Measures 87 - 89

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

Mover Councillor L. Turco

Seconder Councillor M. Shoemaker

Resolved that the report of the City Clerk dated 2016 04 11 concerning 2016 Municipal By-Election – Accessibility Measures be received as information.

6.5 Bellevue Park Playground Equipment 90 - 91

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

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that the report of the Commissioner of Community Services dated 2016 04 11 concerning the purchase of playground equipment at Bellevue Park be received as information.

6.6 The Algoma Farmers' Market Agreement – Proposed Revisions 92 - 96

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

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that the report of the Manager of Recreation and Culture dated 2016 04 11 concerning The Algoma Farmers' Market Agreement – Proposed Revisions be received and that Council authorize staff to enter into a new agreement with The Algoma Farmers' Market which would include the financial details outlined in this report along with the repair and replacement costs of the tent being the responsibility of the Algoma Farmers' Market.

6.7 Cultural Financial Assistance Grants 2016 97 - 99

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

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that the report of the Manager of Recreation and Culture dated 2016 04 11 concerning the 2016 Cultural Financial Assistance Grants be received and the recommendation of the Cultural Advisory Board of the recipients under the 2016 Cultural Financial Assistance Program be approved.

6.8 CTV Sponsorship Agreement 2016 100 - 101

A report of the Environmental Initiatives Co-ordinator is attached for the consideration of Council.

The relevant By-law 2016-39 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.9 2016 Biennial Bridge Inspections 102 - 103

Mover Councillor L. Turco
 Secunder Councillor M. Shoemaker

An agreement for engineering services will be brought to Council at a future meeting.

- 6.13 Sole Sourcing Welcome Feature 111 - 128**
- A report of the Planning Division is attached for the consideration of Council.
- Mover Councillor L. Turco
 Secnder Councillor M. Shoemaker
- Resolved that the report of the Planning Division 2016 04 11 concerning sole sourcing of the concrete letters and leaf to be used in the Huron Street Welcome Feature be received and that Ed's Concrete be sole sourced to provide the concrete features for this project.
- 6.14 Federal Funding for Local Immigration Partnership 129 - 130**
- A report of the Local Immigration Partnership Co-ordinator is attached for the consideration of Council.
- The relevant By-law 2016-34 is listed under item 11 of the Agenda and will be read with all by-laws under that item.
- 6.15 2016-2017 Event Funding Recommendations 131 - 156**
- A report of the Chair, Conferences and Major Special Events Committee is attached for the consideration of Council.
- Mover Councillor L. Turco
 Secnder Councillor J. Hupponen
- Resolved that the report of the Chair, Conferences and Major Special Events Committee dated 2016 04 11 concerning 2016-2017 Event Funding Recommendations be received and the recommendations of the committee concerning a policy amendment and funding for three events be approved.
- 7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**
- 7.1 ADMINISTRATION**
- 7.2 COMMUNITY SERVICES DEPARTMENT**
- 7.3 ENGINEERING**
- 7.4 FIRE**
- 7.4.1 Fire Services Organizational Realignment Plan Update 157 - 166**
- A report of the Chief Administrative Officer is attached for the consideration of Council.
- Mover Councillor L. Turco
 Secnder Councillor J. Hupponen
- Resolved that the report of the Chief Administrative Officer dated 2016 04 11 concerning Fire Services Organizational Realignment Plan Update be received

as information and that the comprehensive risk assessment currently being undertaken as part of the plan continue as scheduled to be verified by a third party in the final year of the transition period.

7.4.1.1	Example of an Office of the Fire Marshal and Emergency Management Review	167 - 193
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7.5	LEGAL
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7.6	PLANNING
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7.6.1	A-5-16-Z – 69 Ashgrove Avenue	194 - 212
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A report of the Planner is attached for the consideration of Council.

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that the Report of the Planner dated 2016 04 11 concerning A-5-16-Z – 69 Ashgrove Avenue be received and that Council approve the rezoning of the subject property from Single Detached Residential Zone (R2) to Single Detached Residential Zone (R2.S) with a Special Exception to permit a duplex dwelling within the existing home subject to the following conditions:

1. That one (1) required parking space be stacked;
2. That one (1) required parking space be permitted to locate within a required front yard;
3. That prior to the issuance of an occupancy permit, the driveway be widened by 3m (10') commencing from the roadway to a point adjacent to the edge of the front steps of the existing dwelling upon the subject property.

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

7.6.2	A-6-16-Z – 546 Cooper Street	213 - 215
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A report of the Planner is attached for the consideration of Council.

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that the report of the Planner dated 2016 04 11 concerning Rezoning Application A-6-16-Z be received and that Council approve rezoning the subject property from Single Detached Residential Zone (R2) to Low Density Residential Zone (R3) and that the Legal Department be directed to prepare the necessary by-law to effect this approval.

7.6.2.1	<i>Attachments – Sketch and Map</i>	216 - 220
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7.7	PUBLIC WORKS AND TRANSPORTATION
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7.8 BOARDS AND COMMITTEES

7.8.1 Sault Ste. Marie Economic Development Corporation – EDF for Sault Ste. Marie Airport Development Corporation 221 - 233

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

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that the report of the Chief Executive Officer, Sault Ste. Marie Economic Development Corporation dated 2016 03 21 concerning Sault Ste. Marie Airport Development Corporation Hangar Expansion Economic Diversification Fund application be received and that the application of the Sault Ste. Marie Airport Development Corporation in the amount of \$250,000 be approved.

7.8.2 Sault Ste. Marie Public Library – Relocation of Churchill Branch 234 - 254

A report of the CEO/Director of Sault Ste. Marie Public Library is attached for the consideration of Council.

7.8.2.1 *Petition* 255 - 283

7.8.3 PUC Quarterly Financial Statements 284 - 288

The PUC 2015 third quarter financial statements are attached for the consideration of Council.

7.8.3.1 *PUC 4th Quarter Shareholder Report* 289 - 300

The PUC 2015 fourth quarter shareholder report is attached for the consideration of Council.

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that the 2015 PUC 4th Quarter Shareholder Report be received as information.

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

8.1 Grants to Outside Agencies – Budget 2017

Mover Councillor S. Myers
Seconder Councillor P. Christian

Whereas during the 2016 City Council budget deliberations no presentations were made from outside agencies and organizations that receive City funds as this has not been requested in the past; and

Whereas City Council is seeking to review and understand all aspects of

spending both inside and outside of the Corporation; and

Whereas there are a number of agencies and organizations receiving City funds either through a levy or grant and each one should be asked to present to City Council with a complete financial report so that City Council can ascertain the impact of the City funding; and

Whereas presentations need to be made not later than the last quarter of the current year in advance of the next year with the understanding that City Council will be considering the level of funding and any levy appeal opportunities where appropriate, for the following year's budget;

Now Therefore Be It Resolved that staff advise all outside boards, agencies and organizations of this process and schedule presentations that will fully inform City Council of the following:

- the full financial picture of the organization's funding, revenue and expenses
- specifically including the impact the City funding has on fulfilling the mandate of the agency, board or organization – both positive and negative

8.2 Canada's Response to Unfair Trade

Mover Councillor M. Shoemaker
Seconder Councillor S. Butland

Whereas the 2016 federal budget highlighted the need to strengthen Canada's response to unfair trade; and

Whereas unfair trade and steel dumping have wreaked havoc on Essar Steel Algoma and, as a result, the Sault Ste. Marie economy; and

Whereas Mayor Provenzano, MPP Oraziotti and MP Sheehan have all highlighted the devastating effects of unfair trade on the Sault Ste. Marie economy; and

Whereas it is critical for the ongoing viability of Essar Steel Algoma that federal government recognize the importance Canada's international trade laws;

Now Therefore Be It Resolved that the Council of the City of Sault Ste. Marie endorse wholeheartedly the effort of the Government of Canada to strengthen Canada's response to unfair trade.

8.3 Ontario Energy Board – Cost of Electricity

Mover Councillor S. Myers
Seconder Councillor S. Hollingsworth

Whereas City Council recognizes the high cost of electricity is a financial burden to our residents; and

Whereas electricity bills for Sault Ste. Marie residents continue to increase annually at rates significantly above inflation rates; and

Whereas for an average residential customer using 800 kWh per month the cost of electricity increased May 1, 2015 by approximately 7.5% and again on

November 1, 2015 by an additional 5.4%; and

Whereas combined with the elimination of the Ontario Clean Energy Benefit (OCEB) rebate, the effect to Sault Ste. Marie consumers has been approximately 26% increase in the electricity portion of their bills over the last 12 months, an increase of 21.7% on their total bill; and

Whereas the local distribution company, PUC Distribution Inc., retains only 18% of the total electricity bill, the balance of which is money that is collected by PUC and turned over to provincial or federal agencies (HST), the largest component being the cost of electricity at approximately 60% of the total bill; and

Whereas the cost of electricity in the province of Ontario is set by the Ontario Energy Board; and

Whereas the regulating body - Ontario Energy Board - typically increases the cost of electricity on May 1st and November 1st each year; and

Whereas consumers in Sault Ste. Marie continue to be adversely impacted by the ever-increasing financial burden of continuously increasing electricity costs;

Now Therefore Be It Resolved that a letter from the Office of the Mayor be sent to the Ontario Minister of Energy who has authority over the Ontario Energy Board, expressing our strong objection to the unacceptable and ongoing increases of energy costs, and

Further be it resolved that City Council does call upon the Minister to demonstrate how deregulation of the electricity industry is benefitting electricity customers in Northern Ontario and when customers might see relief to these growing costs;

Further be it resolved that this resolution be forwarded to the NOLUM, FONOM, ADMA and AMO with a request that it is supported and similar actions be taken as appropriate within their membership.

8.4 Truth and Reconciliation Committee

Mover Councillor S. Myers
Seconder Councillor M. Shoemaker

Whereas the summary of the Truth and Reconciliation Commission's Final Report on residential schools was released on June 2, 2015; and

Whereas the full final report of the Truth and Reconciliation Commission was subsequently released on December 15, 2015; and

Whereas the calls to action for reconciliation in both reports contain a number of recommendations targeted at municipal governments; and

Whereas the City of Sault Ste. Marie was formerly the location of the Shingwauk Residential School; and

Whereas the City of Sault Ste. Marie has a significant urban indigenous population and is abutted by several neighbouring First Nations communities; and

Whereas for the aforementioned reasons, the City of Sault Ste. Marie has a vested interest in achieving reconciliation and moving past the harmful legacy of residential schools,

Now Therefore Be It Resolved that City Council establish an advisory committee comprised of the City Clerk, the City Solicitor, representatives from the First Nations community and City Council to provide guidance to City Council on how best to achieve the objectives for municipal governments as recommended in the Truth and Reconciliation Report.

Further Be It Resolved that the City Clerk canvass the First Nations community for committee membership and report back to City Council with a proposed committee for its approval.

8.5 Province of Ontario "Vacation Villages"

301 - 303

Mover Councillor S. Butland
Seconder Councillor P. Christian

Whereas the Ontario Government is presently studying the possibility of setting up 5 "vacation villages" in the province; and

Whereas one of the proposed criterion will be the proximity to the United States; and

Whereas one site would likely be located in Northern Ontario;

Now Therefore Be It Resolved that appropriate staff be requested to review and report back to Council regarding the potential for Sault Ste. Marie to host a "vacation village".

8.6 Canadian Bushplane Heritage Museum Provincial Funding

Mover Councillor R. Romano
Seconder Councillor P. Christian

Whereas the Community Museum Operating Grant (CMOG) is a grant provided by the Ministry of Tourism Recreation and Support and is the only operating grant offered by the province of Ontario for cultural attractions; and

Whereas the Canadian Bushplane Heritage Museum (CBHM) receives yearly funding through the said grant in the amount of \$46,752 per year. Additionally, the City of Sault Ste. Marie provides yearly funding in the amount of \$110,000 to the CBHM; and

Whereas Science North in Sudbury receives yearly funding from the said grant in the amount of \$9,189,222 and other tourist attractions in Northern Ontario communities receive funding from CMOG that is substantially higher than that received by the CBHM in Sault Ste. Marie; and

Whereas there clearly appears to be a significant gap/disparity in the level of funding currently provided to Sault Cultural attractions, notably the CBHM; and

Whereas the current application process for CMOG funding fails to provide a mechanism for an applicant to demonstrate growth and demand for funding and fails to provide the rationale for funding. The application is in fact an

application for continued funding in line with what has been received in the previous year; and

Whereas the CBHM is in need of further funding to continue its operations, expand its operations and become a sustainable tourist attraction in Sault Ste. Marie and has sought additional funding from the City and the Province in support of these goals; and

Whereas those requests for additional funding have not been successful to date and the CBHM will require the support of Council to seek further funding through CMOG

Now Therefore Be It Resolved that the City of Sault Ste. Marie offers its support to the CBHM in seeking an increase in CMOG funding and clarity from CMOG as to the rationale for the granting of funding and will contact the Minister of Tourism , Culture and Sport to highlight these concerns and support for additional funding.

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 L. Turco
Seconder Councillor M. Shoemaker

Resolved that all By-laws under item 11 of the Agenda under date 2016 04 11 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 2016-35 (Taxes) Rates 304 - 305

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that By-law 2016-35 being a by-law to provide for the adoption of property tax rates for 2016 be passed in open Council this 11th day of April, 2016.

11.1.2 By-law 2016-36 (Taxes) Transition Ratios 306 - 307

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that By-law 2016-36 being a by-law to provide for the adoption of taxation transition ratios be passed in open Council this 11th day of April, 2016.

11.1.3 By-law 2016-37 (Taxes) Final Billing 308 - 309

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that By-law 2016-37 being a by-law to provide for 2016 final tax billing be passed in open Council this 11th day of April, 2016.

11.1.4 By-law 2016-39 (Agreement) 20-Minute Makeover 310 - 312

A report from the Environmental Initiatives Co-ordinator is on the Agenda.

Mover Councillor L. Turco
Seconder Councillor M. Shoemaker

Resolved that By-law 2016-39 being a by-law to authorize the execution of a Sponsorship Agreement between the City and CTV Television Inc. for the promotion of the 20-Minute Sault Ste. Marie Makeover be passed in open Council this 11th day of April, 2016.

11.1.5 By-law 2016-34 (Agreement) Local Immigration Agreement 313 - 321

A report from the Co-ordinator of Local Immigration Partnership is on the Agenda

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

Resolved that By-law 2016-34 being a by-law to authorize the execution of an amendment to the Contribution Agreement be passed in open Council on the 11th day of April, 2016.

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 L. Turco
Seconder Councillor J. Hupponen

Resolved that this Council proceed into closed session regarding advice concerning risk and liability to the corporation in the wake of a recent personal injury settlement;

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

(Advice that is subject to solicitor-client privilege, including communications necessary for that purpose – section 239(2)(f))

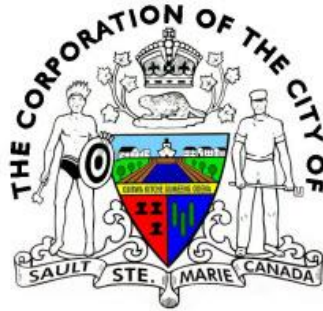
14.

ADJOURNMENT

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, March 21, 2016
4:30 p.m.
Council Chambers
Civic Centre

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

Officials: A. Horsman, M. White, M. Borowicz-Sibenik, N. Apostle, J. Dolcetti, M. Figliola, L. Girardi, M. Nadeau, P. Niro, S. Schell, M. Figliola, F. Coccimiglio, C. Fairbrother, S. Parr, N. Scott

1. ADOPTION OF MINUTES

Moved by: Councillor M. Shoemaker
Seconded by: Councillor L. Turco

Resolved that the Minutes of the Regular Council Meeting of 2016 03 07 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 – Municipal Law Enforcement Officers

Spouse employed by Police Services.

3.2 Councillor P. Christian – Municipal Day Cares – Option 5 – Operating out of Schools

Specific to Option #5 only – employed by the Algoma District School Board.

3.3 Councillor J. Krmpotich – Provincial Support for Sault Ste. Marie Steel Industry

Employed by Essar Steel Algoma.

4. APPROVE AGENDA AS PRESENTED

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the Agenda and Addendum for 2016 03 21 City Council Meeting as presented be approved.

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1 National Volunteer Week

Elsbeth Belair, Volunteer Sault Ste. Marie, Planning Committee was present.

5.2 Change the World – Ontario Youth Volunteer

Seth Lucenay, Change the World was present.

5.3 World Autism Awareness Day

Tanya Running, representing the Sault Ste. Marie Chapter of Autism Ontario was present.

5.4 Parkinson Awareness Month

Anne Laidlaw, Treasurer, Sault Ste. Marie Parkinson's support group was present.

5.5 Easter Seals Telethon

Ben MacDonald, 2016 Sault Ste. Marie Easter Seals Ambassador was present.

5.6 Municipal Day Cares – Option 5 – Operating out of schools

Councillor P. Christian declared a conflict on this item. (Specific to Option #5 only – employed by the Algoma District School Board.)

Jill Micomonaco, parent; Sarah Miller, parent; Kayla Eddy, parent and Maria Braido, day care staff were in attendance regarding item 7.2.1.

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that all the items listed under date 2016 03 21 – Part One – Consent Agenda and Addendum be approved as recommended.

Carried

6.1 Correspondence

Correspondence from Mayor Provenzano to Hon. David Oraziotti, Minister of Consumer and Government Services concerning the importance of the continued operation of the integrated steel production facility in Sault Ste. Marie was received by Council.

6.2 Council Travel

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

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

Carried

6.3 2015 Honoraria and Expenses – Mayor & Council and Board & Committee Members

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated 2016 03 21 concerning 2015 Honoraria and Expenses (Mayor, Council, Board and Committee Members) be received as information.

Carried

6.3.1 Amended Statement – 2015 Honoraria and Expenses

6.4 RFP for Specialized Services – Esposito Park Pump Track (2016CSD-04-P)

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Purchasing dated 2016 03 21 concerning RFP for Specialized Services – Esposito Park Pump Track be received and that the proposal submitted

by Ontario Bike Park Construction for the provision of Specialized Services related to the construction of an asphalt paved Bicycle Pump Track at Esposito Park, as required by the Community Services Department, be approved.

Carried

6.5 Tender for Selected Granular Materials (2016PWT-03-T)

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the report of the Manager of Purchasing dated 2016 03 21 be received and that the tender for the supply of Selected Granular Materials for the 2016 and 2017 seasons be awarded on an as required basis; and

Further that the City's requirements for Blast Furnace Slag be awarded to Superior Slag Products for a period of one (1) year at the tendered price of \$6.80 per tonne.

Carried

6.6 Essar Centre – Acrylic Rink Shielding

The reports of the Commissioner of Community Services and Manager of Purchasing were received by Council.

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of the Commissioner of Community Services dated 2016 03 21 concerning the Essar Centre – Acrylic Rink Shielding be received and that Council authorize allocating an additional \$12,000 from the Essar Centre Enhancement account for a total project allotment of \$102,000.

Carried

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Purchasing dated 2016 03 21 concerning RFP for Acrylic Rink Shielding be received and that the proposal submitted by Welmar Recreational Products to supply, deliver and install an Acrylic Rink Shielding System at the Essar Centre, as required by the Community Services Department, be approved.

Carried

6.7 Bellevue Park Playground Donation

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the report of the Manager of Recreation and Culture dated 2016 03 21 concerning the very generous donation of \$80,000 from the Rotary Club of Sault Ste. Marie for inclusive and accessible playground equipment at Bellevue Park be received and that staff be authorized to enter into an agreement with the Rotary Club of Sault Ste. Marie outlining the ownership, replacement and maintenance of the equipment.

Carried

6.8 Bellevue Sanitary Sewer Overflow Tank Repairs

The report of the Land Development and Environmental Engineer was received by Council.

The relevant By-law 2016-33 is listed under item 11 of the Minutes.

6.9 Deeming Lots 106 and 109 Plan 1749 Dance Subdivision

The report of the Assistant City Solicitor/Senior Litigation Counsel was received by Council.

The relevant By-law 2016-31 is listed under item 11 of the Minutes.

6.10 Renewal of City's Insurance Program – Jardine Lloyd Thompson Canada Inc.

The report of the City Solicitor was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the City Solicitor dated 2016 03 21 concerning Renewal of City's Insurance Program be accepted and that the City's insurance package for the period February 28, 2016 to February 28, 2017 be placed with Jardine Lloyd Thompson Canada Inc. through Algoma Insurance Brokers Limited at a cost of \$1,300,000.

Carried

6.11 Municipal Law Enforcement Officers

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

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

The relevant By-law 2016-30 is listed under item 11 of the Minutes.

6.12 Multi-Year Accessibility Plan

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Accessibility Co-ordinator dated 2016 03 07 regarding 2016-2021 Multi-Year Accessibility Plan be received and the plan adopted.

Carried

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.2 COMMUNITY SERVICES DEPARTMENT

7.2.1 Municipal Day Cares – Option 5 – Operating out of Schools

Councillor P. Christian declared a conflict on this item. (Specific to Option #5 only – employed by Algoma District School Board.)

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of the Commissioner of Community Services dated 2016 03 21 concerning the viability and feasibility of operating municipal daycares in schools (Option 5) be received as information.

Carried

Moved by: Councillor M. Shoemaker

Seconded by: Councillor S. Myers

Be It Resolved That, in accordance with Option #2 presented by the Childcare Review Committee, the Council of the City of Sault Ste. Marie direct the Community Services Department to close the City operated childcare centres as and when the Community Services and the District Social Services Administration Board are able to find alternate childcare providers for the existing users within the City operated childcare centres; and

Be It Further Resolved that the Community Services Department and the District Social Services Administration Board make efforts to complete such transition no later than December 31, 2017.

Recorded	For	Against
Mayor C. Provenzano	X	
Councillor S. Butland		X
Councillor P. Christian	X	

Councillor S. Myers	X	
Councillor S. Hollingsworth	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 J. Krmpotich		X
Councillor R. Romano	X	
Results	9	4

Carried

For Mayor C. Provenzano, Councillor P. Christian, Councillor S. Myers, Councillor S. Hollingsworth, Councillor J. Hupponen, Councillor M. Shoemaker, Councillor R. Niro, Councillor F. Fata and Councillor R. Romano

Against Councillor S. Butland, Councillor L. Turco, Councillor M. Bruni and Councillor J. Krmpotich

Carried

7.3 ENGINEERING

7.4 FIRE

7.5 LEGAL

7.6 PLANNING

7.7 PUBLIC WORKS AND TRANSPORTATION

7.8 BOARDS AND COMMITTEES

7.8.1 Downtown Association Budget

The 2016 Downtown Association budget was received by Council.

Duane Moleni, Manager, was in attendance.

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the budget of the 2016 Downtown Association be approved.

Carried

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

8.1 Animal Control

Moved by: Councillor J. Hupponen

Seconded by: Councillor M. Shoemaker

Whereas the City of Sault Ste. Marie's existing dog and cat by-laws are 17 and 15 years old respectively; and

Whereas the existing by-laws provide the means to impound cats and dogs running at large, impose license fees on dog owners and enforce dangerous dog notices; and

Whereas the scope of the current by-laws only partially address the animal issues the Sault Ste. Marie and District SPCA is presented with on a daily basis; and

Whereas responsible pet ownership goes beyond confining dogs or cats to the owner's property and purchasing an annual license but rather, includes ensuring that all animals in our City are treated in a humane and responsible manner and are prevented from disturbing or harming people, animals or property; and

Whereas the Sault Ste. Marie and District SPCA has reviewed by-laws from sixty different communities and 62% of those communities surveyed have animal by-laws which contain such care provisions; and

Whereas enhancing Sault Ste. Marie's animal control by-laws to include such care provisions would be to the benefit of domestic animals, pet owners, the Sault Ste. Marie and District SPCA and the community at large,

Now Therefore Be It Resolved that the Legal Department, with assistance and input from the Sault Ste. Marie and District SPCA, review how Sault Ste. Marie's animal control by-laws could be strengthened and enhanced and report back to Council with findings and recommendations.

Carried

8.2 Buy Canadian

Moved by: Councillor S. Butland

Seconded by: Councillor P. Christian

Whereas Buy America policies have effectively excluded Canadian Steel producers from participating in American infrastructure projects since 2008; and

Whereas International Trade Agreements often prevent federal and provincial jurisdictions from over-riding any pertinent clauses; and

Whereas the Liberal government has dedicated \$125 billion over the next ten years for Canadian infrastructure projects, supplemented by \$200-\$300 million/year from the provincial government; and

Whereas municipalities may be exempt from some/all of the restrictions which could preclude a “Buy Canadian” policy; and

Whereas Sault Ste. Marie has put into place a 10% Canadian content policy which is rarely if ever utilized; and

Whereas this policy has never been contested and could serve as precedent setting; and

Whereas any trade laws applicable to steel dumping are seemingly ineffectual and also involve considerable cost and time to pursue;

Now Therefore Be It Resolved that this resolution with information be forwarded to our Legal and Purchasing departments to determine whether or not a municipality can implement a “*Buy Canadian Act*” not dissimilar to the “*Buy America Act*”.

Carried

8.3 Provincial Support for Sault Ste. Marie Steel Industry

Councillor J. Krmpotich declared a conflict on this item. (Employed by Essar Steel Algoma.)

Moved by: Councillor R. Niro

Seconded by: Councillor P. Christian

Whereas the integrated steel mill in Sault Ste. Marie (Essar Steel Algoma, formerly Algoma Steel) has been the lifeblood of our local economy since the turn of the 20th century; and

Whereas steel production was an integral part of Ontario’s own economic development over the same period; and

Whereas approximately 8,000 people are directly and indirectly employed at Essar Steel Algoma; and

Whereas Sault Ste. Marie has approximately 8,500 pensioners whose income is dependent upon the ongoing operation of the integrated steel mill; and

Whereas Essar Steel Algoma Inc. is in receivership in accord with the *Companies’ Creditors Arrangement Act*; and

Whereas an Order of the Ontario Superior Court of Justice outlines and provides for a Sale and Investment Solicitation Process ('SISP') which process will dictate the disposition of the Essar Steel Algoma Inc. assets including their ongoing operation; and

Whereas a transaction that would result in the ongoing operation of the integrated steel mill in Sault Ste. Marie will likely require the significant support of the Province of Ontario; and

Whereas the ongoing operation of the integrated steel mill in Sault Ste. Marie is vital to the community,

Now Therefore Be It Resolved that City Council calls on Premier Kathleen Wynne and the Province of Ontario to commit their support to the continued operation of the integrated steel mill in Sault Ste. Marie.

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 J. Hupponen

Seconded by: Councillor L. Turco

Resolved that all By-laws under item 11 of the Agenda under date 2016 03 21 be approved, save and except by-law 2016-30.

Carried

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

11.1.2 By-law 2016-31 (Subdivision Control) Dance Subdivision Lots 106 and 109 Plan 1R1749

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that By-law 2016-31 being a by-law to deem not registered for purposes of subdivision control certain lots in the Dance Subdivision, pursuant to section 50(4) of the *Planning Act* be passed in open Council this 21st day of March, 2016.

Carried

11.1.3 By-law 2016-32 (Zoning) 127 Pilgrim Street

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that By-law 2016-32 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 127 Pilgrim Street be passed in open Council on the 21 day of March 2016.

Carried

11.1.4 By-law 2016-33 (Agreement) Bellevue Sanitary Sewer Overflow Tank (Contract 2016-8E)

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2016-33 being a by-law to authorize the execution of an agreement between the City and Commercial Concrete Limited for repairs to the Bellevue Sanitary Sewer Overflow Tank (Contract 2016-8E) be passed in open Council on the 21st day of March, 2016.

Carried

11.1.1 By-law 2016-30 (Parking) Municipal Law Enforcement Officers

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that By-law 2016-30 being a by-law to authorize the appointment of 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 on the 21st day of March, 2016.

Carried

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that this Council proceed into closed session to discuss an issue under the *Companies' Creditors Arrangement Act*;

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

(Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Municipal Act s. 239(2)(f))

Carried

14. ADJOURNMENT

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk



BUDGET MEETING OF CITY COUNCIL

MINUTES

Tuesday, March 22, 2016

4:30 p.m.

Council Chambers

Civic Centre

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

Officials: A. Horsman, M. White, L. Girardi, N. Apostle, S. Schell, J. Dolcetti, M. Figliola, M. Nadeau, P. Niro, F. Coccimiglio, M. Borowicz-Sibenik, J. Bruzas, P. Liepa, D. Elliott, D. McConnell, R. Rushworth

1. APPROVE AGENDA AS PRESENTED

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the Agenda for 2016 03 22 as presented be approved.

Carried

2. MINUTES OF BUDGET MEETINGS

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the Minutes of the Budget Meetings for 2016 02 29, 2016 03 01, 2016 03 07 and 2016 03 08 be approved.

Carried

3. DECLARATIONS OF PECUNIARY INTEREST

4. CONSENT AGENDA

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that all items listed under date 2016 03 22 Consent Agenda be approved as recommended.

Carried

4.1 Summary of Requested Reports – Budget 2016

The report of the Deputy City Clerk was received by Council.

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of the Deputy City Clerk dated 2016 03 22 regarding Summary of Requested Reports be received as information.

Carried

4.2 Impact of Freezing Non Union Wages

The report of the Commissioner of Human Resources was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Commissioner of Human Resources dated 2016 03 22 concerning Impact of Freezing Non-Union Wages be received as information.

Carried

4.3 Clerk's Department – Budget Information

The report of the Deputy City Clerk was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Deputy City Clerk dated 2016 03 22 concerning Clerk's Department Budget Information be received as information.

Carried

4.4 Sault Ste. Marie Public Library – Budget Information

Reports of the Director of Public Libraries concerning demographics; hours of operation and staffing; volume counts and energy costs were received by Council.

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the reports of the Director of Public Libraries concerning Sault Ste. Marie Public Library – Budget Information be received as information.

Carried

4.5 Long Term Debt to Reduce Capital Allocation

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated 2016 03 22 concerning the use of long term debt to reduce the annual operating budget capital allocation be received as information and that the recommendation not to proceed with either long term debt funding option be approved.

Carried

4.6 Ontario Regulation 284/09

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated 2016 03 22 concerning Ontario Regulation 284/09 be approved for the budget year 2016.

Carried

5. 2016 OPERATING BUDGET: LEVY BOARDS, LOCAL BOARDS and OUTSIDE AGENCY GRANTS

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated March 22, 2016 concerning the 2016 Final Budget Levy Board, Local Boards and Outside Agency Grants be received and that the amounts included in the 2016 Final Operating Budget as presented be approved.

Carried

Moved by: Councillor F. Fata

Seconded by: Councillor M. Shoemaker

Resolved that City Council request that Sault Ste. Marie Public Library Board to reduce their 2016 budget by 5%.

Defeated

6. CAPITAL BUDGET AND LONG TERM DEBT

The report of the Manager of Audits and Capital Planning was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Audits and Capital Planning, dated March 22, 2016, concerning 2016 Capital Budget be received and the following be approved:

1. The recommended Capital from Current projects totalling \$600,000 be approved.
2. The recommended Sanitary Sewer Surcharge – Capital Portion totalling \$4,672,891 be approved.
3. The recommended Engineering Dept. Miscellaneous Construction projects totalling \$1,300,000 be approved.
4. The Asset Management Plan – Acceleration projects be approved as follows:
 - a. The repair/replacement of 5 roofs totalling \$1,500,000,
 - b. Consulting work for the Civic Centre windows and metal cladding project totalling \$350,000,
 - c. The repair/replacement of the window joint sealant on various City facilities,
 - d. An allotment of \$300,000 be set aside for potential emergency repairs of facilities arising in 2016,
 - e. Consulting work surrounding the potential relocation of the transit building totaling approximately \$250,000, and
 - f. The remainder of the available asset management funding be allocated towards the Civic Centre windows and metal cladding project in 2017.
5. Allocate \$40,000 from any savings realized in the 2015 Capital Works program towards the Huron Street Welcome Feature project.

Carried

7. FINAL 2016 OPERATING BUDGET

The reports of the Commissioner of Finance and Treasurer and the Manager of Finance and Budgets were received.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated March 22, 2016 be received and the following be approved:

1. The budget adjustments as contained in Appendix A be added to the Final Budget, resulting in a 2016 tax levy of \$106,963,376, before levy reduction recommendations ;
2. The Tax Stabilization Reserve in the amount of \$708,000 and the Working Fund Reserve in the amount of \$1,081,000 be applied to reduce the 2016 levy;
3. The estimated 2015 estimated surplus of \$550,000 be applied to reduce the 2016 levy;
4. Changes to the 2015 estimated surplus of \$550,000 as a result of the year end audit be transferred to/from the Contingency Reserve;
5. 2015 year end reserve transfers as presented.

6. Revenue Neutral tax ratios be used for calculating the 2016 tax rates; and
Business property tax capping be maintained at 5%.

Recorded	For	Against
Mayor C. Provenzano	X	
Councillor S. Butland	X	
Councillor P. Christian		X
Councillor S. Myers	X	
Councillor S. Hollingsworth	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 J. Krmpotich	X	
Councillor R. Romano	X	
Results	10	3
Carried		

For Mayor C. Provenzano, Councillor S. Butland, Councillor S. Myers, Councillor S. Hollingsworth, Councillor J. Hupponen, Councillor L. Turco, Councillor R. Niro, Councillor M. Bruni, Councillor J. Krmpotich and Councillor R. Romano

Against Councillor P. Christian, Councillor M. Shoemaker and Councillor F. Fata

Carried

Moved by: Councillor S. Myers

Seconded by: Councillor S. Hollingsworth

Whereas during the recent budget presentation made by Public Works and Transportation Department, the signaled intersection at Simpson and Wellington Streets was put forward as one to have the signals removed as a cost saving measure and

Whereas the cost savings for removal of these signals for 2016 is \$1,675 and

Whereas the area north of Wellington in the district bordered by Pine Street, Ontario Ave, Church/Pim Streets and Wellington Street, is dense residential with many young families and there is no other controlled pedestrian access out of the area and

Whereas the entire length of Wellington Street running within ward 2 from Trunk Road/Wellington Street juncture to Pim Street, is older residential homes with very short driveways and

Whereas Wellington Street, unlike Queen Street is a four lane major artery with heavy traffic flow and removal of the signal would create an unsafe exiting from these residential properties,

Therefore be it resolved that the intersection of Simpson and Wellington Streets remain signaled.

Defeated

Moved by: Councillor R. Romano

Seconded by: Councillor M. Shoemaker

Whereas the Northern Community Centre is financed internally and the City currently pays an amount of approximately \$500,000 per year over the next 11 years to pay back the debt of approximately \$5 million; and

Whereas the repayment could be extended over a further 10 year period and would reduce the levy by approximately \$250,000, but would extend the payments over the next 21 years; and

Whereas although the payment could continue over the next 21 years, it could also be paid sooner, with no penalty, when surplus or reserves are available; and

Whereas there would be no harm in using reserves or surplus to pay off that debt in the future, given that it is debt,

Therefore be it resolved that the City Council direct staff to extend the time for repayment of the debt for the Northern Community Centre be extended for a further 10 year period.

Carried

Moved by: Councillor M. Shoemaker

Seconded by: Councillor P. Christian

Be it resolved that staff take the necessary to bring the levy increase down to 2%.

Defeated

8. ADJOURNMENT

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that this Council shall now adjourn.

Carried

Mayor

City Clerk



SAULT STE. MARIE POLICE SERVICE

580 Second Line East
Sault Ste. Marie, Ontario P6B 4K1

ROBERT A. KEETCH
Chief of Police

EMERGENCY DIAL 9-1-1
TELEPHONE 705-949-6300

EXECUTIVE FAX 705-949-3082
OPERATIONS FAX 705-759-7820

February 29, 2016

Ms. Nuala Kenny
City Solicitor, Legal Department
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie ON P6A 5X6

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

MAR 01 2016

LEGAL DEPARTMENT

Dear Ms. Kenny:

Re: Uber Ridesharing Service and By-law 2015-72 (Taxis, etc.)

At a meeting of the Police Services Board on April 24, 2014, the following motion was approved:

MOVED BY: C. Provenzano
SECONDED BY: P. Mick

RESOLVED that the Board APPROVED the Sault Ste. Marie Police Service Board Report of Deputy Chief S. Sparling, dated February 11, 2016, requesting it be sent to City Legal Department for review of the issue of ridesharing service from a policy perspective and review By-Law 2015-72 in its application to ridesharing services to determine the requirement for potential changes to the By-Law. Carried.

I am attaching a copy of my report to the Police Services Board from their Board meeting on February 18, 2016. I am available if you have any questions.

Yours truly,

Sean P. Sparling
Deputy Chief of Police

SPS:ah

Attachment

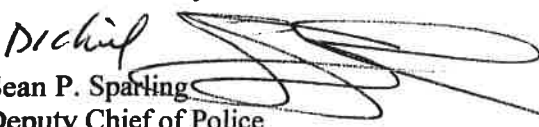
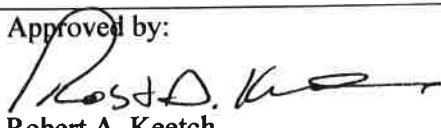
cc: Mayor C. Provenzano

Committed to Excellence in our Community



SAULT STE. MARIE POLICE SERVICE

BOARD REPORT

ACTION: FOR APPROVAL	DATE: February 11, 2016
PUBLIC AGENDA	
SUBJECT: UBER (BACKGROUND) AND BY-LAW 2015-72	
Recommended by:  Sean P. Sparling Deputy Chief of Police	Approved by:  Robert A. Keetch Chief of Police

UBER:

UBER is a ridesharing service in which patrons pay a fee for this service. The patron requests a driver to pick them up using an "app" on their smart phone. Attached to this report is a detailed paper written by Uber. It has been included as **background information only**. I caution readers to accept this only as background information as it must be determined whether ridesharing services would be operating legally in our City under present by-laws including the Taxi By-law.

Within the municipality of Sault Ste. Marie there are three taxi companies operating under By-law 2015-72. These are Union-Mobility- L.A. Limousines, Yellow Cab and Cruz Cab. In total there are 65 licensed vehicles associated to these businesses and 148 drivers licensed under the by-law. We have not received any application for licensing by Uber or any other ridesharing service.

Sault Ste. Marie By-law 2015-72, 2.1(u) defines a "vehicle for hire" as follows:

"...any motor vehicle kept or used for the conveyance of passengers for a fee, or as a benefit to a service for which a fee is charged. Vehicles for hire shall be classified as one of the following; taxicab, limousine, or wheelchair accessible vehicle, or hotel shuttle."

The by-law also requires anyone operating a "vehicle for hire" to be licensed under the by-law and to meet certain requirements.

I have reservations in directing our officers to enforce this by-law as written in regards to ridesharing businesses. This by-law was not written in contemplation of such services. I believe the by-law is also lacking in set fines and short form wordings that would allow our officers to conduct meaningful enforcement. As it stands the by-law allows only for the Chief of Police to suspend a license of a company in violation of the by-law or we would have to issue court summonses. This seems contrary to other by-laws and provincial acts where offenders can be fined by officers for non-compliance with licensing requirements.

There has been ongoing public and political interest in this topic. Many communities are exploring options to regulate ridesharing services.

My recommendations to the Sault Ste. Marie Police Services Board are as follows:

- 1. The Police Services Board request City Council review the issue of ridesharing service from a policy perspective.**
- 2. The Police Services Board request the City Legal Department review By-law 2015-72 in its application to ridesharing services. If changes are made to the existing by-law, suitable enforcement provisions such as set fines need to be incorporated into the by-law.**

At present we have not received any reports of a ridesharing service operating in Sault Ste. Marie. This gives the municipality the opportunity to develop their policy on how to approach this issue and potentially to draft the appropriate regulatory framework. I believe policy direction and legal framework are essential to our organization before we undertake any enforcement on this issue.

/Attachment

REGULATED RIDESHARING

Transportation is idiosyncratic. We have yellow taxis in New York and red ones in Hong Kong; double decker buses in London and single-story ones in most other cities. But there's increasing agreement in one area: smartphone apps that connect riders and drivers at the push of a button can improve everyone's quality of life.

GOOD FOR RIDERS

Apps like Uber make it more affordable and easier to get around – especially in places where there is little public transport and taxis are nonexistent today. These are often the poorest neighborhoods. Ridesharing services like Uber can help bring reliable transportation to communities that have been historically underserved.

GOOD FOR DRIVERS

According to the U.S. government over 20 million Americans want to work longer hours but cannot for “non-economic reasons” such as caring for a family member. Ridesharing services like Uber fit around people's existing commitments: drivers – and no one else – determine their own work schedule. In the U.S. half of drivers using Uber do so for less than 10 hours a week. And two-thirds vary their own hours by more than 25 percent week to week.

GOOD FOR CITIES

The ability to push a button and get a ride in minutes can reduce drunk driving. California experienced a six percent decline in alcohol-related crashes involving under-30 year olds following the launch of uberX. And in an increasing number of cities, Uber is so popular that we have many passengers wanting to get a ride to the same place at the same time. With uberPOOL, our carpooling service, they can share the ride – reducing congestion. Over time this becomes a real game-changer for cities. Because when getting a ride is cheap and as easy as picking up your keys, walking outside and turning on the ignition – well, why own a car at all?

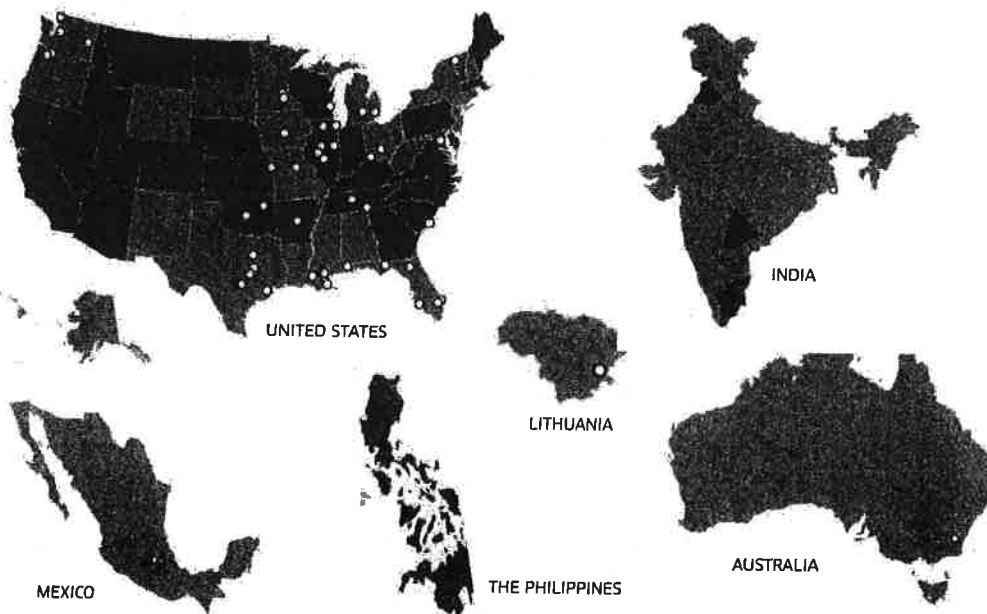
It's for these reasons that nearly 70 states and cities in the United States have passed modern ridesharing regulations in the last two years. The Philippines, Mexico City, the surrounding State of Mexico and the State of Puebla have now all followed suit. Vilnius, the capital of Lithuania, recently became the first city in the European Union to embrace the idea. And just last month, the Australian Capital Territory introduced new ridesharing regulations – the first state or territory to update its laws in Australia.

“The Australian Capital Territory Government supports the introduction of ridesharing in Canberra to improve transport in our city.

Services such as Uber offer a new way of getting around—using new technologies to provide more choice for consumers and to boost the productivity of our economy.

I'm pleased we were able to work with Uber to design and implement a clear set of regulations for ridesharing services.”

– Andrew Barr, Chief Minister, Australian Capital Territory



REGULATED RIDESHARING IN PRACTICE

At the heart of these new rules is the belief that one citizen should be free to give another citizen a ride across town – so long as there are regulations to ensure that important safety and consumer protection standards are met.

LICENSING REGIME

- Ridesharing companies must have a license before they can operate. To obtain a license, these companies must provide proof of insurance. Drivers do not need be individually licensed.
- To get started drivers must submit an application to the licensed ridesharing company. This enables the company to check a driver's age, driving license, driving history, vehicle registration, auto insurance and criminal record.
- Ridesharing companies cannot accept drivers whose records show that they do not meet the required standards (e.g. because they are too young or have an issue with their criminal record).

In the state of California, ridesharing companies are licensed under a unified licensing framework. Individual drivers are not required to obtain a license, and there are no restrictions on the number of people who can drive.

SAFETY REQUIREMENTS

- Drivers must undergo a rigorous pre-screening process.
- Records must be maintained for a minimum period to ensure that law enforcement can access information when necessary to ensure public safety.

In Canberra, the Australian Capital Territory government passed the country's first rideshare legislation, where ridesharing companies are required to ensure that prospective drivers meet driving record checks, are legally able to work and satisfy specific suitability criteria.

CONSUMER PROTECTION AND COMPETITION REQUIREMENTS

- Drivers are not allowed to solicit or accept street hails.
- Ridesharing companies should be free to set their own prices but they must be transparent about how fares are calculated. Customers must be able to get an accurate fare estimate before booking a trip and a receipt when the trip ends.
- Ridesharing companies must adopt a policy of nondiscrimination for drivers and riders.
- Drivers should be free to use multiple different ridesharing platforms – and any driver should be able to sign up so long as they meet the required standards.

In Manila, the Philippine Transportation and Communication Secretary enacted a new department order on "Promoting Mobility" that requires ridesharing services to provide transparent information about fares before trips and on itemized electronic receipts.

In Mexico City, the Ministry of Mobility passed a decree licensing ridesharing services that expressly did not impose price controls or license caps in order to support the growth of the rideshare market.

The key change in most places is the move from dual-licensing (with companies and drivers both needing a license) to a unified regime where only companies are licensed and where anyone is free to become a driver so long as they meet the standard criteria.

Separate requirements on drivers – or limits on the number of people who can apply to be drivers – deter people who only want to drive for a few hours each week and will benefit from this kind of flexible work.



IFC Reaches Cooperative Agreement with Uber to Develop Tailored Insurance Products for the Canadian Marketplace

Intact Financial Corporation (IFC) has entered into a cooperative agreement to develop tailored insurance products with Uber. IFC is working with insurance regulators and different levels of government in the provinces where ridesharing currently exists (Ontario, Alberta and Québec). IFC will create an insurance product in collaboration with stakeholders that satisfies the requirements of both insurance and transportation regulators.

Intact Financial Corporation

Intact Financial Corporation (www.intactfc.com) is the largest provider of property and casualty insurance in Canada with \$7.3 billion in premiums. With over 11,000 employees, the company insures more than five million individuals and businesses through its insurance subsidiaries and is the largest private sector provider of P&C insurance in Alberta, Ontario, Québec and Nova Scotia. The company distributes insurance under the Intact Insurance brand through a wide network of brokers, including its wholly owned subsidiary, BrokerLink, and directly to consumers through belairdirect.

Uber Canada

Uber is changing the way people connect with and move around their cities. The company offers access to reliable, affordable and safe transportation through an elegant smartphone app, while partnering with drivers to provide them an opportunity to earn income using their own vehicle, on their own schedule. Uber invests heavily in innovation and safety to continually improve transportation networks in over 350 cities around the world.

Co-founded by a Canadian entrepreneur in 2009, Uber currently serves over 25 municipalities across Canada. The company's Canadian headquarters are located in Toronto.

Ridesharing

Ridesharing is an industry in which drivers, using their own personal vehicles, are matched with passengers through simple and convenient GPS-enabled smartphone apps. Passengers have the benefit of convenience and safety – they can identify their driver through the Uber app and trust that all drivers have a clean record background check and an inspected vehicle. Payment for each ride is handled automatically through their app. For drivers, ridesharing provides a flexible source of income based on a schedule of their choosing, in a safe and empowering environment.

Uber's Quick Rise in Popularity among Canadian Consumers

90% of Canadians who are aware of Uber believe that it should continue to exist

80% is the average satisfaction score for Canadians who have used Uber, representing a positive experience

Very limited opposition from consumers across the country – percentage of the population that would like to see Uber banned are:
8% of the Quebec population
6% of the Ontario population
5% of the Alberta population

Source: Commissioned by Intact Financial Corporation and conducted by Vision Critical, June 17-18, 2015

Further Inquiries

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Page 39 of 321

Uber
Michael van Hemmen
Uber Policy - Alberta
mvh@uber.com

Re: Uber: Questions & Answers

Chris Schafer [chris.schafer@uber.com]

Sent: November 26, 2015 9:39 PM

To: Mayor Provenzano [mayor.provenzano@cityssm.on.ca]

Cc: webmaster; Marchy Bruni [m.bruni@cityssm.on.ca]; Keetch, R.

Thank you for passing along the information.

On Thursday, November 26, 2015, Mayor Provenzano <mayor.provenzano@cityssm.on.ca> wrote:
Me. Schafer:

I appreciate the information and will review it.

I am copying Chief Keetch and asking that he provide the information to the remainder of the police services board. Councillor Bruni and I are only 2 of 5 members.

CP

Sent from my iPhone

On Nov 26, 2015, at 7:01 PM, Chris Schafer
<chris.schafer@uber.com<mailto:chris.schafer@uber.com>> wrote:

Dear Members of the Sault Ste. Marie Police Services Board,

I wanted to touch base with you with respect to Uber. I am the public policy manager for Uber Canada. I read an article in your Sault Reporter and I wanted to provide further information about Uber. Please do not hesitate to contact me to speak to me directly about Uber.

The email below addresses common questions:

1. How is ridesharing or uberX safe?
2. Does Uber/ridesharing reduce impaired driving?
3. How does dynamic or surge pricing work on the Uber platform?
4. How are taxes and GST/HST handled on the Uber platform?
5. What about Uber and accessibility?
6. Why is Uber advocating for new Transportation Network Company (TNC) regulations?

1. How is ridesharing or uberX safe?

UberX provides safe rides on the road because:

1. Thorough driver background checks and vehicle inspections

All uberX drivers must pass background checks that meet, and more often exceed, taxi and limo requirements. The screening process includes both a National Criminal Record Check of federal RCMP databases and searches of local police databases which contain comprehensive collection of offence information. Additionally, Uber screens motor vehicle records for any infractions by type and date. UberX also requires annual 26-point vehicle inspections by certified mechanics.

2. Best in class insurance

Every ride on the uberX platform is backed by \$5,000,000 of contingent coverage for bodily injury and property damage to third parties. This means that if, in the event of an accident, a ridesharing partner's own personal insurance does not apply for any reason, passengers, pedestrians, other drivers, and the community at large can rest assured knowing that ridesharing partners remain covered by a robust first-class policy. This coverage exceeds the standard requirement for taxi and limo insurance in Canada and is backed by an insurance company rated A (Excellent) by A.M. Best.

Uber recently announced a relationship with Intact Financial, Canada's largest home, auto and business insurer. We have been working closely with Intact Financial to develop a new and innovative insurance plan for ridesharing in Canada that we hope will come to market soon.

Intact Financial is working with insurance regulators and different levels of government in the provinces where ridesharing currently exists (Ontario, Alberta and Québec) to create an insurance product in collaboration with stakeholders that satisfies the requirements of both insurance and transportation regulators.

3. Nobody's a stranger

Uber is a two-way street. Driver partners will see the rider's name before they get in and rider's will see the driver's name, photo, and vehicle information. After a trip, riders are still able to contact the driver in case an item was left behind in the car.

4. You're always on the map

While guarding for privacy, Uber collects information about each trip, so if anything goes wrong, we can easily determine when and where it happened and make this information available to police and law enforcement when necessary.

5. Risk-free transactions

Uber is cashless so driver partners never have to worry about driving with cash in their car, and are assured payment for every trip.

6. Anonymous feedback

After every trip, driver partners and riders provide anonymous feedback (5 star ranking system and written feedback option) about the ride. Uber constantly monitors feedback to help drivers improve the Uber experience they deliver, and because riders know they are being ranked as well, they behave better while in transit.

When transactions on the uberX platform are cashless and no cash is carried by an uberX driver partner, in addition to anonymous street hails not being permitted on the Uber platform (Uber knows who every rider is requesting a ride on the Uber platform through the smartphone app), the incentive for in-vehicle crime declines dramatically.

2. Does Uber/ridesharing reduce impaired driving?

Put simply, impaired driving rates decline in cities where uberX is available. A study conducted in partnership with Mothers Against Drunk Driving (MADD)

<http://newsroom.uber.com/2015/01/making-our-roads-safer-for-everyone-2/>>, reveals that when empowered with more transportation options like Uber, people are making better choices that save lives. When citizens have access to safe, more affordable and reliable transportation options like ridesharing (known as uberX on the Uber platform), they make better choices and driving under the influence declines. I have attached the MADD study for your convenience.

In California, Uber's home state and largest market, drunk-driving crashes fell by 60 per month among drivers under 30 in the markets where Uber operates following the launch of uberX. That's an estimated total of 1,800 crashes prevented since July 2012.

In addition, 78% of all respondents to a survey agreed that friends are less likely to drive drunk since the arrival of ridesharing services like Uber to their city and nearly everyone surveyed — 93% — would recommend their friends take Uber instead of driving if they'd been drinking alcohol.

3. How does dynamic or surge pricing work on the Uber platform?

When demand (ride requests) outstrips supply (available drivers/cars), dynamic or surge pricing kicks in to help bring more cars on the road. Our driver partners are people too, and as such have alternatives to being online on an evening, weekend or holiday--they are not traditional taxi drivers driving 12 hour shift every day. Their response to increased earning potential allows more trips to be completed, and more people to get where they need to go safely and efficiently.

Any time dynamic pricing is in effect, riders are notified prior to placing their request to confirm that they have accepted the current multiple on the fare. If a rider isn't pressed for time and doesn't mind waiting until dynamic pricing is over, Uber's app will notify them that prices have come back down. This lets riders spend a little more time wherever they are and still ensures they can get home safe.

Dynamic is only applicable on UberBLACK (Uber's partnership with municipally licensed limo drivers and vehicles) and uberX ridesharing products. Given that uberX is already priced significantly lower than traditional taxi service, even when dynamic pricing occurs, most fares are still lower than traditional metered taxi fares.

Providing access to safe, more affordable and more reliable transportation option like ridesharing has been shown to reduce impaired driving <http://newsroom.uber.com/2015/01/making-our-roads-safer-for-everyone-2/>>.

To learn more about dynamic pricing, watch this quick video <https://www.youtube.com/watch?v=76q7PDnxWuE>>.

4. How are taxes and GST/HST handled on the Uber platform?

As a registered Canadian business, Uber Canada honours its obligation to pay applicable tax as any other Canadian business would operating in Canada. In addition, Uber Canada employs Canadians in our offices across the country and its Canadian employees pay income tax on their earnings in Canada to the Canada Revenue Agency (CRA) annually. Likewise, the thousands of drivers we partner with, like other Canadians earning income in Canada, are expected to file their income tax return with the CRA annually.

With respect to the GST (or the HST where applicable in Canada), it is a sales tax that is customarily charged to the purchaser of a service (passenger in an Uber driver partner vehicle) and remitted to the government by the service provider (Uber driver partner). UberCanada takes into account GST and factors it in to the price of fares, to enable driver partner-friendly economics.

Whether or not an independent contractor (in this case the Uber driver partner) is remitting GST depends on their own personal income. Uber Canada explains to our Uber driver partners that any taxes due on trips are the responsibility of the partner to remit based on their own personal income situation and has a partnership with H&R Block to assist driver partners with filing their taxes appropriately. However, like other contractors in various sectors of the Canadian economy, it is ultimately the Uber driver partner's responsibility to comply with relevant CRA tax related obligations.

5. ~~What about Uber and accessibility?~~

The Uber app works with the accessibility features built into modern smartphones that provide accessibility features (lights and sounds) for those Uber users who have visibility or hearing impairment issues.

In Toronto, residents also have the ability to select

UberWAV<<http://newsroom.uber.com/toronto/2015/03/uberaccess-expanding-transportation-options-3/>> (formally known as uberACCESS) on the Uber platform. UberWAV connects riders with licensed para-transit drivers and curb-to-curb service in vehicles that are equipped with hydraulic ramps or lifts. This means that riders requiring an extra hand have access to the same on-demand transportation technology--at the same price--that hundreds of thousands of Uber riders already enjoy.

We are looking to expand accessibility options in cities across Ontario, including a future product offering known as uberASSIST. uberASSIST is an uberX option that is designed to provide additional assistance to seniors and people with disabilities that do not require a vehicle with a hydraulic lift/ramp. Uber driver partners are specifically trained (i.e. by Open Doors Organization in Chicago for example) to assist riders into vehicles and can accommodate folding wheelchairs, walkers, etc. Think of it as door-to-door service rather than curb-to-curb service.

6. ~~Why is Uber advocating for new Transportation Network Company (TNC) regulations?~~

Ridesharing is an ad hoc commercial pursuit with uberX driver partners offering a shared ride on a schedule of their choosing. Most Uber driver partners drive on the Uber platform for less than 10 hours a week. In many ways, Uber for these driver partners is not a full-time or part-time opportunity, but an opportunity to earn a few extra thousands of dollars a year to pay for a family vacation, save for a mortgage downpayment, retirement, etc.

In addition, uberX doesn't accept street hails or occupy traditional taxi stands. With the prevalence of the Internet today, ridesharing customers using an smartphone app to request a ride, are able to compare prices and the quality of customer service offered by a range of ridesharing companies, more easily than ever before. This justifies a lighter regulatory touch on such things as pricing and supply, but of course not on safety which is always paramount.

Without new TNC regulations, Uber is unable to expand the market for for-hire transportation and make it more accessible to more Ontario residents. Uber is not pushing the existing taxi companies out of the market and colonizing it for itself, Uber is in fact expanding it by tapping into dormant demand for transportation related services that traditional taxi regulation, drafted in the pre-internet and pre-smartphone era, has stifled due to expensive fares and poor customer service which are hallmarks of monopolies and oligopolies that exist at the behest of traditional taxi regulatory frameworks.

Uber demonstrates time and time again that it is possible to grow a transportation market and it's done by finding ways to satisfy customers. The ways in which the traditional taxi market has been regulated, such as limiting the number of people who were allowed to offer the service, has meant high taxi fares and poor customer service, and undesirable outcomes for taxi drivers themselves in terms of low take home pay and long work hours. Traditional taxi regulations have costs both in terms of things we see such as the undesirable outcomes noted above, and the things we don't see, such as trips that don't happen as a result of traditional taxi regulation.

Uber is eager to comply with smart regulations that govern the ridesharing sphere, whereby your residents looking for a ride can use a smartphone app to connect with a driver looking to provide a ride with their own personal automobile. Such regulation, often known as Transportation Network Company (TNC) regulation, exists in over 60 jurisdictions in the U.S. at the state and city level (see attached map). TNC regulation co-exists as parallel regulation to that of traditional taxi and limo regulations.

Sincerely,

Chris Schafer

Uber Public Policy Manager - Canada

chris.schafer@uber.com <<mailto:chris.schafer@uber.com>> | +1 (647) 389-8052

www.uber.com <<http://www.uber.com>>

<Intact.pdf>

<Accessibilty.pdf>

<UberMADD-Report.pdf>

<Ridesharing Regs Around the World.pdf>

<Benefits of Uber 2015.pdf>

<Safety from Start to Finish (1).pdf>

<uberX safety (4).pdf>

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90% of Canadians who are aware of Uber believe that it should continue to exist

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Very limited opposition from consumers across the country – percentage of the population that would like to see Uber banned are:
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Further Inquiries

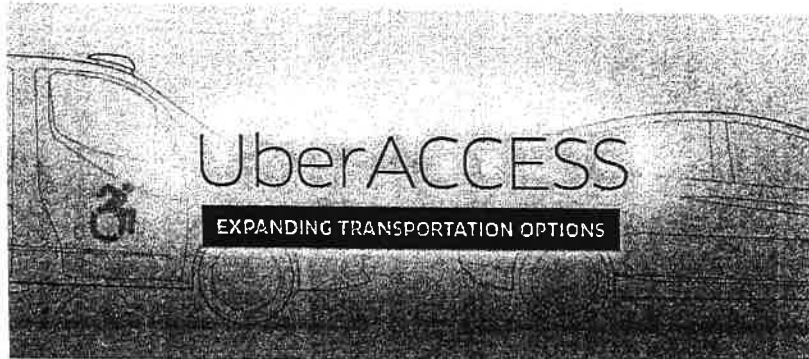
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ACCESSIBILITY ON UBER

UberACCESS, IN-APP FEATURES & DRIVER EDUCATION SUPPORT ACCESSIBILITY



- **UberACCESS** is available to users in Toronto through the Uber rider app
 - Uber partners directly with **accessible taxicab drivers** to provide this option
 - **Same price & reliability** as uberTAXI
 - ~91% of all UberACCESS requests are met
- U B E R

For Blind and Vision-Impaired Users — With VoiceOver iOS and wireless braille display compatibility, the Uber app provides a reliable transportation option for the blind and visually impaired community.

For Deaf and Hard-of-Hearing Riders and Drivers — Uber has developed product innovations to make Uber's economic opportunity easier to access for deaf and hard-of-hearing drivers. Visible and vibrating alerts also aid deaf and hard-of-hearing riders. In-app features such as the ability to enter a destination ensure effective communication between rider and driver.

Accessibility Curriculum and Non-Discrimination Policy — When they first sign up to drive and on an ongoing basis, drivers receive materials on accessibility compliance, including a video about accommodating riders with disabilities, which is also available for online reference. Uber expects driver partners to comply with all Ontario laws governing the transportation of riders with disabilities. Our Code of Conduct specifically prohibits any type of discrimination in serving riders with disabilities, and we have a zero tolerance policy for instances where partners do not serve disabled passengers.

Uber Canada 2015

MORE OPTIONS.
SHIFTING MINDSETS.
DRIVING BETTER CHOICES.

#ThinkandRide

The Uber app was created to ensure reliable access to safe rides whenever, wherever. But a first-of-its-kind, comprehensive study conducted by Uber and Mothers Against Drunk Driving (MADD) reveals that Uber is more than just a convenient transportation option. The choice, reliability and flexibility it affords also make Uber a powerful tool in the quest to protect families from drunk driving. Uber is proud to partner with MADD as part of a broader effort to raise awareness around drunk driving and reduce the rate of alcohol-related crashes.



A SOBERING SITUATION

Since 2012, nearly 300,000 people have driven drunk every day. To put that in perspective, that's enough to fill University of Phoenix Stadium in Glendale more than four times over. It's estimated that every 52 minutes someone is killed in a drunk driving crash.

Drunk driving is a scourge on our society. It wrecks lives, shatters families and puts communities and innocent bystanders at risk.

Not too long ago, options were limited for getting home after a night out. Taxi services were often limited, and confined to dense urban landscapes. With ridesharing services like Uber, that is beginning to change. Now, you can tap a button to request a safe, reliable ride home.

Uber and Mothers Against Drunk Driving are working toward a world where more options empower more people to make the right choice; where a safe, reliable ride home is always within reach.

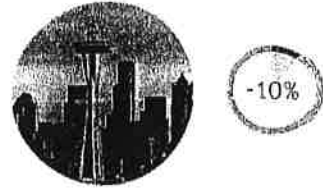
Drunk driving affects everyone who shares the road, and we all have a role to play in making it a thing of the past. While much work remains, we are making progress, together, toward that goal. This report is an attempt to outline our progress to date.

It's estimated that every 52 minutes someone is killed in a drunk driving crash.

THE “UBER EFFECT” IN SEATTLE

In May 2014, Uber set out to answer a simple but important question: what, if any, effect did the availability of safe, reliable rides on the Uber ridesharing platform have on drunk driving in Seattle, where prior to Uber’s arrival in 2013, approximately 7.6 people per day—or 2,750 per year—were arrested for driving under the Influence.

Using publicly available data and a simple econometric model, we discovered Uber’s entry into the Emerald City was associated with a 10% decrease in DUI arrests. The results were robust and statistically significant, providing meaningful evidence of the power Uber’s network of safe, reliable rides has on drunk driving in major metropolitan cities.



Uber’s entry into the Emerald City was associated with a 10% decrease in DUI arrests.

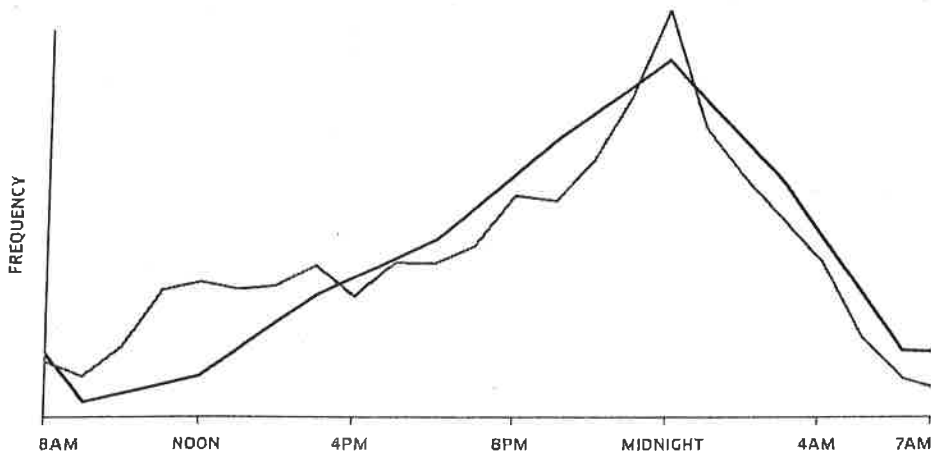
IMPACT AT SCALE

Heartened and energized by what we discovered in Seattle, we asked ourselves a bigger, more audacious question: if Uber is having such a tremendous impact in Seattle, what effect is Uber's network of safe, reliable rides having in other markets where Uber operates?

We discovered that when people have more options, they make better, safer choices.

Our study examined data and trends in several metropolitan cities across the United States. While intuition led us to believe that the reliability and flexibility of Uber makes it easy to make the responsible choice, we did not have a way to quantify this effect. But, there is evidence that riders use Uber to get home from bars and restaurants after drinking.

In Miami, Uber ridership peaks at the same time as historical drunk driving crashes. The graph below shows how the distribution of Uber requests on the weekend in Miami coincides closely with drunk driving crashes.



In Miami, Uber ridership peaks at the same time as historical drunk-driving related crashes.

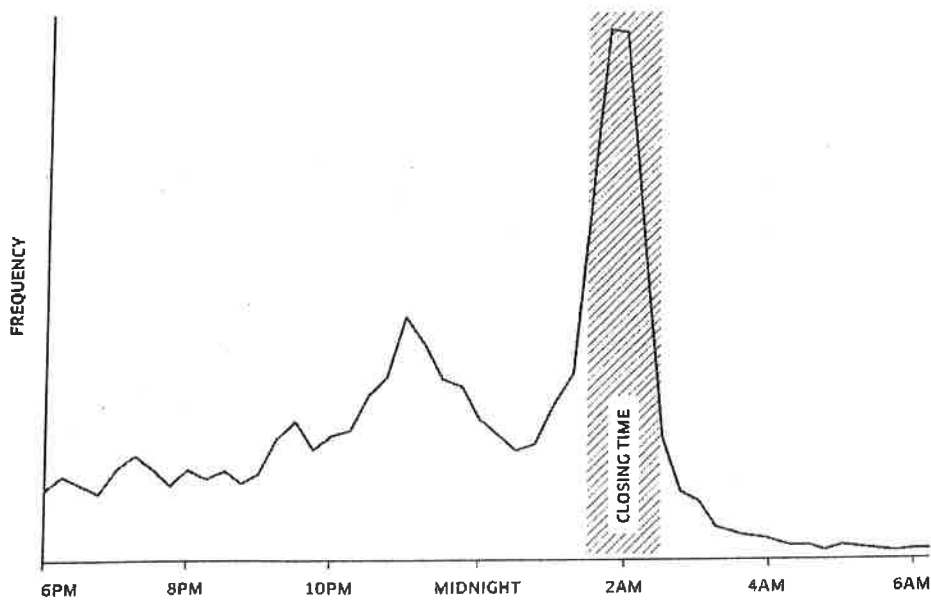
MIAMI:
UBER IS A BETTER LATE NIGHT OPTION

- ALCOHOL-RELATED CRASH FATALITIES
- REQUESTED UBER TRIPS



AND THE PATTERN IS THE SAME IN CITIES ACROSS AMERICA

In Pittsburgh, we found further evidence of Uber's popularity as a form of late-night transportation. Here, bars close at 2AM. Thus, we'd expect to see a temporary and unusual spike in requests at closing time if people were using Uber as a method to get home after drinking. Indeed, our findings show that demand for Uber spikes right around closing time.



Our findings show that demand for Uber spikes right around the times bars close.

PITTSBURGH:
SATURDAY NIGHT RIDE REQUESTS

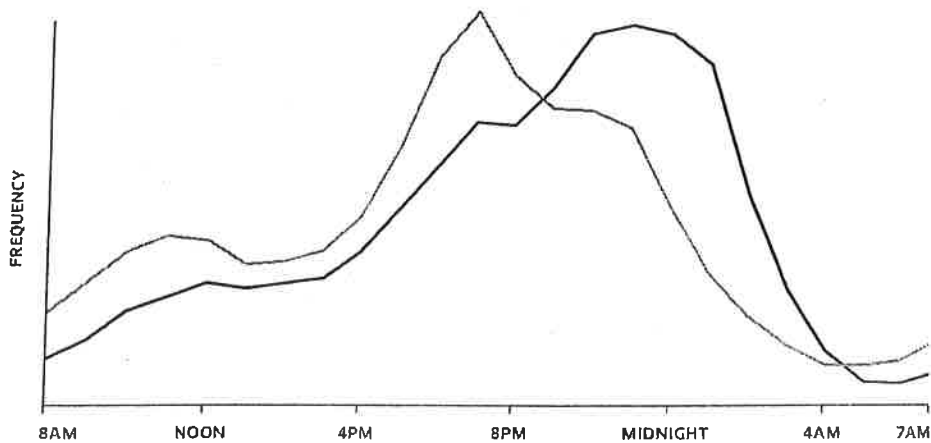
— REQUESTED UBER TRIPS



WHAT IS MORE: THIS PATTERN IS REPLICATED IN ALMOST EVERY CITY WHERE UBER OPERATES

Of course, this isn't hard proof that requests were coming from drinking establishments such as bars and restaurants. So we dug deeper.

In Chicago, we identified whether rides were requested within 50 meters of a bar, restaurant, or hotel that serves alcohol. Our findings revealed that a disproportionate number of weekend, late-night Uber requests come from businesses with liquor licenses, with 45.8% of rides requested from these locations coming during the peak drinking hours of 10PM and 3AM, compared to 28.9% at off peak times.



A disproportionate number of weekend, late-night Uber requests come from businesses with liquor licenses.

CHICAGO: ORIGIN OF WEEKEND UBER TRIPS

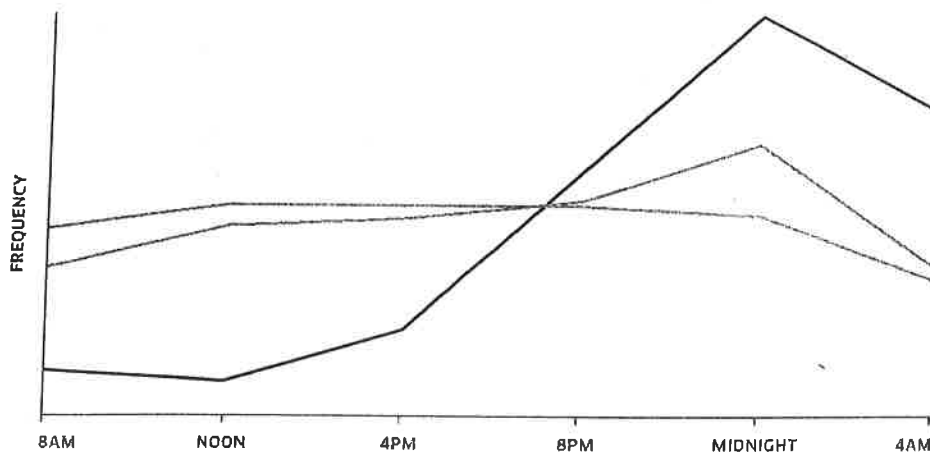
- ALCOHOL SERVED
- - NO ALCOHOL SERVED

Trips from alcohol-serving establishments peak in Chicago late at night.

FLEXIBILITY = RELIABILITY

One of the reasons that Uber is able to coordinate so many late night rides from drinking establishments is the flexibility of supply on the platform. Uber's model works to ensure supply keeps up with demand. Driver-partners are free to log on to the platform at any time, and higher demand serves as a strong incentive to log on and drive.

This is noteworthy given that in Austin (one of the few cities for which we could find any publicly-available taxi supply data), the average number of taxis actually *drops* at midnight due to restrictions on supply, leaving many ride-seekers stranded and more likely to make unwise driving decisions.



In Austin, taxi supply decreases when people most want rides, and when DUI arrests are most common.

AUSTIN: TAXI SUPPLY AND DEMAND

- ALCOHOL-RELATED CRASHES
- TAXI RIDES COMPLETED
- TAXI REQUESTS



Taxi supply decreases when people most want rides, and when DUI arrests are most common.

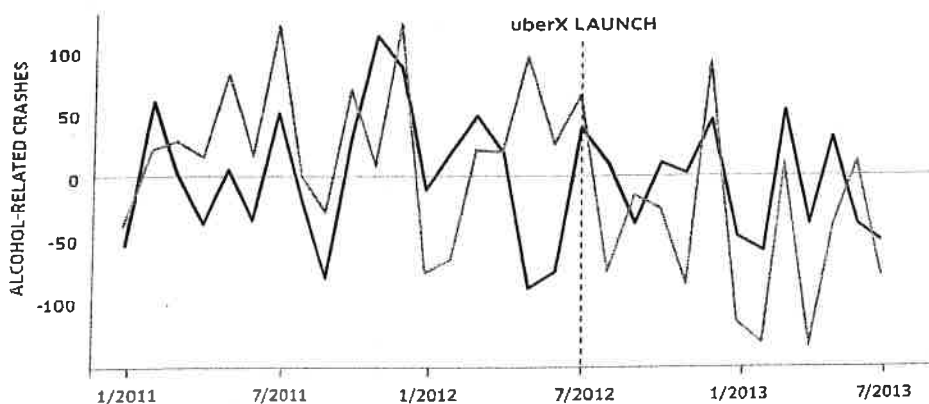
The freedom and flexibility of the Uber platform—in which driver-partners are free to log on or log off whenever they want—does not suffer from this problem. Supply increases when demand increases, and people have a safe, reliable option to get home.

UBER: DRIVING BETTER CHOICES

Uber is a young company (driving a small fraction of the nation's trillions of yearly vehicle miles). However, we see some evidence in publicly available crash data in our most mature markets that Uber is having a measurable impact on driving down alcohol-related crashes.

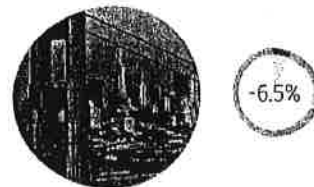
San Francisco was the first place Uber launched both UberBLACK and uberX, and in California, Uber has become increasingly available in markets across the state. Inspired by Nate Good's analysis—which demonstrated a clear downward trend in alcohol-related crashes in Pennsylvania's youngest cohort once ridesharing was available—we decided to replicate that study in California at large using data procured from the State.

What did we find? Using a "difference-in-differences" regression to control for seasonality and other factors, our findings uncovered that monthly alcohol-related crashes decreased by 6.5% (or 59.21 per month) among drivers under 30 following the launch of uberX ridesharing in California in markets where Uber operates.



Source: California Highway Patrol

As the total number of crashes for the age groups are often different, the graph has normalized the total number of crashes, with 0 being the average for the age group (a negative number of crashes means that for that month crashes were below normal).



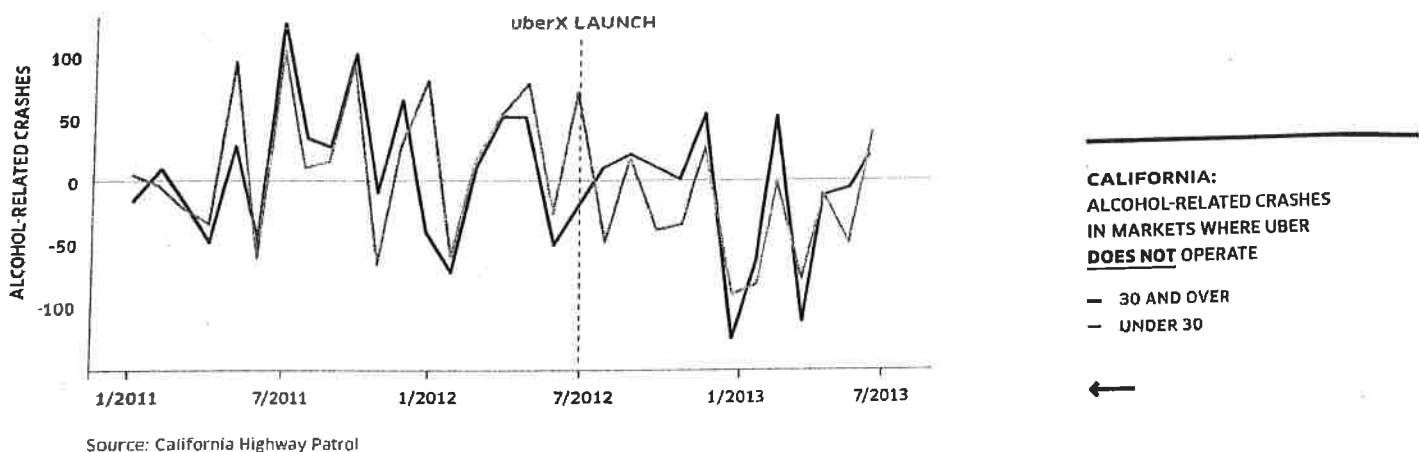
Monthly alcohol-related crashes decreased by 6.5% among drivers under 30 following the launch of uberX ridesharing in California.

CALIFORNIA:
ALCOHOL-RELATED CRASHES IN
MARKETS WHERE UBER OPERATES

— 30 AND OVER
- UNDER 30



Our findings revealed this pattern is not seen at all in areas of California where Uber isn't operating. Outside Uber-serviced parts of California, there are an average of 697 alcohol-related crashes per month, with the above-30 crowd averaging 353.8 vs. 343 for below 30.



In other words, we believe there is a direct relationship between the presence of uberX in a city and the amount of drunk driving crashes involving younger populations.

SHIFTING MINDSETS

In light of our findings, a simple but important question remained: What shift in mindsets is behind these outcomes? To answer that question, a survey was conducted to better understand concerns and attitudes around drunk driving and the perceived role ridesharing platforms like Uber play in reducing it.

First, the survey—conducted by the Benenson Group—aimed to uncover the level of priority people placed on ending drunk-driving in more “mature” Uber cities.

Here’s what we found:

86% 86% of respondents are concerned about drunk driving, and far more than other transportation issues, people want their elected leaders working toward solutions that reduce it.

65% A solid majority of respondents (65%) said elected officials should prioritize reducing drunk driving as a way to keep streets safe for drivers and passengers.

The majority of adults already believe services like Uber meaningfully reduce drunk driving in their cities. And they have reason to, as:

88% 88% of respondents over the age of 21 agree with the statement that “Uber has made it easier for me to avoid driving home when I’ve had too much to drink.”

78% 78% of people say that since Uber launched in their city, their friends are less likely to drive after drinking.

57% 57% of transportation network service users agreed with the statement: “Without Uber, I’d probably end up driving more after drinking at a bar or restaurant.”

93% And after hearing about Uber’s impact on drunk driving already, 93% of people would recommend a friend take Uber instead of driving if the friend had been drinking.

The results of our survey show that the availability of additional, reliable transportation options is shifting mindsets and driving people to make better, safer choices.

The results of our survey show that the availability of additional, reliable transportation options is shifting mindsets and driving people to make better, safer choices.

THE ROAD AHEAD

Uber offers a safe and convenient transportation alternative that didn't exist just 5 years ago and is growing rapidly. Indeed, just one year ago, Uber operated in 60 cities and 21 countries. Today, Uber is connecting riders and drivers in over 260 cities and 50 countries around the globe. And Uber is proud to partner with MADD as part of a broader effort to raise awareness around drunk driving and reduce the rate of alcohol-related crashes.

This study and survey provide strong evidence that Uber is having a meaningful and positive impact on mindsets and the rate of drunk driving. Our mission isn't complete, but we are making progress together toward the goal of reliable rides and safer roads for everyone. This is the future we are working toward: one in which more people in more cities around the nation are empowered with more options that lead to better, safer choices.

About Mothers Against Drunk Driving

Founded by a mother whose daughter was killed by a drunk driver, Mothers Against Drunk Driving* (MADD) is celebrating its 35th anniversary by creating a future of NO MORE VICTIMS™. MADD is the nation's largest nonprofit working to end drunk driving, help fight drugged driving, support the victims of these crimes and prevent underage drinking. MADD supports drunk and drugged driving victims and survivors at no charge, serving one person every ten minutes through local MADD victim advocates and at 1-877-MADD-HELP. Learn more by visiting madd.org or calling 1-877-ASK-MADD.

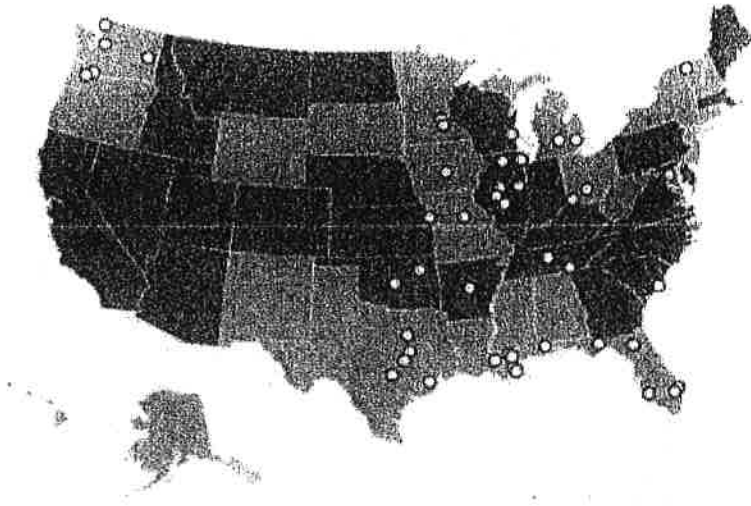
About Uber Technologies, Inc.

Uber is evolving the way the world moves. By connecting riders to drivers through our apps, we make cities more accessible, opening up more possibilities for riders and more business for drivers. From our founding in 2009 to our launches in over 260 cities today, Uber's rapidly expanding global presence continues to bring people and their cities closer.

Survey Methodology

The survey results included in this report are from a poll conducted by Benenson Strategy Group. The interviews took place from December 1-4, 2014 and included 807 interviews with a representative general population sample from the largest cities where Uber operates. All interviews were conducted over the internet. The margin of error for the entire data set is 3.38% at the 95% confidence level.

Ridesharing Regulations Around the World



United States

CITIES

AUSTIN, TX	COLUMBIA, MO	KANSAS CITY, MO	NORTH CHICAGO, IL	SPOKANE, WA
BATON ROUGE, LA	COLUMBUS, OH	KING COUNTY, WA	OKLAHOMA CITY, OK	SPRINGFIELD, IL
BELLINGHAM, WA	DALLAS, TX	LAFAYETTE, LA	ORLANDO, FL	ST PAUL, MN
BLOOMINGTON, IL	DES MOINES, IA	LANSING, MI	PALM BEACH COUNTY, FL	TACOMA, WA
BROWARD COUNTY, FL	DETROIT, MI	LITTLE ROCK, AR	PEORIA, IL	TALLAHASSEE, FL
BURLINGTON, VT	ELGIN, IL	MILWAUKEE, WI	PORTLAND, OR	TULSA, OK
CHARLESTON, SC	GAINESVILLE, FL	MINNEAPOLIS, MN	SAN ANTONIO, TX	VANCOUVER, WA
CHATTANOOGA, TN	GREYTN, LA	MOBILE, AL	SAN MARCOS, TX	WASHINGTON, DC
CHICAGO, IL	HAMMOND, LA	NASHVILLE, TN	SARASOTA, FL	
CINCINNATI, OH	HOUSTON, TX	NEW ORLEANS, LA	SEATTLE, WA	

STATES

ARIZONA	GEORGIA	KENTUCKY	NEBRASKA	PENNSYLVANIA
ARKANSAS	IDAHO	MAINE	NEVADA	SOUTH CAROLINA
CALIFORNIA	ILLINOIS	MARYLAND	NORTH CAROLINA	TENNESSEE
COLORADO	INDIANA	MASSACHUSETTS	NORTH DAKOTA	UTAH
DELAWARE	KANSAS	MONTANA	OKLAHOMA	VIRGINIA
				WISCONSIN

Ridesharing Regulations Around the World

Mexico

CITIES

MEXICO CITY

STATES

PUEBLA

STATE OF MEXICO



India

CITIES

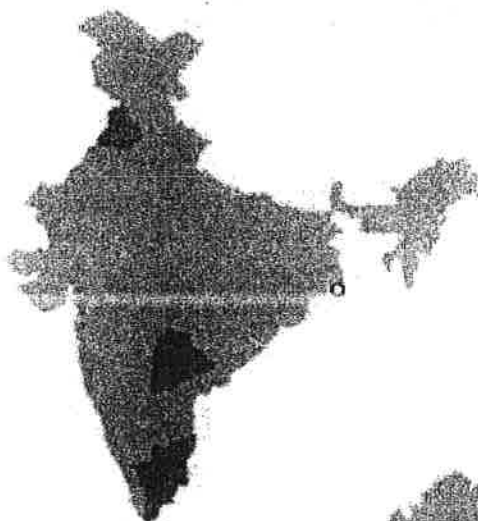
KOLKATA

STATES

PUNJAB

TAMIL NADU

TELANGANA



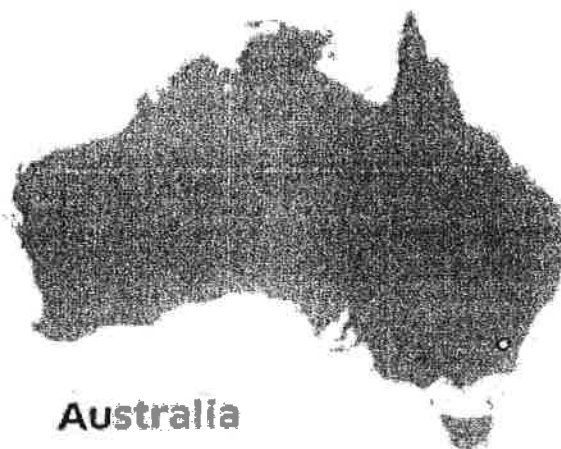
Lithuania

CITIES

VILNIUS



Philippines



Australia

STATES

AUSTRALIAN CAPITAL TERRITORY (CANBERRA)

THE BENEFITS OF UBER

Uber is evolving the way the world moves. By seamlessly connecting riders to drivers through our apps, we make cities more accessible—enabling safe, reliable transportation options for riders and flexible economic opportunities for drivers. From our founding in 2009 to our launches in over 320 cities today in 58 countries, Uber's rapidly expanding global presence continues to bring people and their cities closer.

HOW UBER WORKS: A SNAPSHOT OF THE UBER RIDER APP



1

REQUEST

Tap to select pickup location



2

RIDE

Type in your destination before even entering the vehicle, sit back and relax



3

RATE

Help us maintain a quality service by rating your experience

BY THE NUMBERS

320+

Cities where Uber operates

60+

Jurisdictions that have adopted smart, modern regulations for the ridesharing industry

1 Million+

Trips around the world every day

100,000+

Driver jobs being generated by the Uber platform every month globally

< 5 min

Average time for a driver to pickup a rider after receiving a request in a mature market

10%

Reduction in DUIs in Seattle following Uber's entry into the metro area

UBER HELPS BUILD STRONG AND SUSTAINABLE COMMUNITIES

Uber is committed to strengthening communities by expanding transportation options, delivering economic opportunities, and allowing innovation to thrive. Uber's ability to ensure a reliable ride also plays a crucial role in reducing drunk driving. As a result, Uber's arrival in a city has been shown to reduce the rate of impaired driving. By partnering with cities, Uber can also help expand the capability to solve problems by leveraging data provided by Uber. The data will provide new insights to help manage urban growth, relieve traffic congestion, expand public transportation, and reduce greenhouse gas emissions.

UBER

UBER MEANS OPTIONS

By connecting users with a safe, reliable ride and with unprecedented accountability and transparency built into the system, Uber has transformed the way users think about their transportation options.

Safety

With uberX, Uber's ridesharing platform, we are continuing to innovate by introducing safety practices that go above and beyond existing municipal requirements. The screening process we've developed includes both a National Criminal Record Check of federal RCMP databases and searches of local police databases which contain the most comprehensive collection of offence information. Additionally, we screen motor vehicle records for any infractions by type and date, and vehicles are required to undergo a 26 point inspection by a provincially certified mechanic.

From request to drop-off, the Uber experience has been designed from the ground up with safety in mind with features such as driver profiles, cashless transactions, and real-time feedback to ensure full accountability.

Every ride on the uberX platform in Canada is backed by \$5,000,000 of contingent auto liability insurance covering bodily injury and property damage. In the event of an accident during an uberX trip, passengers, pedestrians, other drivers, and the community at large can rest assured knowing that ridesharing partners are well covered by commercial auto insurance in addition to any insurance coverage maintained by the driver. This \$5,000,000 of coverage is more than two times the standard requirement for taxi and limo insurance in all Canadian cities, and is written by an insurance company rated A (Excellent) AM Best rating.

Reliability

Uber was founded with the goal of ensuring a reliable ride, wherever and whenever. The GPS-based dispatch simply connects the nearest driver with the requesting rider. Uber's reliability ensures all riders have access to a safe, affordable ride, including those in neighborhoods traditionally underserved by existing transportation options.

Hassle-Free

Riding with Uber is a hassle-free experience. The app automatically pinpoints your location to provide true door-to-door service, ensuring safe pick-ups instead of waiting on a dark street corner for a ride. At the end of every trip, the credit card on file is automatically charged for a truly cashless experience, and riders receive a detailed email receipt with the trip route and a breakdown of the fare.

UBER CREATES OPPORTUNITY FOR DRIVER-PARTNERS

Significant Economic Impact

Uber's lead generation technology facilitates a powerful entrepreneurial opportunity for drivers, with greater flexibility than any other option available. Uber is always adding new ways to enhance driver opportunity, including access to vehicle financing, in-person driver support centers, and city teams dedicated to building demand and maximizing efficiency to reduce downtime between trips.

Safe and Respectful Work Environment

Similar to riders, Uber driver-partners benefit from the increased safety and accountability features the technology provides. Fares are charged automatically to the rider's credit card, so drivers never have to deal with the risk or hassle of carrying cash and making change. Drivers rate riders, too—the anonymous feedback system ensures a culture of accountability that goes both ways.

Flexible Schedule

Drivers benefit from the enhanced flexibility of partnering with Uber by choosing their own hours and creating their own schedule. A driver can start or stop working simply by signing in or out of the app. Driver-partners have the ability to grow successful small businesses or supplement their income with the freedom, flexibility, and economic opportunity afforded by the Uber platform.

UBER

OUR PROMISE
SAFETY FROM START TO FINISH

As we prepare for another busy year, we'd like to remind you of our promise: From the moment you get onlin through your last trip of the day, we're committed to making Uber safe for you and your riders.

HERE'S HOW



NOBODY'S A STRANGER

Uber is a two-way street. You'll see your rider's name before they hop in and they'll see your name, photo, and vehicle information. These details are also available on rider trip receipts and on your partner dashboard.



**YOU'RE ALWAYS ON
THE MAP**

We collect information about your trips, so if anything goes wrong, we can easily determine when and where it happened and make this information available to police and law enforcement when necessary.



RISK-FREE TRANSACTIONS

Uber is cashless, so you never need to worry about driving with money in your car, and you're assured payment for every single trip.



ZERO TOLERANCE

If there's ever an issue or incident, our local support teams have your back. We take inappropriate behavior seriously and will immediately and permanently remove anyone—rider or driver—who behaves inappropriately on the system.

Not only do these policies keep you safe, they protect your business and reputation, and the great service you provide every day.

If you have any questions or suggestions about how we can continue improving safety, email us at safety@ueter.com.

— The Uber Team

FOLLOW US ON

[illegible]

uberX SAFETY ON DEMAND

SEPTEMBER 8, 2014

TORONTO INSURANCE & SAFETY STANDARD COMPARISON

	 TORONTO uberX	 TORONTO TAXIS
CRIMINAL BACKGROUND CHECK	YES	YES
LOCAL POLICE CHECK (RECENT OFFENSES AND CHARGES)	YES	NO
SEXUAL OFFENSES BACKGROUND CHECK	LIFETIME	5 YEARS
DUI BACKGROUND CHECK	LIFETIME	5 YEARS
TRAFFIC OFFENSE CHECK (SERIOUS ACCIDENTS / RECKLESS DRIVING)	LIFETIME	5 YEARS
INSURANCE COVERAGE	\$5 MILLION	\$2 MILLION
NO ANONYMOUS PICKUPS	YES	NO
SHARE YOUR ETA (WITH FRIENDS, FAMILY, COWORKERS)	YES	NO
FEEDBACK REQUESTED AFTER EVERY RIDE	YES	NO
24/7 FEEDBACK REVIEW AND RESPONSE	YES	NO

OUR COMMITMENT TO SAFETY HAS ALWAYS BEEN OUR TOP PRIORITY
With uberX, we are continuing to innovate by introducing safety practices that go above and beyond existing municipal requirements.

What We Do: Alcohol

'By the Glass' Limited Licence

Manufacturer's Limited Liquor Sales Licence ("By the Glass")

Wineries and breweries may make an application to the AGCO for a Manufacturer's Limited Liquor Sales Licence ("By the Glass") to sell and serve their products for conveyance and consumption on their manufacturing site(s) where the sale is primarily aimed at promoting the manufacturer's product and either providing an enhanced tourist experience or fulfilling an educational purpose.

Only Ontario wineries and breweries which hold a Manufacturer's Licence (issued pursuant to the *Liquor Licence Act*) are eligible for this licence.

This allows Ontario wineries and breweries to sell and serve wine or beer which it has manufactured in servings whose quantities do not exceed 341 ml (12 oz) for beer and 142 ml (5 oz) for Ontario wine. Beer or wine may only be sold between 11:00 a.m. and 9 p.m. on any day. These hours may not be extended and no liquor sales licence endorsements are available for this type of sales licence.

Guests are allowed to carry and consume wine and beer on the manufacturing site in areas that are under the sole control of the manufacturer and approved under the licence. Wine and beer will not be permitted in such areas as public roads, thoroughfares, driveways and parking lots, or in other areas that may raise public safety concerns.

Please Note: While a wine or beer manufacturing site may have both a Tied House and a Manufacturer's Limited Liquor Sales Licence, the liquor from each must remain in the area approved for that licence. For example, a glass of wine purchased from a Tied House must remain within the licensed premises of the Tied House and a glass of wine purchased under a Manufacturer's Limited Liquor Sales Licence may not be taken into the Tied House.

For frequently asked questions (FAQ), please see ► [By The Glass' – Manufacturer's Limited Liquor Sales Licences FAQs](#).

Application Process

PDF Instructions

New and updated PDF forms on this site can be filled-in and saved locally to your PC. This updated feature preserves all of the information you have filled in, however, version 6.05 or later of Adobe Reader® is required. [Download Adobe Acrobat Reader®](#)

[PDF Forms Help — Instructions for AGCO Application Forms in PDF](#) or visit our [PDF Forms Help](#) page.



**Alcohol and Gaming
Commission of Ontario**
Licensing and Registration
90 SHEPPARD AVE E SUITE 200
TORONTO ON M2N 0A4
416 326-8700 1 800 522-2876 toll free in Ontario / sans frais en Ontario

**Commission des alcools
et des jeux de l'Ontario**
Inscription et délivrance des permis
90 AV SHEPPARD E BUREAU 200
TORONTO ON M2N 0A4

Establishment Description Form

You are required to notify the registrar immediately of any changes to the information provided on this form.

1. Establishment name and address

Establishment Name NSBC				
Street number	Street Name	Street Type	Direction	Suite/Floor/Apt.
Lot/Concession/Rural Route		City/Town	Province	Postal Code

Check off the items that apply below. Ensure that you answer all the questions. **For details regarding the questions, see back of form.**

2. Type: Mark the one that is closest to your operating style (*See definitions on page 2.)

Adult Entertainment ☐	Bowling Alley ☐	Hotel/Motel ☐	Restaurant Bar* ☐
Arcade-style Facility ☐	Community Centre ☐	Internet Café ☐	Restaurant/Club* ☐
Art Gallery ☐	Educational Facility* ☐	Karaoke Bar ☐	Retirement Residence ☐
Athletic Club ☐	- Over 19 years of Age ☐	Laundromat ☐	Social Club* ☐
Auditorium ☐	Educational Facility* ☐	Medical Facility ☐	Spa ☐
Automotive/Marine ☐	- Under 19 years of Age ☐	Military ☐	Specialty Food Store ☐
Banquet Room ☐	Funeral Home ☐	Movie Theatre ☐	Specialty Merchandise Store ☐
Bar/Sports Bar ☐	Gaming Premises* ☐	Museum ☐	Stadium* ☐
Big Box Retail Store ☐	General Store* ☐	Nightclub* ☐	Theatre* ☐
Billiard/Pool Hall ☐	Golf Course ☐	Place of Worship ☐	Train* ☐
Bingo Hall ☐	Grocery Store ☐	Railway Car* ☐	Other: BREWERY ☐
Boat for Hire ☐	Hair Salon/ Barber Shop ☐	Restaurant* ☐	
Bookstore ☐	Historical Site/ Landmark ☐	Restaurant/(Franchise)* ☐	

3. Location Information (Mark all that apply)

Greater than 250 metres from a residence, residential neighbourhood, school or place of worship ☒	Less than or equal to 250 metres from:	
	Residence or residential neighbourhood ☐	Elementary School ☐
	Junior/High School ☐	Place of worship ☐

4. Hours of Operation

	SUN	M	T	W	TH	F	SAT
11 ☒ a.m. to 9 ☐ a.m.	☐	☐	☐	☐	☐	☐	☐
☒ p.m. to ☐ p.m.	☐	☐	☐	☐	☐	☐	☐
☐ a.m. to ☐ a.m.	☐	☐	☐	☐	☐	☐	☐
☐ p.m. to ☐ p.m.	☐	☐	☐	☐	☐	☐	☐

5. VIP/Private Rooms

Do you have VIP/Private Rooms? Yes ☐ No ☒

6. Line up for Admission

Will there be a line up for admission on public property? If YES, please provide details on a separate sheet. (See definition on page 2.) Yes ☐ No ☒

7. Bottle Service

Do you offer bottle service (excluding wine/beer)? Yes ☐ No ☒

8. Lease ☐ Rent ☐ Own ☐

Name of Mortgagor or Landlord:

9. Automated Dispense System

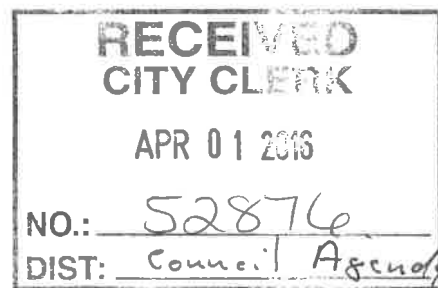
Do you offer an automated dispense system? (See definition on page 2.) Yes ☐ No ☒

10. Tiered seating

Do you intend to use tiered seating? Yes ☐ No ☒

Waterfront Legend
89 Foster Drive
Sault Ste Marie, On,
P6A 5x6

March 28, 2016



Attention: Sault Ste Marie Municipal Clerk :

In accordance with the requirements of the Alcohol Gaming Commission of Ontario, we at Waterfront Legend (2214994 Ontario Inc) license # 40096 have applied for a temporary extension of our LCBO license. The extension is for four (4) events during summer months. The special events will be taking place at the Waterfront Legend's waterside location. Since we applied last year for the same event, we want to continue this event. In order for us to get the required approval, we are sending again notifying you in advance and we are hoping that you would give us a favourable consideration as you have done last year.

The events are :

July 1 Canada Day ----- from 12 noon to 2 am

July 2 ----- from 12 noon to 2 am

July 3 ----- from 12 noon to 2 am

July 4 Independence Day ----- from 12 noon to 2 am

Your assistance is greatly appreciated to make these events a great success. I'm asking if you could respond to us by sending a letter of NO OBJECTION so that we could show it to the Alcohol Gaming Commission of Ontario or just sign below and give us a copy of the letter and you could tell us when is the most convenient time for us to pick it up.

NO OBJECTION signature (Sault Ste Marie Municipal Clerk) _____

We are also attaching last year's letter which we received from you.

We hope to hear from you. Thank you for your support. Have a Wonderful day!

Sincerely,


Imee Yuen

City Walk Way



April 4, 2016

To: Mayor Christian Provenzano and Members of Council

From: Tom Dodds
CEO, SSMEDC

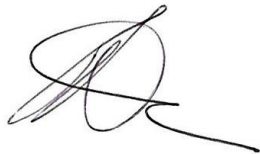
Re: 2016 KPMG Competitive Alternatives

Please find enclosed an Executive Summary of the above noted Report, which includes Sault Ste. Marie.

Through MMK Consulting, the SSMEDC is a paid participant to this undertaking. We have highlighted some of the rankings of the City relative to 111 other cities.

This effort is a component of our Invest Sault Ste. Marie Strategy. It is an excellent analytical, marketing and promotional tool.

Regards,



Tom Dodds



SSM Competitive Alternatives 2016

- In a recently released Competitive Alternatives Study by KPMG, **Sault Ste. Marie** ranked 10th globally among 111 cities, in terms of competitive business cost structure.
 - Sault Ste. Marie was more competitive than Toronto, Montreal, Vancouver, Detroit, Chicago, Los Angeles, and Boston for example.
- A separate ranking out of 23 cities in central Canada and the northeast United States placed **Sault Ste. Marie** in 3rd spot, behind Quebec City and Barrie.
- The study examines 26 individual cost factors under 8 broader categories:
 - Labour costs, facility costs, transportation costs, utility costs, cost of capital, taxes other than income, income taxes and incentives.
- The study also compares costs for 19 distinct business operations in manufacturing and business-to-business service sectors, including:
 - Software development, , video game development, international financial services, aircraft parts manufacturing, metal machining, specialty chemical production, plastics production and precision components manufacturing.
- Initial assessment indicates that **Sault Ste. Marie** is very competitive in six of the 19 sectors analyzed.
- **Sault Ste. Marie** ranks in the top 10 globally for software (#9) and video game development (#3), biomedical R&D (#9), electronic system testing (#9), international financial services(#6), and shared support services(#8).
 - Labour (#11), facility lease cost (#14), and operating costs (#9) rank very competitively
 - Electricity cost (#77) and property taxes (#38) are less competitive
- **Sault Ste. Marie** ranks between #13-21 for manufacturing, averaging #18 for manufacturing costs.
 - Property-based taxes per sq. ft. appear high \$4.55 (#79) versus Barrie with \$2.57 (#31)
 - Electricity prices ranked #81 versus Quebec City (#44) and Winnipeg (#1).
 - Labour costs (#12), operating costs (#15), effective tax rate (#9) and cost of industrial land appear quite competitive
- Further detailed analysis of the study is required to better understand **Sault Ste. Marie's** competitive position, and to identify key potential sectors for future business development.



Competitive Alternatives

**KPMG's guide to international
business locations costs**

2016 edition

CompetitiveAlternatives.com

Corporate sponsors



Introduction



Home



Overview



Countries



Costs



Sectors



Cities

Globalization continues to reshape the international economy. For many organizations, global expansion can have a tremendous positive impact on both top and bottom line. For others, expanding or relocating a business may be a matter of survival, as they face increasing pressure from foreign competitors.

If your organization is focused on growth, controlling costs, diversifying, and increasing value for shareholders, the impact of international expansion and location costs must be a part of your global strategy.

Business costs represent one of the many important factors considered in virtually all corporate location decisions. KPMG's 2016 Competitive Alternatives report explores the most significant business cost factors in more than 100 cities and 10 countries around the world. This study measures and provides insight on the impact of 26 key cost components, across 7 business to business service segments and 12 significant manufacturing sectors.

I hope this report helps your organization as you identify and compare potential locations for relocating or establishing new operations abroad. If you have any questions about our research or would like to discuss the impact that location cost competitiveness can have on your business, please feel free to contact me or any one of the KPMG professionals listed at the end of our report.

Greg Wiebe
Partner
KPMG LLP

Relocating your business?

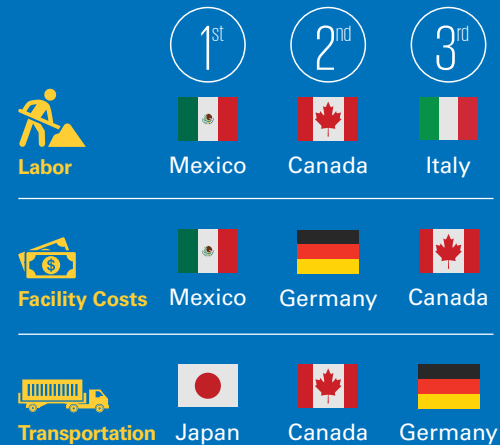
Top countries with the lowest business costs

1. Mexico
2. Canada
3. Netherlands
4. Italy
5. Australia
6. France
7. UK
8. Germany
9. Japan
10. US

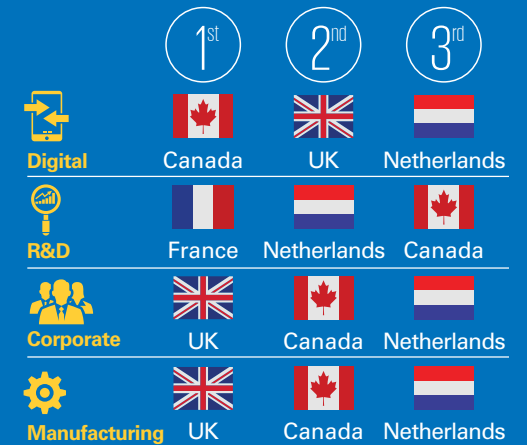


Top 3 cost competitive countries

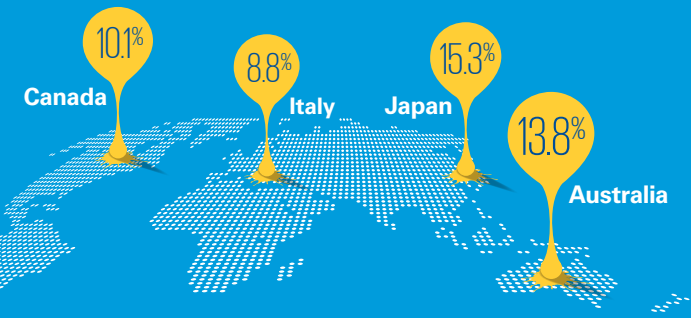
Major cost factors



Corporate income tax rates

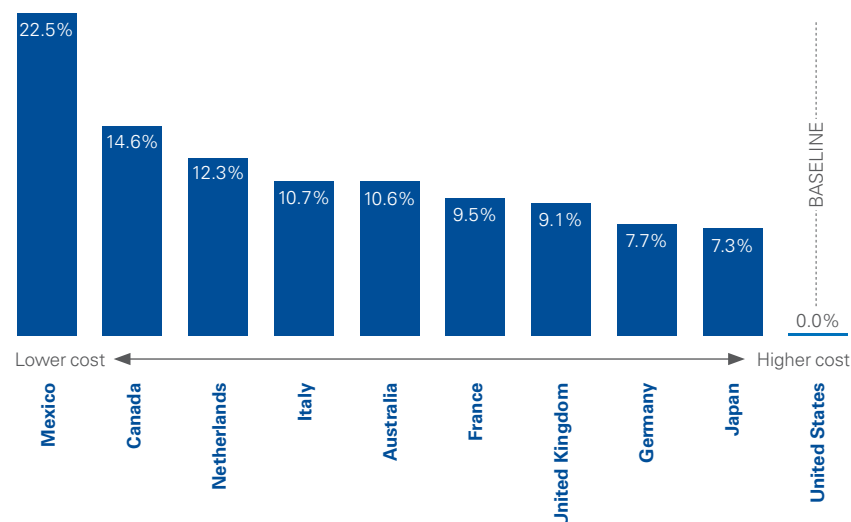


Countries with the most significant increase in cost competitiveness (2012 to 2016)



Ranking business costs

Cost advantage relative to the US (%)



Competitive Alternatives measures international business costs based on the combined impact of 26 key cost items that vary by location. Current business costs, together with planned future tax changes, are modeled over a 10-year planning horizon, starting in 2016. This study compares seven distinct business service sector operations and 12 manufacturing sector operations. Overall cost comparisons for each country and city are based on the average results for these two sectors.

National results are based on business costs for major cities in each country. All locations are compared to the US baseline, which reflects average business costs for the four largest US metro areas: New York City, Los Angeles, Chicago and Dallas-Fort Worth.

The surging value of the US dollar in 2015 has greatly impacted the global business landscape, significantly constraining US competitiveness.

The high value of the US dollar drives down the cost of doing business in all other countries, when measured in US dollar terms. The US now stands out as a high cost business location relative to its peers, with the cost gap between the US and ninth-ranked Japan being as wide as the range of costs from Japan through to second-ranked Canada.

As a NAFTA member and the only high growth (emerging) country included in the study, **Mexico** represents the lowest-cost country examined. In 2016, Mexico's business cost advantage over the US stands at 22.5 percent, higher than at any point in this decade.

Canada maintains its second place rank among the 10 countries, with business costs 14.6 percent below the US. Similarly, the **Netherlands** retains in third place, with a 12.3 percent cost advantage over the US.

Italy and **Australia** move up in the rankings this year to fourth and fifth places in the standings, with very similar overall costs.

France ranks sixth and the **United Kingdom** seventh in the standings, with France moving ahead of the UK and both countries now falling behind Italy in the standings among the European countries.

Germany and **Japan** rank eighth and ninth, with Germany regaining a lead over Japan as had been seen previously in both 2010 and 2012.

The **United States** completes the set of countries, in tenth place—the only time the US has ever placed this low in *Competitive Alternatives* rankings.

Exchange rates

All study results are sensitive to exchange rates. The exchange rates used in this edition of *Competitive Alternatives* are as follows. With the surge in value of the US dollar in 2015, all currencies have declined in value relative to the US dollar. The UK pound is the only study currency to come close to holding its value relative to the US dollar.

	Exchange rates ¹		Change ³
	2014	2016 ²	
Australian \$	1.08	1.39	-22.3%
Canadian \$	1.05	1.34	-21.6%
Euro €	0.73	0.91	-19.8%
Japanese ¥	100.43	121.44	-17.3%
Mexican peso	13.02	16.76	-22.3%
UK £	0.62	0.66	-6.1%

¹ Exchange rates used in this study quoted as per US\$.

² Average exchange rates for October-December 2015.

³ Two-year depreciation relative to US\$.

Business cost trends

	Business cost index ¹		Change ²
	2014	2016	
Australia	99.3	89.4	-9.9
Italy	98.8	89.3	-9.5
Germany	100.9	92.3	-8.6
Canada	92.8	85.4	-7.4
France	97.4	90.5	-6.9
Netherlands	94.5	87.7	-6.8
Japan	99.2	92.7	-6.5
Mexico	81.3	77.5	-3.8
United Kingdom	94.6	90.9	-3.7
United States	100.0	100.0	—

¹ Cost index is in percentage terms, with US=100.0.

² Decrease in cost index represents a gain in competitiveness (decrease in relative business costs) since 2014.

The table above tracks the change in business costs over the last two years. All countries except the US have seen strong improvements in their business cost index, which is expressed in US dollar terms. Australia, Italy and Germany have experienced the greatest gains.

Major cost factors

Competitive Alternatives presents a comprehensive analysis of business costs that includes 26 separate cost factors that vary by location.

Labor costs represent the single largest cost category, and represent between 40 and 86 percent of total location-sensitive costs for the industries examined. Labor costs reflect a broad mix of specific job positions and include wages and salaries, statutory labor costs (payroll-based taxes), and all other benefits typically provided by employers.

Transportation (freight) costs vary by industry, product and markets served, and can represent up to one quarter of location-sensitive costs for the specific manufacturing operations studied. Freight costs have decreased significantly since 2014, due to lower global oil prices.

Total tax costs typically represent up to 18 percent of location-sensitive costs for the operations and locations examined. Corporate income taxes and property taxes, both calculated net of generally applicable tax incentives, represent the major forms of taxation that are widely applied in all study countries.

Taxes are the subject of a companion KPMG report, *Competitive Alternatives: Focus on Tax*, which analyzes international tax issues in greater depth. The new edition of the *Focus on Tax* report will be available in late June 2016 at CompetitiveAlternatives.com.

The table below summarizes the lowest cost countries for each of labor costs, transportation, and taxes, as well as other major cost factors.

Cost factor	Lowest cost	Second lowest	Third lowest	Fourth lowest
Labor costs:				
Salaries and wages	Mexico	Italy	France	Canada
Total labor costs	Mexico	Canada	Italy	Netherlands
Facility costs:				
Downtown office	Mexico	Canada	Netherlands	Germany
Suburban office	Germany	Mexico	Canada	Netherlands
Industrial lease	Canada	France	Mexico	Germany
Industrial land and construction	Mexico	Germany	France	Italy
Transportation costs	Japan	Canada	Germany	Netherlands
Utility costs:				
Electricity	Canada	Netherlands	Mexico	France
Natural gas	Mexico	United States	Canada	Australia
Effective corporate tax rates:				
Digital services	Canada	United Kingdom	Netherlands	France
R&D services	France	Netherlands	Canada	United Kingdom
Corporate services	United Kingdom	Canada	Netherlands	Australia
Manufacturing	United Kingdom	Canada	Netherlands	Italy
Property-based taxes	Netherlands	Mexico	Germany	Australia

National results by sector



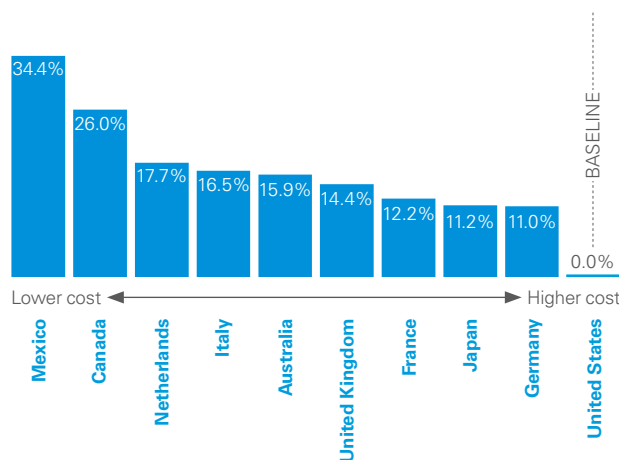
Digital services¹

Business operations:

Software development
Video game production studio

Key influences:

Salary levels and benefit costs for creative and technical IT professionals, plus incentives for digital media



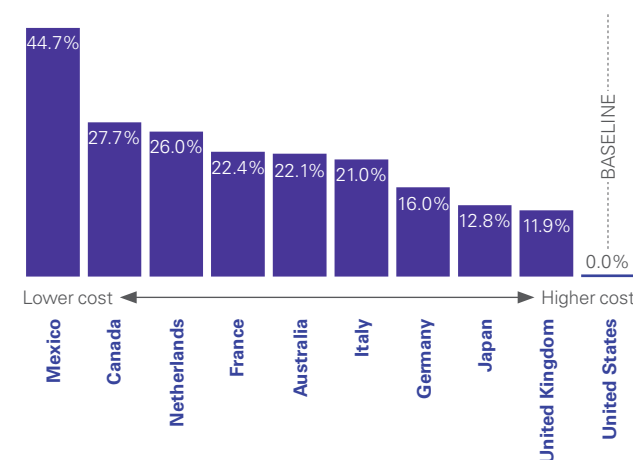
R&D services¹

Business operations:

Biomedical R&D
Clinical trials management
Electronic systems development and testing

Key influences:

Tax and incentive treatment of R&D expenditures



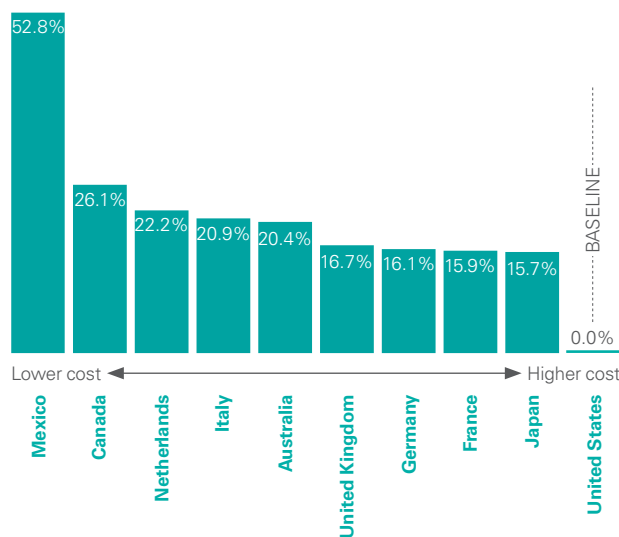
Corporate services¹

Business operations:

International financial services
Shared services center

Key influences:

Labor costs for entry level admin and customer service staff, as well as salary levels for finance professionals



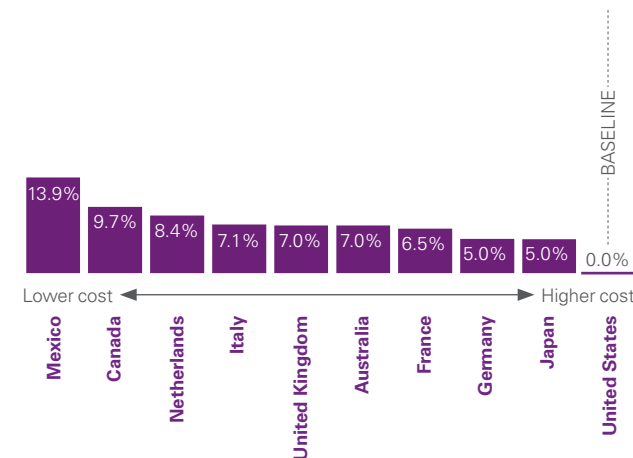
Manufacturing¹

Business operations:

12 industry-specific operations (as listed on following page)

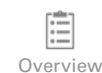
Key influences:

Costs for globally sourced parts, materials and machinery are similar by location, resulting in moderate cost differences among countries



¹ All charts: % cost advantage relative to the US.

Services sector results



Industry and operation

Cost index (rank)¹

	North America			Europe					Asia Pacific	
	Canada	Mexico	US	France	Germany	Italy	Netherlands	UK	Australia	Japan
Overall results	85.4 (2)	77.5 (1)	100.0 (10)	90.5 (6)	92.3 (8)	89.3 (4)	87.7 (3)	90.9 (7)	89.4 (5)	92.7 (9)
Digital services	74.0 (2)	65.6 (1)	100.0 (10)	87.8 (7)	89.0 (9)	83.5 (4)	82.3 (3)	85.6 (6)	84.1 (5)	88.8 (8)
Digital entertainment										
Video game production	69.4 (2)	64.0 (1)	100.0 (10)	84.2 (7)	89.1 (9)	81.6 (4)	80.6 (3)	82.8 (5)	83.0 (6)	87.4 (8)
Software design										
Software development	77.9 (2)	67.0 (1)	100.0 (10)	90.8 (9)	88.9 (7)	85.0 (5)	83.7 (3)	87.9 (6)	85.0 (4)	90.1 (8)
R&D services	72.3 (2)	55.3 (1)	100.0 (10)	77.6 (4)	84.0 (7)	79.0 (6)	74.0 (3)	88.1 (9)	77.9 (5)	87.2 (8)
Biotechnology										
Biomedical R&D	73.4 (3)	53.8 (1)	100.0 (10)	79.4 (6)	82.8 (7)	78.7 (5)	73.0 (2)	89.7 (9)	77.5 (4)	87.4 (8)
Clinical trial administration										
Clinical trials management	70.4 (2)	61.2 (1)	100.0 (10)	72.1 (3)	91.1 (9)	80.3 (5)	77.5 (4)	83.3 (7)	80.4 (6)	90.3 (8)
Product testing										
Electronic system develop/test	72.2 (2)	54.0 (1)	100.0 (10)	78.6 (5)	81.8 (7)	78.6 (6)	73.1 (3)	88.9 (9)	77.2 (4)	85.6 (8)
Corporate services	73.9 (2)	47.2 (1)	100.0 (10)	84.1 (8)	83.9 (7)	79.1 (4)	77.8 (3)	83.3 (6)	79.6 (5)	84.3 (9)
Professional services										
International financial services	72.4 (2)	56.9 (1)	100.0 (10)	82.8 (7)	81.4 (6)	80.3 (5)	77.3 (3)	86.7 (9)	78.3 (4)	85.6 (8)
Support services										
Shared services center	75.1 (2)	39.4 (1)	100.0 (10)	85.2 (8)	85.9 (9)	78.2 (3)	78.2 (4)	80.5 (5)	80.7 (6)	83.3 (7)

¹ Business costs are compared for 19 industry-specific business operations, 7 in the services sector and 12 in the manufacturing sector. Overall results are based on the average of business costs for the services sector and the manufacturing sector. Business costs are expressed as an index, with the US being assigned a baseline index of 100.0. An index below 100 indicates lower costs than the US. An index over 100 indicates higher costs than the US. (e.g., an index of 95.0 represents a 5.0% cost advantage relative to the US.) Results are ranked for all 10 countries with 1 being the lowest cost and 10 the highest cost country.

Manufacturing sector results



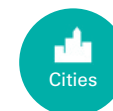
Industry and operation

Cost index (rank)¹

	North America			Europe					Asia Pacific	
	Canada	Mexico	US	France	Germany	Italy	Netherlands	UK	Australia	Japan
Overall results	85.4 (2)	77.5 (1)	100.0 (10)	90.5 (6)	92.3 (8)	89.3 (4)	87.7 (3)	90.9 (7)	89.4 (5)	92.7 (9)
Manufacturing	90.3 (2)	86.1 (1)	100.0 (10)	93.5 (7)	95.0 (8)	92.9 (4)	91.6 (3)	93.0 (5)	93.0 (6)	95.0 (9)
Aerospace										
Aircraft parts	90.1 (2)	84.2 (1)	100.0 (10)	92.9 (6)	93.6 (7)	92.1 (4)	90.6 (3)	94.1 (8)	92.8 (5)	94.2 (9)
Agri-food										
Food processing	90.5 (2)	88.9 (1)	100.0 (10)	94.3 (6)	95.6 (9)	94.7 (7)	92.1 (3)	93.0 (4)	93.4 (5)	94.7 (8)
Automotive										
Auto parts	91.8 (2)	87.7 (1)	100.0 (10)	94.3 (7)	95.6 (8)	93.8 (5)	92.4 (3)	93.4 (4)	93.8 (6)	96.3 (9)
Chemicals										
Specialty chemicals	92.5 (2)	88.1 (1)	100.0 (10)	95.3 (7)	96.6 (8)	94.0 (5)	93.4 (3)	93.7 (4)	94.0 (6)	96.8 (9)
Electronics										
Electronics assembly	90.8 (2)	85.2 (1)	100.0 (10)	93.3 (7)	94.2 (8)	91.5 (4)	91.2 (3)	92.9 (6)	92.1 (5)	96.1 (9)
Green energy										
Advanced batteries/fuel cells	90.1 (1)	90.6 (2)	100.0 (10)	93.4 (4)	95.6 (9)	94.9 (7)	92.2 (3)	94.9 (8)	94.2 (6)	94.1 (5)
Medical devices										
Medical device manufacturing	86.9 (2)	78.8 (1)	100.0 (10)	90.8 (7)	93.0 (8)	89.4 (4)	88.7 (3)	90.6 (6)	90.5 (5)	93.1 (9)
Metal components										
Metal machining	88.5 (2)	83.7 (1)	100.0 (10)	92.3 (7)	93.6 (8)	91.4 (5)	89.8 (3)	91.4 (4)	91.7 (6)	94.4 (9)
Pharmaceuticals										
Pharmaceutical products	88.8 (2)	82.9 (1)	100.0 (10)	91.8 (7)	93.4 (8)	90.3 (4)	89.9 (3)	90.8 (5)	91.3 (6)	93.6 (9)
Plastics										
Plastic products	88.5 (2)	84.8 (1)	100.0 (10)	93.4 (4)	95.7 (9)	93.9 (5)	91.4 (3)	94.0 (6)	94.3 (7)	94.7 (8)
Precision manufacturing										
Precision components	92.3 (2)	90.2 (1)	100.0 (10)	95.0 (6)	96.8 (9)	95.4 (7)	93.7 (3)	94.6 (5)	94.5 (4)	95.6 (8)
Telecommunications										
Telecom equipment	90.4 (2)	84.6 (1)	100.0 (10)	93.6 (7)	95.3 (9)	92.4 (4)	91.8 (3)	92.6 (5)	93.0 (6)	95.2 (8)

¹ Business costs are compared for 19 industry-specific business operations, 7 in the services sector and 12 in the manufacturing sector. Overall results are based on the average of business costs for the services sector and the manufacturing sector. Business costs are expressed as an index, with the US being assigned a baseline index of 100.0. An index below 100 indicates lower costs than the US. An index over 100 indicates higher costs than the US. (e.g., an index of 95.0 represents a 5.0% cost advantage relative to the US.) Results are ranked for all 10 countries with 1 being the lowest cost and 10 the highest cost country.

City rankings



Major global cities

Rank	City	Country	Index ¹
1	Monterrey	Mexico	76.5
2	Mexico City	Mexico	78.6
3	Montreal	Canada	85.2
4	Toronto	Canada	85.6
5	Vancouver	Canada	86.2
6	Manchester	UK	86.4
7	Rotterdam	Netherlands	87.5
8	Amsterdam	Netherlands	87.8
9	Melbourne	Australia	88.8
10	Rome	Italy	89.1
11	Milan	Italy	89.5
12	Sydney	Australia	90.1
13	Paris	France	91.7
14	Osaka	Japan	91.8
15	Berlin	Germany	91.9
16	Frankfurt	Germany	92.8
17	Tokyo	Japan	93.6
18	Atlanta	US	95.1
19	Miami	US	95.4
20	London	UK	95.4
21	Dallas-Fort Worth ²	US	96.2
22	Houston	US	97.6
23	Chicago ²	US	98.3
24	North Virginia, Metro DC	US	99.4
25	Philadelphia	US	99.8
US BASELINE²			100.0
26	Los Angeles ²	US	100.8
27	Boston	US	101.2
28	San Francisco	US	104.5
29	New York City ²	US	104.7

¹ Business costs are expressed as an index. An index below 100 indicates lower costs than the US baseline. An index over 100 indicates higher costs than the US baseline. (e.g., an index of 95.0 represents costs 5.0% below the US baseline.)

² US Baseline is the average of the four largest US metro areas.

Competitive Alternatives 2016 includes business cost rankings for more than 100 cities in the 10 study countries.

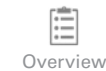
Among major global cities, all cities outside the US have experienced gains in cost competitiveness relative to the US in 2016, based on the surging value of the US dollar. However, changes in local cost factors also impact the competitiveness of these cities. For example, declining utility rates together with static costs for employee benefits help Sydney (Australia) move ahead of Osaka (Japan), where these same cost factors have seen sizable increases.

Among the major US cities, since 2014 Miami has experienced the lowest increase in business costs, and moves up in the rankings. Recent reductions in transportation costs and suburban office lease costs both help Miami, along with enhancements in Florida state tax incentives.

Moving in the opposite direction, New York City has seen the largest increase in business costs among the big US cities, falling behind San Francisco in this year's rankings. Rising labor costs—both salaries and benefits—are an issue for NYC, and more than offset gains from recent state tax reforms that assist New York firms.

These examples highlight the depth of analysis available in *Competitive Alternatives*. Visit the study website at CompetitiveAlternatives.com to access full details of this study.

Overall results by region and city



North America

Location	Country	Index	Rank ¹
New England/Atlantic Canada			
Bangor, ME	US	94.8	(6)
Boston, MA	US	101.2	(11)
Burlington, VT	US	96.9	(8)
Charlottetown, PE	Canada	83.9	(3)
Fredericton, NB	Canada	83.3	(1)
Halifax, NS	Canada	84.5	(4)
Hartford, CT	US	98.2	(10)
Manchester, NH	US	97.2	(9)
Moncton, NB	Canada	83.3	(2)
Providence, RI	US	96.7	(7)
St. John's, NL	Canada	85.4	(5)

Northeast US/Central Canada

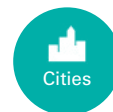
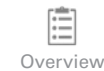
Baltimore, MD	US	96.5	(15)
Barrie, ON	Canada	84.2	(2)
Charleston, WV	US	93.8	(9)
Cincinnati, OH	US	94.0	(10)
Cleveland, OH	US	94.6	(12)
Detroit, MI	US	96.8	(16)
Gatineau (National Capital Region), QC	Canada	85.8	(6)
Indianapolis, IN	US	94.6	(11)
Lexington, KY	US	93.2	(8)
Montreal, QC	Canada	85.2	(4)
New York City, NY	US	104.7	(23)
North Virginia, Metro DC	US	99.4	(20)
Philadelphia, PA	US	99.8	(21)
Pittsburgh, PA	US	97.0	(17)
Quebec City, QC	Canada	83.9	(1)
Richmond, VA	US	95.5	(14)
Rochester, NY	US	98.3	(19)
Saginaw, MI	US	94.7	(13)
Sault Ste. Marie, ON	Canada	85.0	(3)
Toronto, ON	Canada	85.6	(5)
Trenton, NJ	US	101.8	(22)
Wilmington, DE	US	97.7	(18)
Youngstown, OH	US	92.5	(7)

North America

Location	Country	Index	Rank ¹
Midwest US/Canada West			
Albuquerque, NM	US	94.4	(9)
Austin, TX	US	96.2	(22)
Beaumont, TX	US	94.9	(16)
Billings, MT	US	94.4	(10)
Calgary, AB	Canada	87.0	(4)
Cedar Rapids, IA	US	93.8	(5)
Champaign-Urbana, IL	US	94.8	(15)
Cheyenne, WY	US	94.6	(11)
Chicago, IL	US	98.3	(27)
Dallas-Fort Worth, TX	US	96.2	(23)
Denver, CO	US	97.8	(26)
Edmonton, AB	Canada	86.4	(3)
Fargo, ND	US	94.3	(8)
Houston, TX	US	97.6	(25)
Kansas City, MO	US	96.2	(20)
Madison, WI	US	95.7	(18)
Minneapolis, MN	US	96.8	(24)
Oklahoma City, OK	US	94.7	(14)
Omaha, NE	US	93.9	(6)
Phoenix, AZ	US	96.2	(21)
Salt Lake City, UT	US	95.0	(17)
San Antonio, TX	US	94.7	(12)
Saskatoon, SK	Canada	85.9	(2)
Sioux Falls, SD	US	94.1	(7)
St. Louis, MO	US	96.1	(19)
Wichita, KS	US	94.7	(13)
Winnipeg, MB	Canada	84.9	(1)

¹ Rankings for cities are relative to other cities within the same geographic region, with 1 representing the lowest cost city in the region.

Overall results by region and city



North America

Location	Country	Index	Rank ¹
Southeast US			
Atlanta, GA	US	95.1	(16)
Baton Rouge, LA	US	92.8	(2)
Charlotte, NC	US	95.2	(17)
Gulfport-Biloxi, MS	US	93.3	(6)
Jackson, MS	US	93.3	(7)
Little Rock, AR	US	93.3	(5)
Memphis, TN	US	94.4	(11)
Miami, FL	US	95.4	(18)
Mobile, AL	US	93.7	(9)
Montgomery, AL	US	93.4	(8)
Nashville, TN	US	93.8	(10)
New Orleans, LA	US	93.1	(4)
Orlando, FL	US	94.4	(12)
Raleigh, NC	US	95.1	(15)
Savannah, GA	US	93.1	(3)
Shreveport, LA	US	91.7	(1)
Spartanburg, SC	US	94.5	(13)
Tampa, FL	US	94.6	(14)

Pacific US/Canada

Anchorage, AK	US	108.1	(14)
Boise, ID	US	94.3	(3)
Honolulu, HI	US	103.9	(12)
Kelowna, BC	Canada	85.5	(1)
Las Vegas, NV	US	98.0	(6)
Los Angeles, CA	US	100.8	(11)
Portland, OR	US	97.6	(5)
Riverside-San Bernardino, CA	US	98.5	(8)
Sacramento, CA	US	98.5	(7)
San Diego, CA	US	99.9	(9)
San Francisco, CA	US	104.5	(13)
Seattle, WA	US	100.8	(10)
Spokane, WA	US	96.0	(4)
Vancouver, BC	Canada	86.2	(2)

Mexico

Mexico City	Mexico	78.6	(2)
Monterrey	Mexico	76.5	(1)

Europe

Location	Country	Index	Rank ¹
Marseille	France	89.4	(5)
Paris	France	91.7	(7)
Berlin	Germany	91.9	(8)
Frankfurt	Germany	92.8	(9)
Milan	Italy	89.5	(6)
Rome	Italy	89.1	(4)
Amsterdam	Netherlands	87.8	(3)
Rotterdam	Netherlands	87.5	(2)
London	UK	95.4	(10)
Manchester	UK	86.4	(1)

Asia Pacific

Location	Country	Index	Rank ¹
Adelaide	Australia	88.2	(1)
Brisbane	Australia	90.3	(4)
Melbourne	Australia	88.8	(2)
Sydney	Australia	90.1	(3)
Osaka	Japan	91.8	(5)
Tokyo	Japan	93.6	(6)

¹ Rankings for cities are relative to other cities within the same geographic region, with 1 representing the lowest cost city in the region.

“Even in an era of volatile exchange rates, it’s important not to overlook the significance of local costs and taxes for international business.”

Greg Wiebe, Partner, KPMG Canada

Competitive Alternatives

About KPMG's global location and expansion services

Based in all regions of the globe, KPMG's GLEs professionals offer locally relevant, industry-specific knowledge that can help support business expansion and relocation decisions.

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Sponsors

Department of the Premier and Cabinet, South Australia invest.sa.gov.au	Calgary Economic Development calgaryeconomicdevelopment.com	HQ Vancouver hqvancouver.ca	Opportunities NB onbcanada.ca
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Atlantic Canada Opportunities Agency acoa.ca	Halifax Partnership halifaxpartnership.com	Nova Scotia Business Inc. novascotiabusiness.com	

Major study contributors



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Tim Gowans, Manager of Purchasing

DEPARTMENT: Finance Department

RE: RFP for Playground Equipment (2016CSD-PK-03-P)

PURPOSE

Attached hereto for your information and consideration is a report prepared on behalf of the Evaluation Committee concerning proposals received for the supply and delivery of Inclusive Playground Equipment for use at Bellevue Park, as required by the Recreation & Culture Division of the Community Services Department. Staff is seeking Council approval of the Evaluation Committee's recommendation.

BACKGROUND

The Request for Proposal was publicly advertised and RFP documents forwarded to all firms on our bidders list. Proposals were required to be submitted for consideration no later than 4:00 p.m. on March 18, 2016.

ANALYSIS

Proposals from five (5) proponents were received prior to the closing date:

A.B.C. Recreation Ltd., Paris, ON
C.R.C.S. Recreation, Sudbury, ON
New World Park Solutions, Brantford, ON
Open Space Solutions Inc., Waterloo, ON
Park N Play Design Co. Ltd., Rocky View County, AB

The proposals received have been evaluated by a committee comprised of staff from the Recreation & Culture Division – Community Services Department, with assistance from the Purchasing Division – Finance Department.

It is the consensus of the Evaluation Committee that the proponent scoring the highest in the evaluation process is A.B.C. Recreation Ltd. of Paris, ON. A.B.C. Recreation Ltd. is an established firm which has supplied playground equipment to Municipalities and School Boards in Ontario.

IMPACT

The proposed cost for the supply and delivery of the Inclusive Playground Equipment is \$83,257.96 inclusive of the non-refundable portion of the HST.

A report of the Commissioner of Community Services concerning the sources of funding for this project appears elsewhere on the Council Agenda.

Installation will be made by City Staff.

STRATEGIC PLAN

Provision of Inclusive Playground Equipment is not an activity listed in the Corporate Strategic Plan.

RECOMMENDATION

Resolved that the report of the Manager of Purchasing dated 2016 04 11 be received, and the recommendation that the proposal submitted by A.B.C. Recreation Ltd. to supply and deliver Inclusive Playground Equipment, as required by the Recreation & Culture Division of the Community Services Department, be approved.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tim Gowans', written in a cursive style.

Tim Gowans
Manager of Purchasing

TG:nt



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Tim Gowans, Manager of Purchasing

DEPARTMENT: Finance Department

RE: RFP - Professional Services–Roof Projects (2016FNC-01-P)

PURPOSE

Attached hereto for your information and consideration is a report prepared on behalf of the Evaluation Committee concerning proposals received for the provision of Professional Services for the Assessment, Design and Contract Administration in 2016 for Five (5) Roofs. Staff is seeking Council approval of the Evaluation Committee's recommendation.

BACKGROUND

The Request for Proposal was publicly advertised and RFP documents forwarded to all firms on our bidders list. Proposals were required to be submitted for consideration no later than 4:00 p.m. on February 19, 2016.

ANALYSIS

Proposals from eleven (11) proponents were received prior to the closing date:

- Build Max Limited, Toronto, ON
- DRG Design and Inspection Service, Sault Ste. Marie, ON
- Elliott Engineering Inc., Sault Ste. Marie, ON
- EPOH Inc., Sault Ste. Marie, ON
- Fishburn Sheridan & Associates Ltd., Kanata, ON
- Kresin Engineering Corporation, Sault Ste. Marie, ON
- MGP Architects – Engineer Inc., Sault Ste. Marie, ON
- Pinchin Ltd., Sault Ste. Marie, ON
- Stem Engineering Group, Sault Ste. Marie, ON
- Tulloch Engineering, Sault Ste. Marie, ON
- WSP Canada Inc., Sudbury, ON

The proposals received have been evaluated by a committee comprised of staff from the Public Works & Transportation Department, the Finance Administration Division – Finance Department, and the Purchasing Division – Finance Department.

It is the consensus of the Evaluation Committee that the proponent scoring the highest in the evaluation process is Elliott Engineering Inc. of Sault Ste. Marie, ON. Elliott Engineering offers extensive experience in dealing with existing buildings and roofs of all types.

IMPACT

A fee limit of \$43,000.00 plus H.S.T. has been proposed for this project. Funding will be allocated from the 2016 Asset Management Budget. This project was approved during the 2016 Budget process on March 22, 2016.

STRATEGIC PLAN

Provision of Professional Services for this project is not an activity listed in the Corporate Strategic Plan.

RECOMMENDATION

Resolved that the report of the Manager of Purchasing dated 2016 04 11 be received and the recommendation that the proposal submitted by Elliott Engineering Inc., to provide Professional Services for the Assessment, Design and Contract Administration for Five (5) Roofs, be approved.

A By-law authorizing signature of an Engineering Contract for this project will appear on a future Council Agenda.

Respectfully submitted,

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

Tim Gowans
Manager of Purchasing

TG:nt



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Malcolm White, City Clerk

DEPARTMENT: City Clerk's Department

RE: 2016 Municipal By-Election – Accessibility Measures

PURPOSE

The purpose of this report is to inform Council about the identification, removal and prevention of barriers affecting electors and candidates with disabilities relating to the 2016 Ward 2 municipal by-election.

BACKGROUND

Section 12.1(1) of the *Municipal Elections Act* requires that the Clerk “shall have regard to the needs of electors and candidates with disabilities”.

In accordance with the Accessibility Standards for Customer Service regulation 429/07 municipalities must provide accessible customer service.

Section 12.1(2) of the *Municipal Elections Act* further requires that the Clerk submit a report to Council about the identification, removal and prevention of barriers that affect electors and candidates with disabilities within 90 days after voting day.

While the City of Sault Ste. Marie has always been sensitive to the needs of electors with disabilities, further steps were taken to improve opportunities for unassisted voting in the 2016 by-election.

ANALYSIS

Identification of Barriers

- All voting locations were visited prior to their selection
- The Municipal Elections Co-ordinator performed an audit of each voting location using an accessibility checklist provided by the Association of Municipal Managers, Clerks and Treasurers of Ontario

- The Canadian National Institute for the Blind and the Canadian Hearing Society were contacted to obtain input as to how best to assist visually and hearing impaired electors.

Removal of Barriers

The following accessibility measures were in place to remove barriers:

- Service animals permitted in voting locations.
- Support persons permitted to assist electors where requested upon swearing the appropriate oath.
- Ballot font size – 14 pt minimum.
- Ballots were notched with ballot templates available at each voting location for the visually impaired.
- Magnifying sheets were available at each voting station.
- Illuminated magnifying glasses were available at each voting location.
- Each voting station was provided with a large print ballot (11" x 17") for reference.
- Each voting location was provided with alternative marking implements for voters with dexterity impairments.
- An FM system was available on all advance vote days to facilitate one-on-one communication for voters with hearing impairments.
- Canadian Hearing Society sign language interpreters were available on the Saturday, January 16, 2016 advance vote day to assist electors with hearing impairments.
- While the ideal is to provide electors with disabilities the opportunity to independently and privately mark their own ballots, alternate voting opportunities were widely advertised (i.e. proxy voting, voting with the assistance of a friend or election official).

Prevention of Barriers

The following accessibility measures were in place to prevent barriers:

- Two advance vote days were held at the Civic Centre to provide greater access for electors with disabilities. 435 voters took advantage of advance vote days.
- Electors with disabilities were encouraged to vote on advance vote days through the City's website, news releases, the weekly corporate advertisement in the Sault Star, and on Twitter.
- All voting locations were audited and modifications made to improve accessibility where required. Voting locations that could not be modified to accommodate electors with disabilities were not selected.
- Based on accessibility audits, an inventory of way-finding devices was developed for each voting location (i.e. signage, directional arrows, etc.)
- Greeters were placed at voting locations to guide voters to the voting station.
- Voting opportunities were provided at the two retirement residence locations in Ward 2

- The entire property of each voting location was deemed to be the “voting location” so that election staff could bring a ballot and the ballot box to any elector unable to leave their vehicle in order for them to mark a ballot
- Accessibility training was provided to all election staff, including:
 - How to interact and communicate with persons with various disabilities
 - How to interact with persons with disabilities who use assistive devices or require the assistance of a service animal or support person
 - Various tools available to assist electors with disabilities
 - How to provide opportunities for assisted voting (friend of an elector, assistance from election officials) and oaths required
 - How to set up the voting location (placement of furniture to allow passage of wheelchairs, etc.)
 - Collection of feedback from electors with disabilities for use in improving service to persons with disabilities both generally and in future elections

IMPACT

The measures taken, while having a level of cost associated with them, were easily accommodated within the by-election budget.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the City Clerk dated 2016 04 11 concerning 2016 Municipal By-Election – Accessibility Measures be received as information.

Respectfully submitted,



Malcolm White
City Clerk



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Virginia McLeod, Manager Recreation and Culture

DEPARTMENT: Community Services Department

RE: Bellevue Park Playground Equipment

PURPOSE

This report is to advise Council on the funding for the purchase of playground equipment at Bellevue Park. This report is provided for Council's information.

BACKGROUND

Earlier this year the Rotary Club of Sault Ste. Marie (Club) donated \$80,000 towards inclusive and accessible playground at Bellevue Park.

The Purchasing Division issued a Request for Proposals (RFP) for the playground equipment.

A report from the Manager of Purchasing detailing the results of the RFP process appears elsewhere on this agenda.

IMPACT

The recommended proponent's proposal is \$3,257.96 over the amount donated by the Club. This amount can be accommodated within the Recreation and Culture Division's account for equipment.

STRATEGIC PLAN

This matter is not specifically address 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 April 11, 2016, concerning the purchase of playground equipment at Bellevue Park be received as information.

Respectfully submitted,

Recommended for approval,



Virginia McLeod,
Manager Recreation and Culture



Nicholas J. Apostle,
Commissioner Community Services



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Virginia McLeod, Manager of Recreation and Culture

DEPARTMENT: Community Services Department

RE: The Algoma Farmers' Market Agreement - Proposed Revisions

PURPOSE

This report is in response to the following Council resolution:

“Resolved that the report of the Manager of Recreation and Culture dated 2015 09 28 concerning The New Algoma Farmers' Market Agreement be received and that Council direct the Community Services Department to provide The New Algoma Farmers' Market with notice of the City's intention to terminate the existing agreement between the City and The New Algoma Farmers' Market; further that Council direct the Community Services Department to report back to it regarding an assessment of the appropriateness and/or feasibility of continuing to lease the space to the Algoma Farmers' Market and the recommended terms and conditions for such a lease.”

Staff is seeking Council's approval to incorporate the recommended revisions into a new agreement with the Algoma Farmers' Market (Farmers' Market).

BACKGROUND

The Farmers' Market has operated at Roberta Bondar Park since 1995 and is currently comprised of ten vendors from Sault Ste. Marie and Algoma. The financial terms of the agreement have remained unchanged since 1995. The following provides an outline of the steps taken over the last five months.

1. As reported to Council on September 28, 2015 (attached) the agreement had to be terminated so that revisions could be discussed to attain a revenue neutral position.
2. Research was completed which reviewed the table fees/rent charged at various farmers' markets primarily in Northern Ontario.

3. On January 7, 2016 the Manager of Recreation and Culture met with the President and Vice President of the Algoma Farmers' Market to review the agreement with the intent to update the fees paid by the Farmers' Market to a revenue neutral position both from an operational and capital standpoint.
4. On January 31, 2016, the Manager of Recreation and Culture attended the Farmers' Market Annual General Meeting to review the agreement along with the various fee structures and obtain feedback from the Farmers' Market members.
5. On February 17, 2016 the Manager of Recreation and Culture met with the President and Vice President to continue discussions on fees.
6. The Finance and Legal Departments were consulted at various stages of the review.
7. Several options were reviewed with the Farmers' Market. A final solution was determined in March 2016 and is outlined below.

ANALYSIS

Under the terms of the current agreement the annual fees collected from the Farmers' Market do not cover the operating, repair and capital costs associated with the Farmers' Market tent.

In 2015 the total fee billed to the Farmers Market was \$771.21 + HST. This was for thirty-three market days. This represents a cost of \$2.64 per day per vendor. This is substantially lower than what other municipalities charge their farmers' market.

The annual cost to the City for installing, taking down, cleaning and storing the tent fabric is approximately \$2,950.

The City's cost of the daily staffing requirements for the Farmers' Market are negligible.

In addition the City, under the current agreement, is responsible for fifty percent of repairs and replacement costs of the tent fabric.

The Farmers' Market presently consists of ten vendors/farmers. The Farmers' Market tent has a capacity for twenty vendor/farmers tables.

The Farmers' Market tent fabric was identified to be replaced in 2016. The estimated cost for replacement is \$8,400. The Farmers' Market has agreed to repair the tent fabric to see it through the 2016 season. In addition, the Farmers' Market, being a not-for-profit organization, has confirmed they will apply for grants to replace the tent fabric in 2017. In the absence of grant funding the Farmers' Market has agreed to pay for the replacement of the tent fabric.

IMPACT

Daily and Annual Fees

The Farmers' Market would pay the City the "Partial Day Non Profit" rate as outlined in the "USER FEE & SERVICE CHARGES - By-law - 2016 - Schedule B" for Roberta Bondar Park along with one hour of supervision each day for set-up.

The total daily charge would be \$112.65 + HST per market day. On average there are thirty-three market days per year, therefore the annual fee for 2016 would be \$3717.45 + HST which would cover the operational costs. The annual revenue increase would be approximately \$3000 in 2016.

Repairs and Replacement of Tent Fabric

The cost of repairing and replacing the tent fabric will be the responsibility of the Farmers' Market.

STRATEGIC PLAN

This matter is not specifically referenced in 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 dated April 11, 2016 be received and that Council authorize staff to enter into a new agreement with The Algoma Farmers' Market which would include the financial details outlined in this report along with the repair and replacement costs of the tent being the responsibility of the Algoma Farmers' Market, be approved.

Respectfully submitted,

Recommended for approval



Virginia McLeod
Manager of Recreation and Culture



Nicholas J. Apostle
Commissioner of Community Services

Attachment



COUNCIL REPORT

September 28, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Virginia McLeod, Manager of Recreation and Culture
DEPARTMENT: Community Services Department
RE: The New Algoma Farmers' Market Agreement

PURPOSE

The purpose of this report is to seek Council's authority to provide notice of termination to The New Algoma Farmers' Market ("Farmers' Market") to terminate the existing agreement between the City and the Farmers' Market and further, to seek council's authority to enter into discussions to develop a new agreement.

BACKGROUND

The Farmers' Market has operated at Roberta Bondar Park since 1995. Section 1(2) of the existing agreement provides the Farmers' Market with the opportunity to renew the Agreement for a further period of one (1) year provided that it gives notice of its intention to renew the agreement at least 60 days prior to October 31 of the current year. Each year the Farmers' Market has submitted a letter to the City, most often past the 60 day notice period, indicating their intent to renew the agreement. The agreement was last updated in 2009. Since that time a number of changes have taken place in the operations and local market and therefore the terms of the existing agreement do not reflect the current state. A meeting between the Community Services Department and the Farmers' Market is being planned for the latter half of October. The president of the Farmers' Market is aware of the City's interest in revising the existing agreement.

ANALYSIS

Given the past practice of accepting the Farmers' Market's notice of intention to renew the existing agreement despite the 60 day notice requirement, the Legal Department has recommended that proper notice of its intention to terminate the existing agreement should be given. The existing agreement requires such notice to be delivered by October 1, 2015.

Report to Council – Algoma Farmers' Market Agreement
2015 09 28
Page 2.

Under the terms of the current agreement the annual fees collected from the Farmers' Market do not cover the operating costs or provide funds for future capital investment. The Community Services Department would like to develop an agreement which will move the operation of the Farmers' Market into a revenue neutral position.

The next step is to review the terms of the existing agreement and enter into discussions with the Farmers' Market. The revised agreement would be brought to City Council for approval.

IMPACT

This section does not apply to this matter.

STRATEGIC PLAN

This matter is not specifically referenced in 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 dated September 28, 2015 be received and that Council direct the Community Services Department to provide The New Algoma Farmers' Market with notice of the City's intention to terminate the existing agreement between the City and The New Algoma Farmers' Market; further, that Council direct the Community Services Department to report back to it regarding an assessment of the appropriateness and/or feasibility of continuing to lease the space to the Algoma Farmers' Market and the recommended terms and conditions for such a lease.

Respectfully submitted,

Recommended for approval



Virginia McLeod
Manager of Recreation and Culture

Nicholas J. Apostle
Commissioner of Community Services



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Virginia McLeod, Manager Recreation & Culture
DEPARTMENT: Community Services Department
RE: Cultural Financial Assistance Grants 2016

PURPOSE

This report provides recommendations to City Council from the Cultural Advisory Board for the distribution of the Cultural Financial Assistance Grants for 2016.

BACKGROUND

Each year City Council allots \$53,900 for financial assistance grants to the cultural community. The Cultural Advisory Board on behalf of City Council evaluates the applications against the criteria in the City's Cultural Financial Assistance Policy and makes a recommendation to City Council for the distribution of the grant funds.

ANALYSIS

There were eleven (11) applications submitted with requests totalling \$178,900; up from eight (8) applications and requests of \$68,799.16 in 2015.

The members of the Cultural Advisory Board met on Thursday, January 28, 2016 and reviewed the 2016 applications for the Cultural Financial Assistance Grants. The Board passed the following resolution.

Moved by: E. Belair

Seconded by: N.A Harrison

“Resolved that the Cultural Advisory Board endorse the organizations for grants under the Cultural Financial Assistance Program and that a report be prepared for City Council for their consideration and approval subject to finalizing of the 2016 budget.

CARRIED

Appended to this report is the list of applicants and the recommended grants for 2016.

IMPACT

An amount of \$53,900 is included in the City's core budget for the purpose of financial assistance as per the City's Cultural Policy on providing arms-length funding of culture.

STRATEGIC PLAN

This item is not related 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 the 2016 Cultural Financial Assistance Grants be received and that the recommendation of the Cultural Advisory Board of the recipients under the 2016 Cultural Financial Assistance Program be approved.

Respectfully submitted,

Recommended for approval



Virginia McLeod,
Manager Recreation and Culture



Nicholas J. Apostle,
Commissioner Community Services

cc: S. Schell, Commissioner of Finance & City Treasurer
Cultural Advisory Board

Attachment

Organization	2011 Award	2012 Award	2013 Award	2014 Award	2015 Award	2016 Request	2016 Recommended
Algoma 1812	0	0	5,000	0	NA	NA	
Algoma Art Society	1,100	0	5,000	0	NA	NA	
Algoma Arts Festival Association	3,000	3,000	3,000	3,000	5,500	\$ 7,500	\$ 5,500
Algoma Conservatory of Music	5,000	5,000	3,000	0	11,050	\$ 11,050	\$ 7,500
Algoma Festival Choir	2,500	2,500	2,070	4,350	4,850	\$ 4,850	\$ 4,000
Arts Council of SSM & District	15,000	16,100	16,330	19,065	19,500	\$ 100,000	\$ 12,100
Coalition of Algoma Passenger Trains	0	0	0	0	NA	NA	
Drop in Centre Senior Choir	NA	NA	NA	NA	NA	\$ 10,000	\$ -
Echoes of the World International Drum Festival	1,700	2,800	0	0	NA	NA	
Kiwanis Community Theatre	NA	NA	NA	NA	NA	\$ 6,000	\$ 5,000
Musical Comedy Guild	1,100	1,500	0	0	NA	NA	
Music Depot					0	NA	
Oral History of SSM Project	0	5,000	2,500	3,000	NA	\$ 10,500	\$ 5,000
Over the Rainbow Children's Entertainment Series	NA	NA	NA	NA	NA	\$ 1,000	\$ 800
Quonta	0	0	0	2,500	NA		
Rotary Club	3,000	3,000	0	2,300	3,000	\$ 3,000	\$ 3,000
Royal Newfoundland Regiment	0	0	0	3,685	NA	NA	
Sault Blues Society	0	0	1,000	0	NA	NA	
Sault Community Career Centre Passport to Unity	0	0	1,500	0	NA	NA	
Sault Community Theatre Centre	0	0	5,000	5,000	5,000	NA	
Sault Symphony	3,000	3,000	3,000	3,000	NA	NA	
Sault Theatre Workshop	2,000	1,500	1,500	1,000	NA	\$ 20,000	\$ 6,000
Shadows of the Mind Film Festival	5,000	5,000	5,000	5,000	5,000	\$ 5,000	\$ 5,000
Societa Guglielmo Marconi Di SSM	0	1,000	0	0	NA	NA	
St. Mary's Marine Heritage Centre	2,000	0	0	2,000	NA	NA	
Total			53,900	53,900	53,900	\$ 178,900	\$ 53,900



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Corrina Barrett, Environmental Initiatives Coordinator

DEPARTMENT: Engineering and Planning Department

RE: CTV Sponsorship Agreement 2016

PURPOSE

The purpose of the report is to request Council approval for the CTV Sponsorship Agreement for the 20-Minute Sault Ste. Marie Makeover.

BACKGROUND

The City of Sault Ste. Marie will be hosting the 5th Annual 20-Minute Sault Ste. Marie Makeover on May 10, 2016 from 11:00 am – 11:30 am. In an effort to secure sponsors for the event, City staff forwarded requests to relevant local businesses and media organizations. On February 25, 2016, CTV Television responded with specified terms that are outlined in a Sponsorship Agreement located elsewhere on the Agenda for Council's consideration. It is the opinion of City staff that the proposed Sponsorship Agreement will assist in bringing event information to even more local residents than past years.

IMPACT

CTV is proposing \$3,300 of coverage to promote the 20-Minute Sault Ste. Marie Makeover with a commitment of \$1,100 from the Corporation of the City of Sault Ste. Marie. This will be funded through the Green Committee's Project Expenditure budget.

STRATEGIC PLAN

The Corporate Strategic Plan contains numerous references to environmental awareness and a reduction in CO2 emissions; however, the 20-Minute Sault Ste. Marie Makeover is not included.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Be it resolved that the report of the Environmental Initiatives Coordinator dated 2016 04 11 be received, and that By-law 2016-39 authorizing the CTV Sponsorship Agreement be approved.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'C Barrett', with a stylized flourish at the end.

Corrina Barrett, B.Sc.
Environmental Initiatives Coordinator

Recommended for approval:

A handwritten signature in blue ink, appearing to read 'J Dolcetti', with a stylized flourish at the end.

Jerry Dolcetti, RPP
Commissioner of Engineering & Planning



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Elliott, Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

RE: 2016 Biennial Bridge Inspections

PURPOSE

The purpose of this report is to recommend that Council authorize an agreement with Tulloch Engineering for completion of the biennial inspection of bridges and other structures.

BACKGROUND

The City is mandated by the Province to conduct biennial structural inspections of municipal bridges. The inventory includes 35 bridges and box culvert road crossings, as well as 11 pedestrian bridges. Under this review, staff also includes inspection of our 31 overhead sign structures, and high mast lighting at three sports field locations.

ANALYSIS

It is appropriate for the City to retain a structural specialist to conduct the bridge inspections and the requisite report preparations. These are typically done on even numbered years, while similar inspections are made of concrete aqueducts in odd-numbered years. In accordance with the current procurement policy and practice, Engineering Division staff recommends that the firm of Tulloch Engineering be retained to complete this work.

IMPACT

The estimated fee limit for this work is \$45,000 plus non-rebatable HST. This is less than the amount required to complete inspections in 2014. A budget amount of \$50,000 was approved in the 2016 miscellaneous construction budget.

STRATEGIC PLAN

Biennial inspection of bridge structures is linked to the Transportation Network Improvements objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering Services dated 2016 04 11 be received, and the recommendation that the City enter into an agreement for professional services with Tulloch Engineering for the completion of the 2016 biennial bridge inspections, be approved. An agreement for engineering services will be brought to Council at a future meeting.

Respectfully submitted,



Don Elliott, P. Eng.
Director of Engineering Services

Recommended for approval



Jerry Dolcetti RPP
Commissioner of Engineering and Planning



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Elliott, Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

RE: 2016 Connecting Link Funding

PURPOSE

The purpose of this report is to advise Council on the status of the Black Road widening project in light of the unsuccessful request for 2016 Connecting Link funding.

BACKGROUND

In April 2015, in Sault Ste. Marie, the Province announced it was reinstating the provincial Connecting Links program to assist municipalities that must accommodate through provincial traffic. Council is aware that the widening of Black Road between Second Line and McNabb Street was the City's highest Connecting Link priority, and application was made to the program to construct the first phase of the widening in 2016. Staff learned on March 31, 2016, that the funding for 2016 was not approved.

ANALYSIS

It is very unfortunate that the City will not receive funding this year. It delays a necessary improvement and further reduces capital road spending in 2016 which will be felt by the local construction industry. In conversation with MTO representatives, the reason given was that the Province had other more urgent priorities such as bridge rehabilitation and very poor road surfaces in other municipalities. Staff was told that the widening of Black Road was not as high a priority, especially given the current acceptable condition of the road surface.

Black Road needs to be widened. Staff intends to work with MTO staff to ensure that the widening of Black Road remains a worthy candidate for Connecting Link funding. The design of the first phase is complete as it was scheduled to be tendered in early April. Property acquisition for the widening is underway. There was a request for a Part II Order from an individual resident at the conclusion of

the environmental assessment. City is working with the Ministry of Environment and Climate Change to resolve that request.

IMPACT

An allowance of \$1.75 million was provided in the 2016 capital works budget. These funds are required to cover the City's share of the Connecting Link project budget, and all items that are not eligible under the connecting link program such as street lighting and land acquisition, for both phases of the project. While the City cannot fund the widening of Phase I in 2016 on its own, the funds will be required in 2017 with a successful application.

STRATEGIC PLAN

The provision of traffic arteries throughout the City is linked to the Transportation Network Improvement objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering Services dated 2016 04 11 be received as information.

Respectfully submitted,



Don Elliott, P. Eng.
Director of Engineering Services

Recommended for approval



Jerry Dolcetti, RPP
Commissioner of Engineering and Planning



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Elliott, Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

RE: Repairs to Wellington Street Underpass

PURPOSE

The purpose of this report is to acquire Council approval to retain a consulting engineer to design and administer a construction contract to complete repairs to the Wellington Street CN Rail underpass.

BACKGROUND

The 2014 biennial bridge inspection revealed that repairs have become necessary to municipal bridge No. 30, the Wellington Street CN Rail underpass. The structural engineering consultant recommended that remedial work be completed to a parapet wall and the center support piers.

ANALYSIS

Biennial bridge inspections sometimes result in recommendations for repairs to our bridge structures. These repairs can be completed under the miscellaneous construction program. Under the original 1960 Board of Transport Commissioners of Canada order for this structure, maintenance costs are to be shared equally between the City and the rail authority. Staff has submitted a request to CN Rail for a commitment to its share of the cost. The work will not proceed until that commitment is secured. In the past, the City has taken the lead in administering this type of project. In accordance with the current procurement policy and practise, Engineering Division staff recommends that Tulloch Engineering be retained to complete this work. A construction tender will be brought to Council for approval at a later date.

IMPACT

The City's portion of the cost was approved in an allowance of \$125,000 in the 2016 miscellaneous construction budget. The engineering fee limit recommended for this project is \$43,000.

STRATEGIC PLAN

Bridge repairs are linked to the Transportation Network Improvement objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering Services dated 2016 04 11 be received, and the recommendation that the City enter into an agreement for professional services with Tulloch Engineering for the completion of design and contract administration for repairs to the Wellington Street underpass, be approved. An agreement for engineering services will be brought to Council at a future meeting.

Respectfully submitted,



Don Elliott, P. Eng.
Director of Engineering Services

Recommended for approval



Jerry Dolcetti, RPP
Commissioner of Engineering
and Planning



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Elliott, Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

RE: Resurfacing of City Streets

PURPOSE

The purpose of this report is to obtain Council approval for the planned 2016 road resurfacing program.

BACKGROUND

Each year, the majority of the \$1.3M miscellaneous construction budget is allocated to road resurfacing. As noted in previous reports, miscellaneous construction funds are insufficient to meet the increasing need to resurface roads. Further, the rising costs of construction are slowly eroding the effectiveness of the program. The Engineering Division foresees several road sections on arterial roads which will require resurfacing within the next few years.

The resurfacing program attempts to address critical needs on all four classes of road surface:

- class A (asphalt roads with curbs and storm sewers)
- class B (asphalt roads with ditches)
- class C (surface treatment)
- class D (gravel surface)

Several years ago, the Engineering Division took over the administration of the \$300,000 Public Works surface treatment program. This \$300,000 is what made the \$1M miscellaneous construction budget \$1.3M. The miscellaneous construction budget has not been raised in two decades. The City has many surface treated roads that would perform better if they had an asphalt surface. Surface treatment is an inexpensive means of putting a hard surface on low volume roads, but it does not work well on higher volume roads, especially if they are bus routes. For several years, some of the surface treatment allocation has

been used to convert class C surface treated roads that are bus routes to class B asphalt surface.

ANALYSIS

The resurfacing program for the 2016 is greatly reduced from the 2015 program. In 2015 Council provided \$1,116,000 of the 2014 budget surplus to resurfacing. No such funds were available this year. The 2016 program will include the following streets:

Class A:

These street sections will be resurfaced using an asphalt recycling technique, including a 50 mm layer of new surface asphalt, or mill and overlay as noted. The pavement recycling method employed will provide recycled asphalt that can be donated as a base course to class B streets listed below, or stockpiled for future resurfacing projects.

- Pim Street from Wellington Street to Queen Street;
- Capp Street from Shannon Road to Trunk Road;
- Asphalt patches as budget allows

Class B:

These street sections will be pulverized and paved with donated asphalt from other projects, followed by a layer of new surface asphalt.

- Creery Avenue from Lake Street to Elizabeth Street; (a portion is a bus route)
- Asphalt patches as budget allows

Class C:

The following streets are due for replacement of surface treatment.

- Case Road from Old Garden River Road northerly

IMPACT

Each year, the Engineering and Finance Departments attempt to find additional funds for resurfacing. There are no additional funds identified this year. All projects are administered in-house by City engineering staff. The following amounts were approved in the 2016 capital budget for resurfacing:

• 2016 misc. construction resurfacing allowance	\$	645,000
• 2016 surface treatment allowance	\$	300,000
• Resurfacing allowance in the 2016 capital budget	\$	300,000
Total	\$	1,245,000

STRATEGIC PLAN

Road resurfacing is linked to the Transportation Network Improvements objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering Services dated 2016 04 11 be received and that the 2016 road resurfacing program, be approved.

Respectfully submitted,



Don Elliott, P. Eng.
Director of Engineering Services

Recommended for approval



Jerry Dolcetti, RPP
Commissioner of Engineering and
Planning



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Stephen Turco, MCIP, RPP, Planner

DEPARTMENT: Engineering and Planning Department

RE: Sole Sourcing Welcome Feature

PURPOSE

The purpose of this report is to request Council's authorization to sole source the letters and leaf structures for the proposed Sault Ste. Marie welcome feature, which is to be constructed during the summer of 2016.

BACKGROUND

The Canal District Neighbourhood Plan recommended a public space on the northeast corner of Huron and Queen Street that would serve as a welcome feature for the community. In support of this effort, Planning staff, as part of the City's Downtown Development Initiative, has been working with The Planning Partnership, a landscape and urban design firm. A concept plan has been completed and was presented to Council as part of the 2016 Budget deliberations. Funding for this project has been approved, and the welcome feature will be constructed during the summer of 2016.

ANALYSIS

The welcome feature has been designed as a plaza with the letters of SAULT STE. MARIE spelled out in large letters. A leaf structure is also proposed to signify the entrance into Canada (See attached renderings).

In working with The Planning Partnership, and in consultation with staff from Public Works, it was debated what material the letters and the leaf structure should be fabricated from. The choices included metal, plastic, a combination of metal and plastic, or concrete.

After a number of discussion with the design team and staff, it was determined that concrete would be the most impactful from a design perspective, and most robust from a maintenance perspective. After this decision was reached, staff

initiated a search for fabricators that would be able to construct these large features in concrete.

Due to the size of the letters and the leaf, and the artistic and structural design of the features, it was necessary to identify a fabricator that could both engineer and construct these elements. With the assistance of The Planning Partnership, Ed's Concrete, a concrete fabricator based in Stratford Ontario that specializes in concrete landscaping products was identified.

Planning staff are recommending that Ed's Concrete be sole sourced to provide the concrete letters and leaf for the Huron Street Welcome Feature. Ed's Concrete can both engineer and fabricate the products, and have experience in providing landscape products used in urban settings (see attached brochure of pre-cast site furnishings). Planning staff have been in contact with the City of Brampton which has experience working with Ed's Concrete. Their staff praised both the quality of work and timeliness with completion. Although there are a number of local contractors, most provide concrete products for civil or construction related projects.

The design calls for the letters to be bright white in colour so that they stand out in contrast to the trees that will be planted in the background. Ed's Concrete is able to provide the concrete in this specialized white colour. In addition, the leaf will be a vibrant red, which will require a specialized painting product. As well, Ed's Concrete will be able to apply an anti-graffiti coating to both the letters and the leaf, in an effort to mitigate future graffiti damage.

IMPACT

The cost to engineer, fabricate and deliver the concrete leaf and letters is approximately \$36,400. Staff is of the opinion that given the scope of the project, and the specialized nature of the products, that this is a reasonable price. This amount includes non-recoverable HST. The funding for the welcome feature project has been approved as part of the City's Downtown Development Initiative, and the 2016 budget.

STRATEGIC PLAN

Both the Canal District Neighbourhood Plan and the Downtown Development Initiative are outlined in the City's Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Division, dated April 11, 2016, regarding the sole sourcing of the concrete letters and leaf to be used in the Huron Street Welcome Feature be accepted, and that Ed's Concrete be sole sourced to provide the concrete features for this project.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Stephen Turco".

Stephen Turco, MCIP, RPP
Planner

Recommended for approval,

A handwritten signature in blue ink, appearing to read "D.B. McConnell".

Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,

A handwritten signature in blue ink, appearing to read "Jerry Dolcetti".

Jerry Dolcetti, RPP
Commissioner Engineering & Planning

ST:ps

Attachment(s)



SITE FURNISHINGS

PRECAST



Page 114 of 321

CONCRETE
PRODUCTS

ED'S CONCRETE PRODUCTS

Leading Manufacturer of Precast Concrete

WE KNOW CONCRETE

With over 35 years of experience under our belt, we fabricate concrete products using the best of both traditional and today's leading edge technology. All of our products are designed and manufactured to meet or exceed requirements of CSA23.4 and ASTM C1364.

From first contact to product delivery, our motivated team of professionals is dedicated to providing you with an excellent product and attentive customer service, on schedule and within budget.

AWARDS

Ontario Concrete Awards 2014

Lake Wilcox Promenade

Ontario Masonry Design Awards

Richmond Woods II Apartments

Holiday Inn Express

St Mary's Hospital Annex

Woodstock Hospital

Quality concrete products on time, on budget.



Regent Park, Toronto

Architect: The Planning Partnership





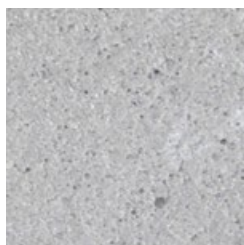
University of Windsor
Architect: +VG Architects



Native Child and Family Services
Architect: Scott Torrance Landscape Architect Inc.

COLOURS

Products are manufactured in a Standard Grey colour unless one of our Premium colours are specifically requested. We can also custom match colours.



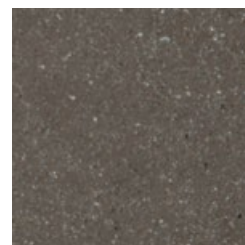
GREY STANDARD



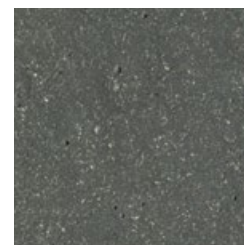
WHITE PREMIUM



BUFF PREMIUM



JAVA PREMIUM

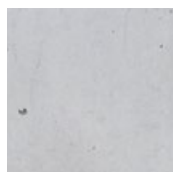


EBONY PREMIUM

FINISHES

Products are manufactured in a Smooth Precast finish unless the Acid Etched or Light Sandblasted finishes are specifically requested. Premium colours are recommended in Acid Etch or Sandblast finish.

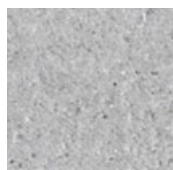
These swatches indicate general colour and finish only. To ensure accuracy please request a sample from our office. A natural variance in colour and finish is to be expected during the manufacturing process.



SMOOTH PRECAST
Our standard form finish is a smooth, touchable surface similar to a stone from the beach.



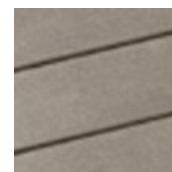
ACID ETCH
Acid etching lightly penetrates the surface, exposing the sands, deepening earth tones and creating a lightly textured finish.



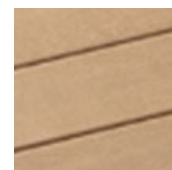
LIGHT SANDBLAST
Sandblasting exposes air pockets hidden below the surface of the concrete, resulting in a natural, organic texture.

TRIMS

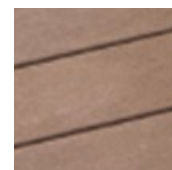
We use a combination of marine composite decking and stainless steel as an added feature. These materials are used to meet product performance standards and aesthetically enhance the look. Beautiful, splinter-free and slip-resistant.



GREY



CEDAR



WALNUT

SQUARE

SQUARE Planters | SQ

Available in 10 standard sizes:

	W	L	H	Weight (lbs)
SQ161616	16	16	16	160
SQ161630	16	16	30	270
SQ303018	30	30	18	650
SQ323232	32	32	32	1100
SQ363618	36	36	18	1050
SQ363624	36	36	24	1300
SQ424230	42	42	30	1500
SQ246018	24	60	18	1150
SQ249624	24	96	24	2500
SQ489618	48	96	18	2500

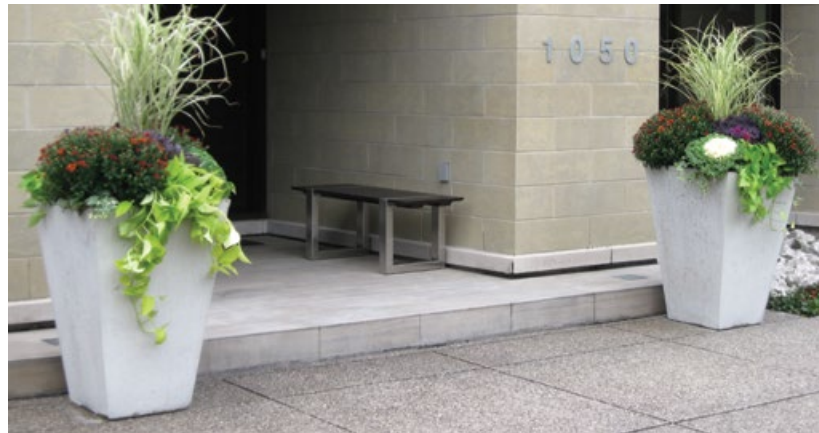


PLANTERS

MEASUREMENTS | Standard sizes shown in inches, width x length x height. Custom sizes available upon request

DRAINAGE | All planters have 1.25" diameter drainage hole. Proper layering of filter cloth and clear stone is recommended. Custom size to function with irrigation fixtures available.

COLOUR & FINISH | Standard grey smooth precast unless premium colour or alternate finish are specified when ordering.



TUPLA

TUPLA Planters | TU

Available in 4 standard sizes:

	W	L	H	Weight (lbs)
TU272718	27	27	18	400
TU363624	36	36	24	1400
TU454530	45	45	30	2000
TU246018	24	60	18	1200



CONIA

CONIA Planters | CO

Available in 4 standard sizes:

	W	L	H	Weight (lbs)
CO272718	27	27	18	380
CO363624	36	36	24	1250
CO454530	45	45	30	1700
CO306014	30	60	14	1250



RONDO

RONDO Planters | RO

Available in 4 standard sizes:

	W	L	H	Weight (lbs)
RO252518	25	25	18	200
RO323223	32	32	23	300
RO404028	40	40	28	1000
RO626248	62	62	48	2400



FURNITURE

MEASUREMENTS | Shown in inches, width x length x height.
COLOUR & FINISH | Standard grey smooth precast unless premium colour or alternate finish are specified when ordering.

TABLES

Units are reinforced and come easy to assemble. All hardware is galvanized.

		W	L	H	Weight (lbs)
Accessible	20101	66	66	31	1100
4 Seat	20102	66	66	31	1200



RECEPTACLES

Graphics on receptacles are etched and sealed. Units come standard with a grey plastic lid and a removeable liner.

		W	L	H	Weight (lbs)
Recycle	20204	19	19	47	500
Waste	20203	19	19	47	500





CUBIC Benches |

Available in 2 sizes:

	W	L	H	Weight (lbs)
CU202020	19 5/8	19 5/8	19 5/8	450
CU204820	19 5/8	47 1/4	19 5/8	720



BENCHES

Units are manufactured with reinforced concrete. Wood composite and stainless steel trims create the opportunity for versatile designs. A standard seat option or back option is available for both styles.

WATARI Benches |

Available in 2 sizes:

	W	L	H	Weight (lbs)
WA208420	19 1/2	84	18 3/4	2100
WAC207520	19 1/8	74 1/2	18 3/4	2200





CUSTOM

Our custom design team works with professionals to turn creative concepts into precast furnishings. Concrete is the ideal functional and aesthetic choice when designing a performing landscape space. We look forward to collaborating with you on any project.

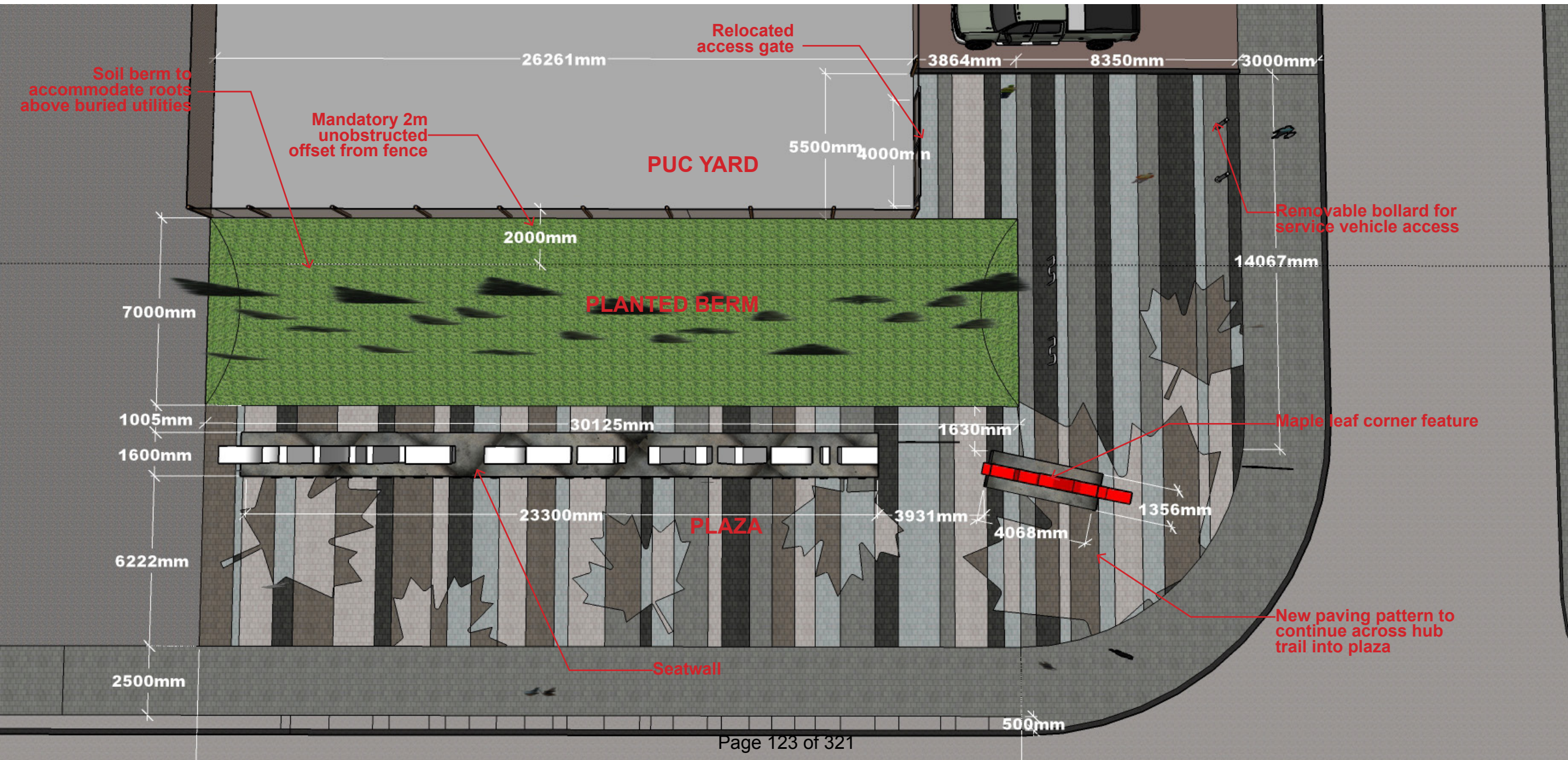


ED'S CONCRETE
PRODUCTS

1266 ERIE STREET, STRATFORD, ON CANADA N5A 6S4
TEL. 519.271.6590 | FAX. 519.271.0264 | TOLL FREE 1.877.265.6590
edsconcrete.com

SAULT STE MARIE
WELCOME FEATURE
2016.04.11

Welcome Feature Concept















COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Danny Krmpotich – Coordinator (LIP)

DEPARTMENT: Social Services Department

RE: Federal Funding for Local Immigration Partnership

PURPOSE

Purpose of this report is to recommend that City Council execute the Federal Funding Agreement found elsewhere in the April 11, 2016 agenda.

BACKGROUND

Since 2009, Immigration, Refugees and Citizenship Canada (IRCC) has provided funding to the Local Immigration Partnership. The purpose of the funding is to assist with costs which provide community-based partnerships to attract and retain newcomers.

ANALYSIS

The new contribution agreement adds funding for refugee-related costs such as community awareness.

IMPACT

This contribution would not affect current funding levels.

STRATEGIC PLAN

The federal funding is consistent with the commitment to citizens and the community.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Execute the agreement by way of By-law 2016-34 found elsewhere on the agenda.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Danny Krmpotich".

Danny Krmpotich
Coordinator--
Local Immigration Partnership



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Councillor Judy Hupponen, Chair – Conferences and Major Special Events Committee

DEPARTMENT: City Clerk's Department

RE: 2016-2017 Event Funding Recommendations

PURPOSE

The purpose of this report is to seek Council's approval for recommendations arising from the 2016 03 23 meeting of the Conferences and Major Special Events Committee

BACKGROUND

The committee considered the following items at their 2016 03 23 meeting:

A minor revision to the Conferences and Major Special Events policy (attached), to which the committee passed the following resolution:

Resolved that the committee recommend to City Council that the Conferences and Major Special Events Support/Assistance Policy be amended by removing the text 'a minimum of one year prior to the event' under the Application Procedure paragraph and inserting the text '(preference will be given to applications submitted at least one year prior to the event)'.

A recommendation from City Council that the municipal funding of \$25,000 for the 2016 World U17 Hockey Championship, being held in November 2016, be funded from the Conferences and Major Special Events fund;

A funding application for the 2016 CCAA National Cross Country Championships (attached); and

A funding application for the 2017 Canadian Open (International) Chess Championship/Canadian Youth Chess Championship. (attached)

The committee passed the following resolution addressing these three items:

Resolved that the municipal funding component for the 2016 World U17 Hockey Championship (\$25,000) be funded from the Conferences and Major Special Events Fund; and

Further that the funding applications for the 2016 CCAA National Cross Country Championship (\$5,000) and the 2017 Canadian Open (International) Chess Championship/Canadian Youth Chess Championship (\$20,000) be approved.

ANALYSIS

The amendment to the existing policy is recommended as not all conferences and events are awarded by their sanctioning bodies a year in advance. While no longer precluding these conferences/events, the amendment notes that preference will still be given to those applications that are submitted a year or more in advance.

Council passed the following resolution at the 2015 05 11 Council meeting concerning the World U17 Hockey Challenge:

Resolved that the report of the City Clerk dated 2015 05 11 concerning the 2015 World Under-17 Hockey Challenge be received and that Council approve funding this event to a maximum of \$25,000, with funding from the Conferences and Major Special Events fund and any other appropriate source.

Following that meeting the event was moved from 2015 to 2016. The committee has reviewed the impact of funding this event from the Conferences and Major Special Events fund and determined that adequate funding is available.

The funding applications for the 2016 CCAA National Cross Country Championship and the 2017 Canadian Open (International) Chess Championship/Canadian Youth Chess Championship were reviewed and assessed by the committee. The committee determined that the applications complied with the funding policy criteria to the level of funding being requested.

IMPACT

The total cost of funding the above events would be \$50,000, which will leave a balance in the fund, assuming the 2017 budget allocation of \$20,000 remains as is, of \$24,355.

STRATEGIC PLAN

This report is not linked to current activities in the Strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chair, Conferences and Major Special Events Committee, dated 2016 04 11 concerning 2016-2017 Event Funding Recommendations be received and the recommendations of the committee concerning a policy amendment and funding for three events be approved.

Respectfully submitted,

Councillor Judy Hupponen
Chair, Conferences and Major
Special Events Committee



INFORMATION MANUAL

A-II-

Subject: CONFERENCES AND MAJOR SPECIAL EVENTS
SUPPORT/ASSISTANCE POLICY GUIDELINE

Department/Division: City Council

Source: City Council

Date: 2008

Page: 1 of 2

PURPOSE

This policy guideline outlines the process and criteria for application for municipal support/assistance for Conferences and major special events.

RATIONALE

Conferences and major special events are an important part of Sault Ste. Marie's economy. City Council has an annual budget to provide financial support and incentive to eligible groups to facilitate hosting certain conferences and major special events coming into the city.

ELIGIBILITY CRITERIA

The following categories will be considered for municipal support/assistance:

1. Conferences that have a municipal component (i.e. Association of Municipal Managers Clerks and Treasurers)
2. Major special events (i.e. Memorial Cup, Winter Games)

Groups organizing local festivals and events are not eligible for support/assistance under this policy. Local festivals and events may be eligible for municipal funding under the Financial Assistance to Organizations policy - contact the Finance department.

ELIGIBLE FUNDING

City Council has established an annual budget in the amount of \$20,000.00. Submission of an application does not guarantee approval. Funding is subject to the availability of budget funds and the approval of City Council. Support may be financial or in-kind through the use of City services or facilities. Applications for funding will be considered on a one-time basis only. Requests for on-going annual funding will not be considered under this policy.



INFORMATION MANUAL

A-II-

Subject: CONFERENCES AND MAJOR SPECIAL EVENTS
SUPPORT/ASSISTANCE POLICY GUIDELINE

Department/Division: City Council

Source: City Council

Date: 2008

Page: 2 of 2

APPLICATION PROCEDURE

Conferences and major special event groups wishing to be considered for municipal support/assistance should complete the Application for Financial Assistance and submit it to Tourism Sault Ste. Marie **a minimum of one year prior to the event, (preference will be given to applications submitted at least one year prior to the event)** which will include providing the following information:

1. Host Organization Name and local contact person
2. Date, size and reach of event (local, regional, national, International)
3. Number of delegates and visitor days involved
4. Number of out-of-town attendees
5. Extent of media coverage involved (local, regional, national, international)
6. Area facilities and services required
7. Detailed budget for the event
8. Letters of support
9. Outline of assistance being requested

Tourism Sault Ste. Marie will review the application and forward a recommendation to the Conferences and Major Special Events Committee which will forward a recommendation to City Council for its final decision.

FUNDING CONDITIONS AND POST EVENT REPORT

The Conference or Major Special Event group must display the City logo at the event and the City must be acknowledged as a major sponsor. A brief post-event report to City Council is required within 30 days.



Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**



BUSINESS
Sault Ste. Marie
a division of the SSMEDC



TOURISM
Sault Ste. Marie
a division of the SSMEDC

February 29, 2016

City Conference and Major Special Events Committee
c/o Clerk's Office
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON. P6A 5X6

Dear Committee Members:

Please find attached correspondence from the Organizing Committee for the 2016 **Canadian Collegiate Athletics Association National Cross Country Championships**, to be held in Sault Ste. Marie from **November 11-13, 2016**. They have requested **\$5,000** in funds from the City Conference and Major Special Events Support/Assistance Program.

This city-wide event will bring over **400 participants and 100 coaches** from across the country for 3 days, providing the city with a total of **1,500 Visitor Days**. The size and scope of the event would qualify it for the funding requested.

Tourism Sault Ste. Marie has committed **\$5,000** in funding to assist the Organizing Committee in hosting this event.

The event organizers had submitted a funding request to the City for consideration back in November, only to realize they had submitted their application to the wrong department. As such, while the date on the attached application reflects February, in reality they would qualify for consideration on their original request, which was one year in advance of the event.

This request can be discussed by the Committee at the next scheduled meeting.

Regards.

Ian McMillan
Executive Director
Tourism Sault Ste. Marie



February 23, 2016

Ian McMillian, Executive Director
Tourism Sault Ste. Marie
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

RE: Application to City of Sault Ste. Marie Conferences and Major Special Events Fund

Dear Mr. McMillian;

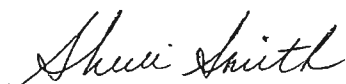
Please find enclosed a Request for Assistance from Sault College for hosting the Canadian Collegiate Athletics Association National Cross Country Championships on November 12, 2016. Enclosed is the application to the Conferences and Major Special Events Fund.

We understand that the deadline date for submission to this fund has expired. However, we were initially directed by a city representative to apply to the Financial Assistance Fund for this activity. Supporting emails of this instruction are included in the submission. The original application to the Financial Assistance Fund was submitted before the 12 month deadline.

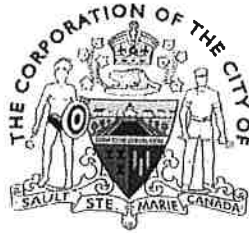
We hope that consideration will be given to our application to the Conferences and Major Special Events Fund given the confusion around which fund we were to apply.

Please do not hesitate to contact me should you require any further information.

Sincerely,



Sherri Smith
Head Varsity Cross Country Coach
Sault College



Corporation of the City of Sault Ste. Marie
Conferences and Major Special Events Policy
Application for Financial Assistance

Name of Organization: Canadian Collegiate Athletic Association- National X Country

Application Contact Person: Sherri Smith

Organization Mailing Address: Sault College
443 Northern Avenue, Sault Ste. Marie

Postal Code: P6B 4J3

Telephone Number (Day): 759-2554 x 2811 Email Address: sherri.smith@saultcollege.ca

Application Type: Conference ☐ Major Special Event ☐

Amount Requested: \$ 5,000.00

Submit the following required attachments with application:

- A. Date of Conference/Event
- B. Conference/Event Budget
- C. Publications, Programmes and Press Articles, Other Supporting Documents
- D. Size and Reach of Event (Local; Regional; National; International)
- E. No. of Delegates and Visitor Days Involved
- F. No. of Out-of-town Attendees
- G. Extent of Media Coverage (Local; Regional; National; International)
- H. Area Facilities and Services Required

Conferences and Major Special Events Policy
Application for Financial Assistance

Terms and Conditions

The City may provide a portion of the financial assistance in advance of the event.

A holdback of funds may be required to pay for the purchase of services from the City of Sault Ste. Marie.

Funding from the City shall not be used for the purchase of alcoholic beverages.

If the event realizes a surplus, the City would expect a refund of their contribution equal to the surplus amount.

Please specify how the financial assistance will be used if approved.

The financial assistance will offset the costs associated with transportation, banquet rental
race operations, athlete packages and medical personnel.

List the names of the Executive or Organizing Committee:

Name: Scott Gray

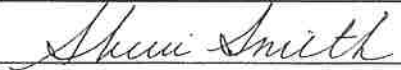
Title: Tournament Chair

Signature: 

Date: Feb 22/16

Name: Sherri Smith

Title: Race Operations and Logistics

Signature: 

Date: February 23 / 2016

Name: _____

Title: _____

Signature: _____

Date: _____

Name: _____

Title: _____

Signature: _____

Date: _____

FUNDING ASSESSMENT TEMPLATE - CONFERENCES AND MAJOR SPECIAL EVENTS REVIEW COMMITTEE

EVENT NAME: CCAA National Cross Country Championships
EVENT DATE: November 19-21 2016
CONTACT PERSON: Sherri Smith- Sault College

<u>ACCOMODATIONS (max 25 points)</u>			
Visitor Days	1350	450 x 3 days	
Points	68	Total	25

<u>PARTICIPANTS (max 10 points)</u>			
Out of Town Participants	450		
Points	5	Total	5

<u>REACH OF EVENT (max 10 points)</u>			
Reach Level	National		
Points	8	Total	8

<u>MEDIA EXPOSURE (max 10 points)</u>			
Reach Level	Local		
Points	2	Total	2

<u>EVENT HELD IN SSM BEFORE (max 6 points)</u>			
Yes or No?	No		
Points	6	Total	6

<u>FACILITIES REQUIRED (max 4 points)</u>			
Choose ->	Private		
Points	2	Total	2

<u>SEASON OF EVENT (max 10 points)</u>			
Choose ->	Nov-Dec		
Points	5	Total	5

<u>EVENT TYPE (max 5 points)</u>			
<i>Event Places SSM in context of innovations and leadership</i>			
Choose ->	No		
	0	Total	0
<i>Event delegates likely to have a high misc. spending beyond Conference</i>			
Choose ->	No		
	0	Total	0

<u>MAJOR EVENT (max 10 points)</u>			
Choose ->	No		
Points	0	Total	0

TOTAL POINTS SCORED ON ASSESSMENT	52.5
--	-------------

CCAA Cross Country CITY Application for Conferences and Major Special Events Review Committee

A. Date of Conference/Event

November 11-12 2016

B. Conference/Event Budget

See attached

C. Publications, Programmes and Press Articles, Other Supporting Documents

see attached

D. Size and Reach of Event (Local; Regional; National; International)

National: CCAA National Cross Country Championships will bring together student athletes from across the country.

About the CCAA- Canadian Collegiate Athletic Association

CCAA student-athletes compete in seven sports at 10 CCAA national championships, each hosted by a CCAA member institution. Our 94 member institutions include colleges, universities, technical institutes and cégeps located in eight provinces and regionally governed by five member conferences:

PACWEST (Pacific Western Athletic Association) in British Columbia

ACAC (Alberta Colleges Athletic Conference) in Alberta and Saskatchewan

OCAA (Ontario Colleges Athletic Association) in Ontario

RSEQ (Réseau du sport étudiant du Québec) in Québec

ACAA (Atlantic Collegiate Athletic Association) in New Brunswick, Nova Scotia and Prince Edward Island

In addition to governing the national championships, the CCAA also provides national awards and recognition to CCAA student-athletes, coaches, athletic directors and member institutions

E. No. of Delegates and Visitor Days Involved

Based on participation in previous years (last year held in Brockville, Ontario) it is anticipated that over 400 athletes and 100 coaches will be participating over 3 days. $500 \times 3 = 1500$ VD

F. No. of Out-of-town Attendees

All participants (less the 5-10 from Sault College) will be attending from out of town

G. Extent of Media Coverage (Local; Regional; National; International)

- Expected media coverage extends through media partners with the OCAA and CCAA as well as local coverage. In addition, each school participating will internally cover the event and how the event was received by each team.
- The national organizations will promote their coverage through website and social media platforms. For example, the CCAA/ACSC has over 4200 followers on Twitter, 1620 likes on Facebook and over 35,000 views on YouTube.
- Conferences (PACWEST, Alberta CAC, OCAA, RSEQ, and Atlantic Canada) all have respective website and social media platforms with a respective following.

- Colleges within each conference have their own targeted audiences in addition to the athletic focused organizations.
- The event will reach all over Canada through communications based on results for teams, conferences and individual placing's. Note that an individual, team and conference the win each gender may come from different conferences. In addition, the All Star team may make up athletes from a plethora of colleges, from all conferences.
- Schools will promote the event based on their teams performance, ranging from qualifying and participating, to setting a new milestone for the college, to placing on the allstar team, and of course, placing gold, silver or bronze.
- Local coverage will include Shaw TV, MCTV, Sootday, Local 2, Sault Star, Sault This Week

H. Area Facilities and Services Required

Crimson Ridge, local hotels (host hotel TBD) , local banquet facility TBD

2016 CCAA Cross Country National Championships

Hosted by Sault College

EVENT BUDGET

Expenses	Amount
Transportation	\$ 3,000.00
Banquet, Ceremony, Key Note	\$ 19,000.00
Accreditation	\$ 1,000.00
Hospitality Suites	\$ 1,300.00
Race Operations	\$ 8,050.00
Athlete Packages	\$ 10,600.00
Volunteer Apparel	\$ 1,500.00
Medical	\$ 450.00
Promotional	\$ 2,200.00
Broadcasting	\$ 2,200.00
Food	\$ 1,000.00
Translation Services	\$ 2,500.00
Officials' Hotel	\$ 2,000.00
Contingency	\$ 3,200.00
TOTAL	\$ 58,000.00

Revenue	Amount
Community and Coach Race	\$ 1,500.00
OCAA Hosting Subsidy	\$ 4,000.00
Accreditation Fee	\$ 18,000.00
Sault College	\$ 20,000.00
City of Sault Ste. Marie / Economic Development Corporation	\$ 10,000.00
Corporate Sponsorships	\$ 4,500.00
TOTAL	\$ 58,000.00

CANADIAN COLLEGIATE ATHLETIC ASSOCIATION

Home » Sports » Cross-Country » News » Archives

Sault College to host Cross-Country Running Nationals

Like 0 Tweet



Nov. 19, 2015 – The 2016 CCAA Cross-Country Running National Championships are heading to Northern Ontario.

Sault College in Sault Ste. Marie has been approved as host of the event, which will take place Nov. 11-12, 2016.

"We are very honoured to be selected as host of the 2016 CCAA Cross-Country Running Nationals," said Scott Gray, Athletic Director at Sault. "We take pride in our ability to deliver one of a kind championships and are excited to be able to compete on the national stage at home."

The event will be held on the edge of Sault Ste. Marie's city limits at Crimson Ridge, a premiere, top-ranked golf course, winter cross-country skiing, snowshoeing, and snow biking destination, and now a cross-



AT A GLANCE / EN BREF

City/ville: Sault Ste. Marie, ON

Conference/conférence: CCAA

Founded/fondée: 1973

Enrollment/éffectifs: 2,400

President/président: Dr. Ron Common

**Athletic Director/
responsable des sports:** Scott Gray

country running competition venue.

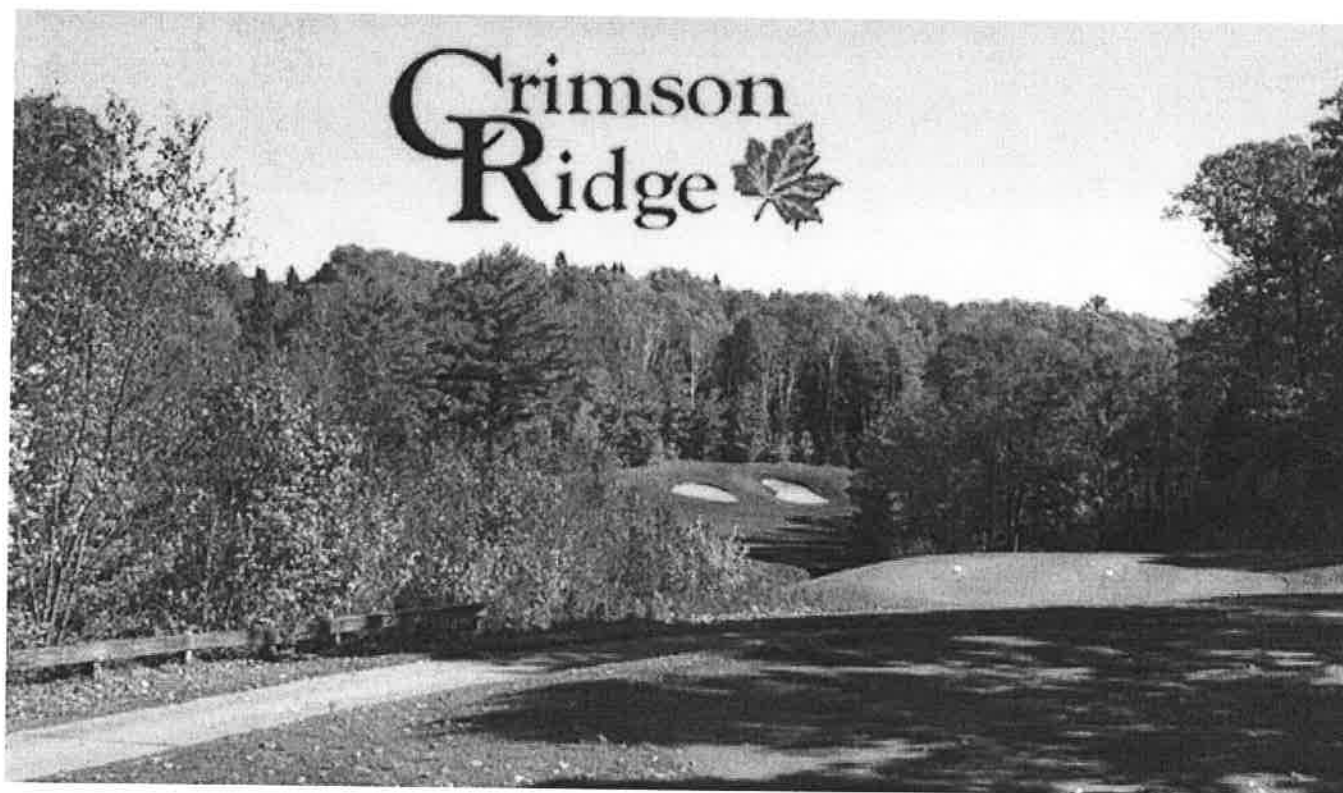
Crimson Ridge effortlessly combines the Canadian Shield escarpment and dramatic rock cuts, spectacular views, rolling, lush bluegrass fairways, dense deciduous and hardwood forests.

CCAA Cross-Country Running Convenor Bill Corcoran of GPRC, is looking forward to visiting the Sault.

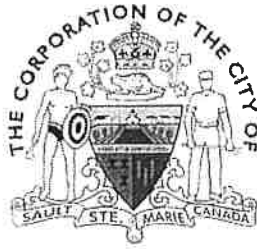
"Scott and his crew are very experienced hosts and they will put on a great championship with lots of Northern Ontario hospitality," said Corcoran. "The course looks like a great test of cross-country running toughness."

CCAA student-athletes can expect to feel welcomed and appreciated from the moment they arrive at Sault College according to Gray, the current Ontario Colleges Athletic Association President.

"It's a community that thrives on hosting special events especially sporting events," he said. "As this may be the only time in the student-athletes lives they may visit Sault Ste. Marie, we plan to create memories that will last a lifetime."



The CCAA is a national sport organization enriching the academic experiences of student-athletes through intercollegiate sport.



City of Sault Ste. Marie

Request for Financial Assistance 20

Legal Name of Organization: Sault College of Applied Arts and Technology

Organization Mailing Address: 443 Northern Avenue

Postal Code: P6B 4J3

Telephone Number (Day): 705-759-2554

Email Address: sherri.smith@saultcollege.ca

Website Address: saultcollege.ca

Application Contact Person: Sherri Smith

Telephone Number (Day): 705-759-2554 ext. 2811

Is Organization Not-for-Profit? Yes ☒ No ☐

Not-for-Profit Incorporation Yes ☒ No ☐

If Yes, Provincial Incorporation Number: 107958159

Charitable Organization Incorporation: Yes ☐ No ☒

If Yes, Revenue Canada Number: _____

Is Organization part of larger Organization? Yes ☐ No ☒

Name of Parent Organization: _____

Last Request for Assistance: Date: n/a Amount \$ _____ Received: \$ _____

In-Kind Services Received _____

Application Type: Cultural/Arts Organization ☐ Sport Organization ☒ Other ☐

Purpose of Grant: Operating ☐ Project ☐ Special Event ☒ First Time Event ☐

Please Describe: 2016 Canadian College Cross Country Championships for Men and Women
5,000 + in-kind

Amount Requested: \$ 5,000 + in-kind

Or In-Kind Service Requested Shuttle service (bus and drivers) for event
Some race course equipment (crowd barriers, pilons)
Athlete "swag" (SSM memorabilia ex. pens)

Submit the following required attachments with application:

- A. Financial Statement for last two fiscal years including Balance Sheet and Income Statement
- B. Operating Budget for current fiscal year
- C. Project Budget, where applicable
- D. Post Grant Report for previous year if grant was received
- E. For Incorporated Organizations, Articles or Letters Patent
- F. For Unincorporated Organizations, include copy of Constitution
- G. Publications, programmes and press articles.

1. List the names, addresses and phone numbers of the Board of Directors of the Organization.

Peter Berlingieri (Chair) - 971-4234 ; Lyne Gagnon (1st Vice Chair) - 255-1472; David Zuccato (2nd Vice Chair) - 989-8837;

Jeff Barnes, Bob Boston, Lou Buffone, James Caicco, Paul Christian, Christine Coccimiglio; Marnie Yourchuk

Allison Goulding, Peter Hewgill, Kevin Martin, Theresa Mudge, Jason Naccarato, Matthew Shoemaker, Bob Wilding

2. List the names, addresses, and phone numbers of the Officers of the Organization.

President: Dr. Ron Common 705-759-2554 ext. 2322

Vice-President: Leo Tiberi, 705-759-2554 ext. 2492

Secretary:

Treasurer: Cecilia Bruno 705-759-2554 ext. 2502

3. Briefly describe the function or purpose of your organization (include mandate, goals and objectives).

Sault College makes our society a better place by providing a transformative life experience through

empowering those who study with us to think and learn in a progressive, innovative ways including those

not yet imagined.

4. List the names and titles of the contact staff of the Organization:

Name: Scott Gray Title: Athletic Manger

Name: Fran Rose Title: Dean

5. Total Number of Full-Time Staff 350 Part-Time Staff 600

6. Please append the following information indicating support for the Organization.

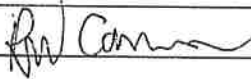
a. Evidence of community support through fund-raising, earned revenue and/or donations. Include number of members, volunteers, subscribers, attendance/audience.

b. Where available, provide a description of the economic impact of the Organization's activities, programmes and services in the City of Sault Ste. Marie.

c. Will the Organization's activities, programmes and services attract tourists?

7. If application is for a Project or Special Event, please answer the following:
- How many participants are expected?
 - How large an attendance/audience is expected?
 - Will there be a charge to participate?
 - Will there be a charge for attendance?
 - What areas (localities) do the activities, projects or special events reach?
8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy.
9. Did the organization receive other Government assistance in the last two years? If yes, please indicated sources and amounts of funding.
10. Please specify how the financial assistance will be used if approved.
11. Does your organization meet the eligibility criteria as listed in the policy?

This application must be signed and dated by the President and Treasurer OR any two duly authorized signing Officers of the Organization.

Name:	<u>Ron Common</u>	Title:	<u>President</u>
Signature:	<u></u>	Date:	<u></u>
Name:	<u>Fran Rose</u>	Title:	<u>Dean</u>
Signature:	<u></u>	Date:	<u>Nov 26 / 15</u>

* All applications must be received by November 30th of the preceding year.



Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**



BUSINESS
Sault Ste. Marie
a division of the SSMEDC



TOURISM
Sault Ste. Marie
a division of the SSMEDC

January 18, 2016

City Conference and Major Special Events Committee
c/o Clerk's Office
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON. P6A 5X6

Dear Committee Members:

Please find attached correspondence from the Organizing Committee for the **2017 Canadian Open (International) Chess Championship and Canadian Youth Chess Championship**, to be held in Sault Ste. Marie from **July 6-16, 2017**. They have requested **\$20,000** in funds from the City Conference and Major Special Events Support/Assistance Program for this significant International event.

This city-wide event, starting with the Canadian Open will bring over **350 delegates** from around Canada and the world for **9 days**, providing the city with a total of **3,150 Visitor Days**. Then the Canadian Youth Championship will bring **500 delegates** from around Canada for **6 days**, providing the city with an additional **3,000 visitor days**. The totals for both events would be **850 delegates**, providing **6,150 visitor days**. The size and scope of the event would be on the edge of qualify it for the funding requested.

Tourism Sault Ste. Marie has committed **\$20,000** in funding to assist the Organizing Committee in hosting this event. While the event does not utilize a City facility, it does however use Sault College extensively, and of course fills a significant number of hotel rooms in our community

This request can be discussed by the Committee at the next scheduled meeting.

Regards.

Ian McMillan
Executive Director
Tourism Sault Ste. Marie



**FUNDING ASSESSMENT TEMPLATE
CONFERENCES AND MAJOR SPECIAL EVENTS REVIEW COMMITTEE**

Name of Event:

Canadian Open Chess Championship and Canadian Youth Chess Championship

Contact Person:

Roman Peredun (Local Organizer)

Date(s) of Event: July 6-16th, 2017

Accommodations: (Max points 25)

CYCC 3000 VD, COCC 3150 VD

Visitor Days: (1 point for every 20 visitor days)

Total: 25

Canadian Open Chess Championship is open to all players from across the world. It is Canada's signature invitational tournament. The first tournament in Montreal 1956 was noteworthy for the presence of 13-year-old Bobby Fischer, a future World chess champion

The Canadian Open Chess Championship is Canada's Open chess championship, first held in 1956, and held annually since 1973, usually in mid-summer. It is organized by the Chess Federation of Canada. The event celebrated its 50th rendition in 2013.

The format has usually been a Swiss system with nine or ten rounds, usually over a nine-day period. It is open to all players who wish to enter, from Grandmasters to beginners.

The Championship's list of winners has included some of the world's strongest players.

Estimated attendance at the 2017 Canadian Open Chess Championship

200 paid entries

50 complimentary entries (to attract top chess masters from around the world)

250 participants x 9 days = 2250 Visitor Days

100 Guests (friends/family members of participants) x 9 days = 900 Visitor Days

VISTOR DAYS= 3150 (2250 + 900)

The Canadian Youth Chess Championship is the most distinguished youth chess competition in Canada. Qualified players, based on age and gender, compete to be the official Canadian representatives at the World Youth Chess Championship (WYCC). Participants <18 years old come from across the country, representing their province/ territory in hopes of representing Canada at the World Event.

Currently, the coach of the Canadian Youth Chess Team is Andrew Peredun, the co-organizer of the 2017 event being held in Sault Ste. Marie. Andrew is a Sault native, currently living in Southern Ontario where he operates a chess academy training youth in the game of chess. Andrew and his father Roman (retired ADSB principal, currently living in SSM) are co-organizing the event.

Estimated attendance at the 2017 Canadian Youth Chess Championship

250 paid entries

Since participants are youth, most (if not all) will travel with parent/guardian/family= 250 guests

500 people x 6 days = 3000 Visitor Days (conservative estimate)

Participants: (Max points 10)**COCC 500 CYCC 500**

Out of Town Participants: (1 point for every 100)

Total: 10

Reach of Event: (Max points 10)

Local	Regional	Provincial	National	International	Total:
2	4	6	8	10	10

Traditionally, the Canadian Open Chess Championship attracts strong players and chess masters from around the world. Past events have shown attendance from Canada, United States, Cuba, Central America, Europe, former Soviet countries as well as an increasing participation level from China and India.

Media Exposure: (Max points 10)

Local	Regional	Provincial	National	International	Total:
2	4	6	8	10	10

Both the CYCC and COCC are covered through the Chess Federation of Canada web streams. Chess followers from around the world can tune into games "live" through the web-streaming that will be broadcast.

Chess is particularly well-suited to be watched live and through re-plays on the internet. Games and reports go into hugely popular databases and web sites.

Recent coverage of chess in Toronto includes Rogers Cable TV's reports on the 2009 PwC Toronto Open Chess Championship. Weekly Saturday chess columns in the Canadian newspapers Toronto Star and Globe and Mail will often publicize and report on the event.

Event Held in Sault Ste. Marie before: (Max points 6)Yes _____ No X
3 points 6 points

Total: 6

This is the first time these events will be held in Sault Ste. Marie. The plan to host the two events simultaneously will serve two purposes; firstly they will attract national and international players to Sault Ste. Marie to participate in a top-notch event. Secondly, the events are designed so that the organizers can move forward with plans & connections to host a Sault Ste. Marie Annual Chess Tournament every summer going forward, as well as future Canadian and North American events.

The 2017 events will lay the ground work required for tournament play, will purchase necessary equipment and will make Sault Ste. Marie a recognized host of CFC regulated events. We have the opportunity here to guarantee hundreds of visitors annually to the Sault to play in long lasting tournaments pending the success of the 2017 events.

Facilities required: (Max points 4)Private ☒ (2 points)City Operated ☐ (4 points)

Total: 2

The 2017 CYCC and COCC will be hosted at Sault College utilizing the Health and Wellness Centre, residence and classrooms. Participants and families will be hosted at local hotels/motels.

Season of Event: (Max points 14)Jan-March
2April
4**May-August**
2Sept-Oct
1Nov-Dec
5

Total: 2

CYCC starts July 6th (participants arrive July 5th) and runs to July 10th, 2017

COCC starts July 8th, accelerated start July 11th and ends July 16th, 2017

Event Type: (Max points 5)

Event places Sault Ste. Marie in context of innovations and leadership.

Yes ☐ No ☒
2 0

Total: 0

Event delegates will likely have a high miscellaneous spending beyond conference.

Yes ☒ No ☐
3 0

Total: 3

Unique to these tournaments is the amount of free time and visitor spending expected to occur. Unlike conferences or other sporting events, chess tournaments only occupy a few hours each day for play. Outside of actual playing time, players and guests have a tremendous amount of free time to take in local cuisine, visit attractions and shop. Estimated direct spending is expected to exceed over \$1 million.

Major Event: (Max points 10)

Total attendance of more than 4,000 room nights.

Yes ☒ No ☐
10 0

Total: 10

TOTAL:**78 points**

80+	Events of a singular nature that provide substantial economic and profile benefits to the city of Sault Ste. Marie and warrant unique direct and indirect support structured to attract and service the event Maximum \$20,000
60-79	Events with a major economic impact on the City of Sault Ste. Marie and worthy of substantial direct support. Maximum \$10,000
40-59	Events with a significant economic impact that warrant some direct support as well as indirect support. Maximum \$ 5,000
15-39	Events that create a positive economic impact. Maximum \$ 2,000
<15	Events ineligible for direct support. Some support through services @ TSSM.

Here's a timeline of possible future events:

Most events must be bid on (hence the importance of an extremely strong first event, as it will not only encourage players to return but also allow us to win bids for future events).

2017: Canadian Youth Chess Championship

Canadian Open Chess Championship

2018: Sault Ste. Marie International Open

Canadian Womens Championship & Zonal Qualifier*

Invitational Norm Tournament**

2019: Sault Ste. Marie International Open

North American Youth Chess Championship

Canadian Closed Championship & Zonal Qualifier*

2020: Sault Ste. Marie International Open

British Commonwealth Championship

Ontario Open***

+(any of Women's, Junior, Senior)

2021: Sault Ste. Marie International Open

World Youth Championship or other continental / world event

+(any of Closed, Junior, Senior)

*Canadian Closed (entry restricted to higher rated players) Championship, Women's Championship, Junior Championship, and Senior Championship are yearly recurring events. Canada sends a qualifier to the World Championship and Womens World Championship every two years (the championship cycles alternate with odd years for Closed and even years for Womens). Years in which the Canadian Championship is also a qualifier to the World Championship are better attended by Canada's top players, so these would be the years we would be most interested in. World Junior and World Senior Championships occur every year, so we could potentially add Canadian Junior / Canadian Senior championship to any year's package of events (pending a successful bid, of course). In the past, these events have had fewer bids than the Canadian Youth Championship so obtaining one of them each year is definitely a possibility.

**A successful norm tournament could also become a yearly event alongside the SSM Open. A lot of the cost of norm events comes from bringing in foreign titled players (the purpose of the event is to give up and coming players a chance to compete against strong international players in pursuit of "norms" which are required to progress to the highest master titles), but we would be in a good position to share costs with our yearly open.

***The Ontario Open is usually held over May long weeked. It rotates between Toronto, Southwest Ontario, Eastern Ontario, and Northern Ontario. I believe the next time it is scheduled to be in Northern Ontario is 2020.

After a few years we can consider bidding on another Canadian Youth / Canadian Open.

Successful national events will lead to an opportunity to bid for continental or world events such as the World Youth Championship. Canada has not held a world championship level event in many years so a strong Canadian bid would likely be received favourably.

Provided by: Andrew Peredun

Chess Federation of Canada

2017 Canadian Youth Chess Championship Sault Ste. Marie, Ontario

INCOME	Budget	Units	Totals
Entry Fees		Individual Fee @	\$56,250.00
Tourism Sault Ste. Marie		Funding @	\$10,000.00
City of Sault Ste. Marie		Funding @	\$10,000.00
NOHFC		Funding @	\$5,000.00
FedNor		Funding @	\$7,500.00
Trillium		Funding @	\$0.00
Sport Canada		Funding @	\$1,000.00
Corporate Sponsorship		Sponsorship @	\$5,000.00
Private Sponsorship		Sponsorship @	\$2,500.00
Cultural Sponsorship		Sponsorship @	\$0.00
Concessions			\$0.00
Residence Rental		Revenue @	\$15,000.00
TOTAL INCOME			\$112,250.00

Expenses	Budget	Units	Totals
Chess Federation of Canada Youth Fund		CFC Fees @	\$37,500.00
Trophies and Medals		Item @	\$3,000.00
Rent		Facility / day @	\$6,000.00
Rent- Residence Rental		Facility / day @	\$15,000.00
Advertising		Advertising @	\$3,500.00
Tournament Director Fees		Fees @	\$8,000.00
Volunteer Appreciation		Volunteers @	\$1,500.00
Printing		Printing @	\$1,000.00
Equipment (clocks/ boards)		Equipment @	\$9,500.00
Web Expenses		Web Fees @	\$2,000.00
Player Transportation (local)		Busses @	\$5,000.00
Chess Federation of Canada Rating Fee		Rating Fee @	\$142.50
FIDE Rating Fee		Rating Fee @	\$498.00
Player Reception		Reception @	\$7,500.00
Translation		Translation @	\$1,000.00
Provincial Champions		Champions @	\$9,000.00
Contingency		Contingency @	\$2,000.00
TOTAL EXPENSES			\$112,140.50

Chess Federation of Canada

2017 Canadian Open Chess Championship Sault Ste. Marie, Ontario

INCOME	Budget	Units	Totals
Entry Fees		Individual Fee @	\$50,000.00
Tourism Sault Ste. Marie		Funding @	\$10,000.00
City of Sault Ste. Marie		Funding @	\$10,000.00
NOHFC		Funding @	\$10,000.00
FedNor		Funding @	\$7,500.00
Celebrate Ontario		Funding @	\$10,000.00
Sport Canada		Funding @	\$1,000.00
Corporate Sponsorship		Sponsorship @	\$5,000.00
Private Sponsorship		Sponsorship @	\$2,500.00
Cultural Sponsorship		Sponsorship @	\$2,500.00
Concessions			\$15,000.00
TOTAL INCOME			\$123,500.00

Expenses	Budget	Units	Totals
Winner Prize Fund		Prize Fund @	\$50,000.00
Trophies and Medals		Item @	\$500.00
Rent- Sault College Wellness Centre		Facility / day @	\$6,000.00
Rent- Sault College Residence		Facility / day @	\$15,000.00
Advertising		Advertising @	\$2,500.00
Tournament Director Fees		Fees @	\$8,000.00
Volunteer Appreciation		Volunteers @	\$1,500.00
Equipment (clocks/ boards)		Equipment @	\$9,500.00
Web Expenses		Web Fees @	\$2,000.00
Player Transportation (local)		Airport Trips @	\$3,000.00
CFC Rating Fee		Rating Fee @	\$847.50
FIDE Rating Fee		Rating Fee @	\$373.50
Printing costs		Printing @	\$1,000.00
Contingency		Contingency @	\$3,000.00
Translation		Translation Fees @	\$2,000.00
Appearance Fees		Appearance Fees @	\$8,000.00
Strong Player Accommodation		Rate/ Night @	\$10,000.00
TOTAL EXPENSES			\$123,221.00

COMBINED TOTALS

\$106,250.00
\$20,000.00
\$20,000.00
\$15,000.00
\$15,000.00
\$10,000.00
\$2,000.00
\$10,000.00
\$5,000.00
\$5,000.00
\$2,500.00
\$15,000.00
\$15,000.00
\$235,750.00

Difference \$388.50



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Al Horsman, CAO

DEPARTMENT: Chief Administrative Officer

RE: Fire Services Organizational Realignment Plan Update

PURPOSE

This report is provided for information to update the progress of Fire Services Organizational Realignment Plan approved by Council at its meeting of October 26, 2015.

BACKGROUND

At its meeting of October 26, 2015, Council approved the Fire Services Organizational Realignment Plan. This plan included the transition of up to 20 Fire Fighters positions to address the nearing critical level EMS liability and response time issues as well as the training, education and mechanical requirements of the Fire Division. It was not expected that implementing the changes described in that report would impact fire response times or increase risk; in fact, it would significantly decrease risk on the EMS side with no impact on fire services. In the face of continuing rising costs and the priority to protect life and property fire events, the Chief Fire Services determined that service levels should be based on real call experience, actual risk and the likelihood of an event occurring. Balancing this risk with graver fiscal and liability concerns provided the rationale for the recommended realignment that Council approved at its October 26, 2015 meeting as described in the minutes for that meeting inserted below:

“Resolved that the report of the Fire Chief dated 2015 10 26 concerning the Fire Services Organizational Realignment Strategy to transition full time equivalent resources by reallocating up to 20 firefighter positions through attrition as follows:

- 4 – Paramedic Supervisors, 8 Paramedics
- 2 – Public Education Officers
- 1 – Training Officer

- *1 – Mechanic*
- *Emergency Planning Officer*
- *Additional allocation as required or eliminated*

be approved;

And further that the Chief, Fire Services in conjunction with the Commissioner of Human Resources and City Solicitor and with consultative input from key stakeholders (including the affected collective bargaining units) implement the realignment over a three year transition period;

and that the Legal Department be directed to prepare any necessary by-law to effect the same.”

In light of some suggestions made in the local media and other forums a few months after the plan was approved that a comprehensive risk assessment could and should be conducted for no cost, Council requested at its meeting of February 8, 2016 a report to update the progress of the Fire Services Realignment Plan as well as go forward recommendations, specifically:

“Whereas Senior Management Team has begun implementing said plan since October 26, 2015; and

Whereas it has recently been suggested publicly that the Ontario Fire Marshal can be retained to do a “comprehensive risk assessment” in Sault Ste. Marie at the request of City Council; and

Whereas City Council should receive an update on the Fire/Emergency Medical Services realignment plan from staff; and

Whereas City Council should receive a report from staff about what a comprehensive risk assessments is and how and when it would recommend one is undertaken;

Now Therefore Be It Resolved that the Chief Administrative Officer be requested to report back to City Council providing City Council with the following information outlining:

- 1. A 90-day update of how the Fire/Emergency Medical Services realignment is proceeding; and*
- 2. An explanation, outline and update on Fire/Emergency Medical Services ongoing risk assessment; and*
- 3. An explanation of what a ‘comprehensive risk assessment’ is and when one should be undertaken by a municipality; and*

4. *A recommendation on whether City Council should direct that a comprehensive risk assessment is undertaken; and*
5. *If so recommended, recommendations on when and how the comprehensive risk assessment should be undertaken”*

This report is provided in response to Council’s resolution of February 8, 2016.

ANALYSIS

The following sections provide information and recommendations directly relating to the items requested by Council at its meeting of February 8, 2016.

1) 90 Day Update

Implementation of the realignment plan actually commenced shortly after the October 26, 2015 Council resolution was passed and therefore is almost 5 months in transition. This update describes the human resources, operational and consultative activities taken to date as part of the transition plan approved by Council at its meeting of October 26, 2015.

Regarding human resources activities conducted in this time period the attrition of Fire Operations staff reached six (6) vacancies as of December 31, 2015. In January 2016 the hiring process for the four (4) Paramedic Supervisors was undertaken and these positions became operational on March 1, 2016. This was the first priority to address and manage a serious risk in the delivery of EMS services which was identified as a substantial liability. Going forward, the addition of 8 Paramedics are expected to be fully operational by April 2016 to further reduce ambulance wait times and provide ambulance availability at all times. A funding application to the Ministry of Health and Long Term Care has been submitted for the additional complement. On the basis of a 50 – 50 cost share with the Province, the six (6) vacancies in the Fire Division equate to twelve (12) additions to the EMS Division and is therefore revenue neutral. The EMS service delivery has therefore been greatly enhanced at no additional net budget increase.

From an operational perspective since the plan was approved and began implementation fire fighter staffing levels changed to 13 from 17. During this period of November 12, 2015 to February 25, 2016 there were 24 fires, all of which were responded to and successfully extinguished with an average of 11 Fire Fighters on scene. This result is the same as previous response criteria existing pre October 26, 2015. In summary, there has been no change to the risk as originally assessed. However, per the implementation work plan ongoing and continued assessment of risk remains in place and will be monitored throughout

the transition period culminating in a final comprehensive risk assessment to be verified by a third party.

Regarding stakeholder consultation, the Chief Fire Services and Commissioner Human Resources immediately reached out to the Professional Firefighters Association after the plan was approved whose input was expected as part of the October 26, 2015 Council resolution. Unfortunately, with the exception of a couple of meetings in December 2015 and January 2016 there has been limited direct input to the Chief Fire Services by the Association although there has been three grievances filed in connection with the plan. Other interested stakeholders have nonetheless been contacted and provided opportunity to provide consultative input and continue to be consulted through the transition process. This includes the City CAO, Unifor representing EMS paramedics and the Chief of Sault Ste. Marie Police Services as well as the DSSMSSAB that unanimously approved the Fire Services Realignment Plan at its meeting of November 17, 2015. Legal continues to work with Fire Services Division to draft a new comprehensive By-law to be put in place once the transition is near completion.

2) On-going Risk Assessment Explanation

The Municipality is required to perform and submit a Simplified Risk Assessment each year and continues to abide by that requirement. In addition to these commitments, Fire Services will institute a more in depth Pre Fire Inspection Program (PIP) in 2016 as part of the ongoing assessment of risk which will provide a more detailed database of fire risk. In the interim, an initial and ongoing risk assessment analysis was undertaken for senior management to identify any obvious concerns. The following was identified and is being acted upon:

- Public Education, the first line of defense in Fire Safety and was a low priority in comparison to the second line, Fire Prevention which was adequate, both mandated under the Fire Protection and Prevention Act (FPPA) whereas Response, the third line and not mandated under the FPPA, was heavily resourced.
- Training, education and professional development, including a leadership and Officer program needed to be better coordinated, more relevant and properly delivered through a subject matter expert to serve as a single point of contact. Training in live fire ground evolutions to ensure tactical proficiency and incident command is minimal.
- The Operating Guidelines to reflect the new way of conducting operations have been identified and are presently undergoing a review and revisions.
- The provision of a Marine presence is under review in light of the federal and provincial jurisdiction, authority and response posture as lead agencies for

marine incidents and the Police responsibility for missing persons. Fire Services, while it can assist any and all other agencies as required and requested, is not the lead agency for any marine incident. The current complement of boats require significant capital replacements and updates that are not warranted from a cost-benefit analysis. One boat, obsolete and unsafe, has been removed from service. The second is undergoing an assessment for structural hull integrity and mechanical fitness.

- Emergency Management, essential for community preparedness in light of the increasing climate change and accompanying natural disasters, was minimal in a low level co-ordination function.
- The increasing complexity of vehicles and equipment requires more time to perform preventative maintenance, diagnose and repair breakdowns and the training to remain technically current. The need for quick turnaround times to place vehicle and equipment back in service adds additional time pressures and constraints. An additional mechanic is required.

3) Comprehensive Risk Assessment

A comprehensive risk assessment for the purpose of evaluating the provision of fire protection services (versus EMS or other services) generally entails the use of a tool or model to objectively analyze the maximum effectiveness of the fire protection services while ensuring an appropriate level of health and safety for the fire fighters. This analysis is completed using data collected within the study period and is therefore not a predictive tool, but an assessment framework.

As it is recognized that every fire service provider's situation must be evaluated individually due to variations in geography, topography, water availability, property class mixes (industrial, commercial, residential), etc. varying jurisdictions have differing frameworks for conducting risk assessments. These models are technically based on fire safety only without consideration to issues such as a service provider's ability or capacity to pay.

For the specific case of Ontario, the province's Ministry of Community Safety & Correctional Services holds oversight responsibility for legislation relating to the provision of fire services and has identified seven key factors that have been conceptualized in its Comprehensive Fire Safety Effectiveness Model (http://www.mcscs.jus.gov.on.ca/english/FireMarshal/FireServiceResources/ComprehensiveFireSafetyEffectivenessModel/CompModel/OFM_comp_model.html).

These include: 1) fire risk (likelihood of potential scenarios given a municipality's physical characteristics); 2) fire prevention program effectiveness (degree of building code legislation, public education, etc.); 3) public attitude (proactive versus reactive education efforts and availability of insurance plans); 4) detection capabilities (level and sophistication of early warning detection systems); 5) built-

in suppression capabilities (level and quality of fixed fire protection systems in large facilities or venues); 6) intervention time (defined as the time from ignition until effective firefighting streams can be directed at the fire); and, 7) fire ground effectiveness (the degree of fire loss, personal injury, property loss and death due to a fire as including eleven different factors). All seven factors must be considered in total in order to complete a comprehensive assessment.

The Office of the Fire Marshal (OFM) is a branch of the Community Safety Division of the Ontario Ministry of Community Safety and Correctional Services (http://www.mcscs.jus.gov.on.ca/english/FireMarshal/aboutofm/LegislatAdmin/About_LegAdmin.html). Through this office, the Fire Marshal is the principal adviser to government on public fire protection policy and fire safety issues.

The OFM is further responsible for the administration of the following provincial legislation that promotes fire protection, fire prevention and public safety in Ontario:

- the Fire Protection and Prevention Act, 1997 (FPPA), and
- the Fire Code, a regulation made under the act that governs fire safety standards for equipment, systems, buildings, structures, land and premises in Ontario

Within its policy and advocacy role, the OFM is currently developing some guideline recommendations to the Province of Ontario regarding the Comprehensive Model. To date only 2 of the 7 modules have been completed by the OFM as part of this work (fire ground effectiveness and fire risk), while one other (fire prevention effectiveness) is at the position paper stage. The OFM has also produced an Integrated Risk Management (IRM) tool as a guideline which along with all Public Fire Safety Guidelines (PFSGs) is presently under review beginning in early 2016 by the OFM. These guidelines are presently in a state of flux and while they provide insight and guidance are currently being reevaluated as to role and content. For example, a communique from the OFM was recently released in January 2016 advising that the IRM tool, previously touted as a comprehensive guideline, is not to be used in isolation to conduct a community risk assessment (see Appendix A).

In all cases, the Comprehensive Model, IRM tool and PFSG's framework are guidelines and have no regulatory requirement. The City of Sault Ste. Marie and other communities nonetheless give consideration when assessing the City's specific risks and liabilities to the technical program factors described in these guidelines as well as other financial operational and physical characteristics such as the municipality's legislative responsibilities under the Fire Code and FPPA Act.

In summary, a Comprehensive Risk Assessment is an objective evaluation tool for considering provision of Fire Services that does not just look at the technical fire side. It includes a larger and more broad based approach which includes; organizational roles, workplace education and training, policies, procedures, recruitment, succession planning, physical and technical assets, inter departmental (internal) / inter agency (external) interoperability and any other function or market specific to the organization. For the City of Sault Ste. Marie realignment plan, the risk assessment of fire protection is ongoing and analyzes operational, financial and other data using the 7 modules described by the Ministry of Community Safety & Correctional Services with consideration to the OFM efforts to date on two of these modules as well as the other related guidelines to identify new risks and vulnerabilities. This work is planned to continue through the 3 year phase-in at the conclusion of which a third party review is scheduled with staff relying on the annual simplified risk assessment reporting requirement to ensure transparency and appropriate due diligence during the transition period.

4) *Comprehensive Risk Assessment Recommendation*

As described above, a comprehensive risk assessment identifies, analyzes and evaluates and then prioritizes potential risks. It provides a framework to measure and manage the identified risks all in the context of a cost-benefit analysis. Risks cannot be eliminated or always reduced but can once identified, can be managed in light of program priorities, level of service and ability to pay.

In its capacity as a policy unit within the Ministry of Community Safety and Correctional Services, the OFM can provide advice on a comprehensive risk assessment if invited by the municipality or there is a serious threat to public safety. Respecting the latter, as the fire services deployment model included in the realignment plan does not pose a serious threat to public safety – in fact, provides the same service level as existed pre October 26, 2015 – there appears no need for OFM to intervene from a regulatory or legislative vantage point.

On the former issue of OFM being invited to offer advice, there are a number of points that need be made clear. First, while there is no statutory requirement, the OFM may advocate for a higher level of service irrespective of Council's authority to set the level of service based on ability to pay. In short, it is difficult for an advocacy body to provide an objective assessment and the costs to meet the optimum recommended service level could be prohibitive. Second, contrary to suggestions in some forums there would be costs involved to provide staff and documentation to allow the OFM to conduct a review. These would be in addition to the larger costs that might be incurred to achieve the optimum service level that could be recommended. Third, the OFM review would be conducted based on the current literature and guidelines from the OFM which as previously stated is undergoing a comprehensive review and is significantly incomplete. The OFM

review therefore would be limited in scope and value. And four, the review would be a snap shot of the present state of affairs, using current data that is limited to a 5 month window so would be inconclusive and have no predictive value.

Currently, municipalities similar to Sault Ste. Marie, provide service levels of on duty fire fighters ranging from 4-21 based on the management of the local risks as set by Councils. This varying degree of service can be explained by a proactive focus on the risk, modern Enterprise Risk Management present in all organizations as opposed to a reactive focus on past incidents, a narrow view with lack of context. It is therefore apparent that the OFM does not and cannot mandate a level of service but can provide advice on the level of service which has been implemented.

Risk Management is the process of identifying, controlling and minimizing or eliminating risks for an acceptable cost. There is always risk and it is on a continuum. The decision on whereabouts on that continuum becomes a fiscal decision, Council's ability to set the level of service under the FPPA, which it has done.

In summary, staff does not recommend a third party comprehensive risk assessment at this time recommending instead that the implementation plan continue on its current schedule which would culminate in a comprehensive risk assessment in the final year of transition as will be verified through an independent, objective third party.

5) Timing of a Comprehensive Risk Assessment

As described above, staff does not recommend a third party comprehensive risk assessment at this time as it is premature given limited data available from the new process and mostly incomplete modules surrounding the provincial framework used to guide this work. Staff instead recommend that the implementation plan continue on its current schedule which would culminate in a comprehensive risk assessment in the final year of transition as will be verified through an independent, objective third party.

IMPACT

The EMS Division has added 24/7 Paramedic Supervisors minimizing what was an unmitigated risk prior to the Realignment Plan. The addition of 8 additional Paramedics will begin in April 2016 to provide a full capability in which response time delays are reduced and ambulances will always be available. The potential impacts to budget (savings) will be realized in the latter part of 2016 leading into 2017. The present on duty staff of 13 firefighters continues to provide the same ability to respond to and manage actual fires which occur in the City as was present prior to October 26, 2015.

The Fire Services Organizational Realignment Plan is proceeding as per Council's approval on October 26, 2015 with a continued on going risk assessment of all key areas. These focused risk assessments combine to provide a Comprehensive Risk Assessment of the overall organization and operation of Fire Services with priorities, project and action plans, timelines and budget considerations.

STRATEGIC PLAN

N/A

RECOMMENDATION

It is therefore recommended that Council receive this report for information.

Respectfully submitted,



Al Horsman
CAO

COMMUNIQUE

du commissaire des incendies

January 27, 2016

No. 2016-06

UTILIZATION AND REVIEW OF INTEGRATED RISK MANAGEMENT WEB TOOL

The Office of the Fire Marshal and Emergency Management (OFMEM) monitors the delivery of fire protection services by Ontario municipalities and provides a variety of tools to assist municipalities in meeting their legislative responsibilities.

In May 2014, the OFMEM announced the launch of the Integrated Risk Management (IRM) Web tool in *Fire Marshal's Communiqué 2014-12*. At the time, the OFMEM advised it would continue to engage with stakeholders to ensure future adjustments and improvements were consistent with the needs of Ontario fire departments and municipalities.

Based on a preliminary analysis and feedback received, the OFMEM is initiating a review of the IRM Web tool. In early 2016, the OFMEM will consult with municipalities and fire service stakeholders as part of this comprehensive process.

Municipalities and fire departments are reminded not to use the IRM Web tool in isolation to establish or change levels of fire protection services or to conduct a community risk assessment. The IRM Web tool is not a staffing and deployment standard, solution or equation. It does not assess, nor determine the number and type of fire suppression/emergency response resources required in a community.

The OFMEM is also in the process of conducting a comprehensive review of all OFMEM Public Fire Safety Guidelines (PFSGs), as was communicated in *Fire Marshal's Communiqué 2014-19* in October 2014. In addition, the OFMEM is considering the review of some of its other programs and resources.

Enquiries regarding the IRM Web tool and other OFMEM resources mentioned above should be directed to Field and Advisory Services, OFMEM; staff members can be reached by e-mail at FPSDAR@ontario.ca or by telephone at 1-844-638-9560.



Office of the Fire Marshal and Emergency Management

Review of Fire Protection Services (Fire Prevention and Public Education) in the City of St. Catharines

**March 5, 2015
2653-2014 (St. Catharines)**



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1.0 Executive Summary

- 1 The Office of the Fire Marshal and Emergency Management's municipal review process is utilized to evaluate components of the delivery of fire protection services¹ by municipalities. The purpose is to assess municipal compliance with legislative responsibilities as per Part II of the *Fire Protection and Prevention Act, 1997* (FPPA), Chapter 4, specifically those pertaining to certain components of fire prevention² as stated in Clauses 2.(1)(a) and 2.(1)(b) of the Act.
- 2 The FPPA places responsibility with municipal council to determine the level of fire protection services the fire department will provide. The aforementioned clauses outline the municipality's legislated requirements, including establishing public education and fire prevention programs.
- 3 This review has determined that the City of St. Catharines could improve compliance with certain legislated requirements of the FPPA. However, the City of St. Catharines continues to improve its service delivery on an ongoing basis.
- 4 The Office of the Fire Marshal and Emergency Management (OFMEM) has identified the following:
 - Nine Legislative recommendations to improve compliance with the FPPA;
 - Four Municipal recommendations to improve compliance with the Municipal Act; and
 - Sixteen recommendations to provide direction for the optimization of their municipal fire protection delivery model.
- 5 It is the responsibility of the City of St. Catharines to take the necessary steps to ensure compliance with the FPPA by prioritizing and developing a council approved and monitored implementation plan. The said plan will be submitted to the OFMEM for review and follow up within a timeframe agreed upon by the Council and the OFMEM.

2.0 Review Background

- 6 The OFMEM met with City of St. Catharines municipal officials on May 21, 2014, and it was mutually agreed by both parties that St. Catharines would benefit from a review of the municipality's fire protection services as outlined above.
- 7 On May 29, 2014, correspondence from the OFMEM to the mayor and council outlined the scope of the review. On July 7, 2014, the review team gathered in St. Catharines to initiate the process of data collection and conducted interviews with fire service and municipal personnel.

¹"Fire protection services" includes fire suppression, fire prevention, fire safety education, mitigation and prevention of the risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels, rescue and emergency services, communication in respect of anything described in clauses (a) to (c), training of persons involved in providing anything described in clauses (a) to (d), and the delivery of any service described in clauses (a) to (e); ("services de protection contre les incendies".)

²For the purposes of this report "components of fire prevention" refers to public fire safety education, fire safety inspections and *Fire Code* enforcement, and fire investigations activities.



8 The current organizational structure of the St Catharines Fire Services was provided to the review team. In support of the scope of the review the hierarchal structure of the Fire Prevention Division was reviewed and is described as follows:

- Chief Fire Prevention Officer (1)
- Fire Prevention Officer (FPO) (1) currently on leave since January 2014
- Senior Fire Inspector (1) currently acts as FPO
- Fire Inspector (5)

3.0 Legislative Authority

9 This review was conducted under the authority of Part III of the *Fire Protection and Prevention Act*, which states:

Part III Fire Marshal - Powers of the Fire Marshal

9.(1) The Fire Marshal has the power

(a) to monitor, review and advise municipalities respecting the provision of fire protection services and to make recommendations to municipal councils for improving the efficiency and effectiveness of those services.

4.0 Scope

10 As indicated in the May 29, 2014 letter, this review evaluated the following:

- Establishing and Regulating By-law (determine the level of fire prevention services in the City of St. Catharines);
- Risk Assessment (utilizing the fire risk sub-model and the integrated risk model) to identify all high and extreme risks in the municipality;
- Fire Inspection practices and protocols (training, frequency, enforcement option, utilization of non-traditional staff such as fire suppression)
- Public Education programs development and utilization;
- Fire investigation to assist in improving fire service delivery gaps;
- Evaluation of current pre-plans in place and identify gaps that would benefit from preplanning;
- developing pre-plans for all high and extreme risks (enhancing the health and safety for staff and residents/occupants); and
- Interaction between fire services and various city services (improving response to various issues.)

5.0 Review Methodology

11 The Fire Marshal's review team uses a methodology based on principles established by the Ontario Ministry of Community Safety and Correctional Services,³ the OFMEM and other established public oversight and regulatory processes. Review team members are assigned tasks and collect information

³See the *Ontario Major Case Management Manual*, Ministry of Community Safety and Correctional Services, October 1, 2004.
http://www.mcscs.jus.gov.on.ca/english/police_serv/MajorCaseManagement/mcm.html.



focusing on specific issues pertaining to the provision of fire protection services within a given municipality.

- 12 As benchmarks, the review team then applies OFMEM Public Fire Safety Guidelines and other publicly available publications and programs to analyze the information collected. The recommendations contained within this report are based on this methodology.

6.0 Fire Protection and Prevention Act, 1997 - Fire Protection Services

- 13 The *Fire Protection and Prevention Act*, 1997 establishes responsibility for fire protection services. For example, in Part II - Responsibility for Fire Protection Services, the legislation outlines municipal responsibilities as follows:

Municipal responsibilities

- 2.(1) *Every municipality shall,*
(a) *establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and*
(b) *provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.*

- 14 Furthermore, the fire chief's responsibilities are outlined:

Fire chief, municipalities

- 6.(3) *A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services. A fire chief also has specific authorizations in sections 14, 19 and 20 of the FPPA.*

6.1 OFMEM's Three Lines of Defence

- 15 As a principled approach to delivering effective and efficient fire protection services, the OFMEM advocates the Three Lines of Defence to prevent and mitigate fire loss, injury and death, and promoting firefighter safety within a community. The Three Lines of Defence are:

1. Public Fire Safety Education
2. Fire Safety Standards and Enforcement
3. Emergency Response

- 16 In January 2014, the Ontario government enacted two regulations pursuant to the FPPA to protect Ontarians. These regulations⁴ are further supported by three compulsory directives⁵ issued under the provisions of the FPPA Chapter 4, Clause

⁴O. Reg. 364/13 Mandatory Inspection — Fire Drill In Vulnerable Occupancy; O. Reg. 365/13 Mandatory Assessment Of Complaints And Requests For Approval

⁵Fire Marshal Directive 2014-001 - Registry of Vulnerable Occupancies

Fire Marshal Directive 2014-002 - Vulnerable Occupancies – Fire Drill Scenarios, Fire Drill Observations, Fire Safety Inspections (PDF version 343Kb) (Inspection Checklist)

Fire Marshal Directive 2014-003 - Inspections Of All Buildings



9.(1)b to perform activities that enhance the requirements of Clauses 2.(1)a and 2.(1)b.

6.2 Municipal Responsibilities - Clause 2.(1)(a), Fire Protection and Prevention Act

17 Public Fire Safety Guidelines are issued under authority of the Fire Marshal. These guidelines establish compliance requirements with Clause 2.(1)(a) of the *FPPA*. The OFMEM's *minimum acceptable model*⁶ for public fire safety education and fire safety inspections states that a municipality should provide and maintain the following programs and activities for annual compliance:

- a risk assessment;
- a smoke alarm program, including home fire escape planning; and
- the distribution of public fire safety education materials.

18 To determine compliance with Clause 2.(1)(a), the following was requested:

- the risk assessment for the City of St. Catharines;
- the municipality's smoke alarm program, including home fire escape planning; and
- documentation related to the distribution of public fire safety education information and the implementation of Public Fire Safety Education Programs.

19 To determine compliance with the three Fire Marshal directives mentioned in Paragraph 16, the following was requested:

- documentation of fire safety inspections that were conducted upon complaint or request;
- documentation supporting the registry of vulnerable occupancies; and
- documentation to support the annual requirements for fire drills and inspections in vulnerable occupancies.

6.3 Municipal Responsibilities - Clause 2.(1)(b), Fire Protection and Prevention Act, 1997

20 In addition to Clause 2.(1)(a), a municipality is responsible for providing other fire protection services it determines may be necessary in accordance with its needs and circumstances as per Clause 2.(1)(b). In order to determine what other fire protection services are necessary, a municipality should identify its fire risks through the completion of a comprehensive fire risk assessment utilizing the OFMEM's Fire Risk Sub-Model⁷ and the Integrated Risk Management Web Tool. The comprehensive fire risk assessment provides the basis for establishing the needs and circumstances in the municipality.

⁶See the Office of the Fire Marshal's Public Fire Safety Guidelines 04-40 (A-D)-03 and 04-40 (A-D)-12.

⁷OFM Fire Risk Sub-Model - June 2009

http://www.mcscs.jus.gov.on.ca/english/FireMarshal/FireServiceResources/ComprehensiveFireSafetyEffectivenessModel/FireRiskSub-Model/Fire_risk_submodel.html



21 As the principal adviser, the fire chief is ultimately responsible for assessing the community fire risk and developing recommendations regarding the delivery of fire protection services to council. Considering the municipality's needs and circumstances, council is responsible for establishing and determining the level of fire protection services that will be delivered by the fire department to address identified risks.

22 The review team also evaluated the fire service's undertakings related to Clause 2.(1)(b) by assessing:

1. The municipality's fire risk;
2. The Establishing and Regulating By-law and fire-related by-laws; and
3. Fire protection services provided in the municipality as identified in Section 4.0 Scope.

6.4 Municipal Fire Risk

23 Assessing fire risks within a community is the process of examining and analyzing the relevant factors that characterize the community, and applying this information to identify potential fire scenarios that may be encountered. A fire risk assessment includes an analysis of the likelihood of these scenarios occurring and their subsequent consequences. This information serves as the basis for formulating and prioritizing fire risk management decisions to reduce the likelihood of these events from occurring and to mitigate the impact of these events should they occur.

24 The Fire Risk Sub-Model assesses fire risk utilizing seven components to examine and analyze the relevant factors that characterize the community. The Sub-Model assessment includes an analysis of the likelihood of these scenarios occurring and their subsequent consequences. High and extreme risks (major and catastrophic in the sub-model) should be assessed by the fire department to determine best mitigation strategies when applying the Three Lines of Defence. High risks may include occupancies such as a non-sprinklered nursing home. Extreme risks may include industrial occupancies in communities that have experienced urban encroachment next to a fertilizer plant.

25 The Integrated Risk Management Web Tool (IRM) is intended for municipal and fire service decision-makers. The tool will assist municipalities in fulfilling the responsibilities prescribed in Section 2 of the Fire Protection and Prevention Act, 1997 (FPPA).

26 The IRM Web Tool can be used by all Ontario's municipalities and fire departments to determine building fire risks in their respective communities by taking into account building characteristics (Building Factors) and the Three Lines of Defence against fire.

27 The review team concluded that St. Catharines does not have an approved risk assessment.



- 28 The review team found no evidence of any mechanism to measure fire risk within the municipality which would determine what fire protection services will be delivered by the fire department.

Provincial Legislative Recommendation #1

The municipal council of the City of St. Catharines shall complete a comprehensive fire risk assessment in the municipality to identify high and extreme risk buildings/occupancies and develop fire prevention programs and activities based on those identified risks.

6.5 Administration and Governance

- 29 The Establishing and Regulating By-law is a council level document outlining municipal policy for the fire protection services it provides to meet the community's needs and circumstances. The primary issues addressed in an Establishing and Regulating By-law shall include policy direction in these areas:

- legislative requirements that may impact the delivery of fire protection services (i.e. of MOL, MOE);
- Fire Marshal directives;
- Industry best practices (i.e. Section 21 Guidance notes, NFPA standards);
- general functions and core services to be delivered;
- goals and objectives of the department;
- general responsibilities of members;
- organizational structure;
- authority to proceed beyond established response areas;
- authority to apply costs to property owner for fire investigations; and
- authority to effect necessary department operations.

- 30 St. Catharines provided a document that could be interpreted as an E & R By-law titled Preventing Fire, the Spread of Fires and for the Preservation of Life (No. 76-319, November 22/76). This by-law is currently being used as their E & R By-law, but should be updated to reflect current service levels and provincial legislation.

Municipal Recommendation #1

The municipal council of the City of St. Catharines shall develop and implement an updated Establishing and Regulating By-law consistent with the legislative requirements of the Municipal Act and FPPA.

- 31 Council is responsible for developing and passing by-laws that may impact fire protection services within the municipality. These may include by-laws to authorize:

- designation of the fire chief and deputy fire chief positions;
- fire protection agreements;
- participation in Mutual Aid System;
- communications agreements;
- jointly managed and operated services (such as a fire department);
- the sale or purchase of fire protection;
- fire hydrants;



- fire access routes;
- open air burning;
- fees-for-service;
- cost recovery for demolition during fires and investigations;
- the safe handling, storage and sale of fireworks; and
- anything to which the fire department requires council authorization.

32 In reviewing the existing municipal fire related by-laws the following discrepancies and/or deficiencies were identified:

- By-law (No 2013-286) Fee for Service – outlines the process and fee schedule for the recovery of costs however, the fire service does not take measures to recover costs;
- By-law (No 89-304) Fire Route Parking – requires updating to reflect current environment;
- By-law (No 2004-291) Fire Works – lacks proper designation and fails to identify a process that allows for the enforcement of the by-law; and
- By-law (No 5476 dated 13 March 1950) – allows for the Fire Chief to discipline or dismiss members of the fire service. This By-law is antiquated and may not reflect current fire department operations.

33 Furthermore, the following fire related by-laws should be considered to ensure the effective and efficient delivery of fire protection services:

- Open –Air Burning By-law;
- Appointment of Deputy Fire Chief(s);
- Appointment of Fire Prevention personnel as municipal by-law officers for the enforcement of fire related by-laws; and
- Fire Hydrants.

Municipal Recommendation #2

The municipal council of the City of St. Catharines shall ensure that existing by-laws that have established legislative requirements or appointments are reviewed, amended or repealed as required.

Recommendation #1

The municipal council of the City of St. Catharines should ensure that fire-related by-laws be developed, implemented and enforced based on the municipalities requirements and be reviewed regularly to ensure currency, accuracy, relevancy, and effectiveness when delivering fire protection services.

34 Policies and Operating Guidelines

Policies and operating guidelines are used by the fire department to ensure that fire department personnel perform services in a specific and routine manner or to promote continuity and consistency of operations.

A **policy** is a principle or rule to guide decisions and achieve rational outcomes and a **guideline** is a statement by which to determine a course of action. The documents outline the performance or behaviour of fire department staff, whether



functioning alone or in groups. The creation of policies and guidelines could protect the fire department and municipality from civil lawsuits, enhance safety, training and orientation, ensure consistent levels of performance, and may demonstrate due diligence.

The review team evaluated existing guidelines that were provided pertaining to fire prevention and public education activities (some in Draft form), including fire safety inspections, investigations, Fire Code enforcement, pre-planning, risk assessment and records management for fire prevention and the following issues were identified:

- fire prevention structure and identified positions/responsibilities does not reflect the current approved organizational chart;
- specific fire prevention policies, programs, and guidelines for fire prevention staff are not clearly outlined and/or not being conducted by the fire service;
- inconsistent information regarding who is responsible for developing policies and operating guidelines;
- inconsistent information about *Fire Code* enforcement;
- in some cases, fire department personnel are not aware of, and are not following, the policies and operating guidelines;
- policies or operating guidelines outlining the process for conducting routine, request or complaint inspections need to be developed;
- policies or operating guidelines outlining the development and implementation of public fire safety education programs and activities need to be developed;
- policies or operating guidelines outlining consistent fire investigation activities need to be developed; and
- policies or operating guidelines governing fire service records management that aligns with the municipal retention by-law needs to be developed.

Recommendation #2

The municipal council of the City of St. Catharines should ensure that fire service policies and operating guidelines are developed or updated to reflect the delivery of approved core services in the Establishing and Regulating By-law. The fire service staff responsible for fire prevention activities receives training prior to the implementation of fire prevention policies and operating guidelines.

6.6 Records Management

- 35 Fire department records are municipal records and therefore subject to the *Municipal Act* and the *Municipal Freedom of Information and Protection of Privacy Act*. Under the *Municipal Act*, municipalities have a legislated responsibility to have a records retention schedule which includes fire department records. These records should be located centrally within the fire department to control and prevent unauthorized access.
- 36 St. Catharines' municipal records retention by-law (By-law No. 2006-264) outlines records retention requirements for fire department files. However, fire department personnel were not entirely familiar with the by-law.



- 37 The current methodology used in the Fire Prevention Division to collect and store information is held in both the electronic form (Amanda system) and in a hard copy within the Division.
- 38 During the course of their duty Fire Prevention staff is not provided with similar devices to record and store data as other municipal employees which leads to the duplication of documentation.
- 39 A primary concern was raised by Fire Prevention staff regarding the security of data imputed into “Amanda” could be easily accessed by other municipal staff. It was noted during the review process that an upgrade to the “Amanda” system has been purchased and will be implemented on a priority basis.
- 40 Due to the absence of a designated “Responsible Person” in accordance with the by-law Fire Prevention personnel are not consistent in their methods of records retention and management. For example, personnel indicated that they use different enforcement methods and documentation to address Fire Code violations identified during fire safety inspections of buildings.
- 41 The absence of administrative staff during normal business hours, with the exception of Wednesdays creates difficulties with both the inspection staff and the general public. Inspection staff is burdened with a heavier administrative workload and delays in inspection processes. The public's access to the fire prevention office for such items as fire safety plans approval or to request or file a complaint inspection is hindered. The general public is directed to attend the headquarters building for their inquiries when the office is not staffed.

Recommendation #3

The municipal council of the City of St. Catharines should ensure that fire prevention staff be provided with the necessary devices to perform their duties in an efficient and consistent manner, with priority being given to upgrading the “Amanda” system.

Municipal Recommendation #3

The municipal council of the City of St. Catharines shall conduct an audit of Fire Prevention records to confirm compliance with By-law (No 2006-264) Preservation, Retention and Destruction of Records.

Recommendation #4

The municipal council of the City of St. Catharines should designate appropriate resources to ensure the Fire Prevention Division operates in a professional, consistent and efficient manner to meet the increasing municipal requirements of the community.

6.7 Public Fire Safety Education

- 42 A municipality's public fire safety education programs should be based on the needs and circumstances as determined by its comprehensive fire risk assessment



and the results of fire investigations (i.e. the cause, origin and circumstances of fires).

- 43 The review team determined that no formal evaluation or analysis of fire investigations conducted by fire service personnel is utilized in the development of fire safety education programs. Fire response data is not considered when determining fire safety education programs.
- 44 Fire service personnel could not identify how they assess, evaluate and prioritize risk within the community. Public fire safety education programs and activities are not risk based and no formal process for identifying high and extreme risks is in place.
- 45 The review team found that there is no formal smoke alarm or home fire escape planning program implemented or approved.
- 46 No records or tracking of public fire safety activities exist.
- 47 Several factors have hindered the development of routine, targeted and proactive public fire safety education programs and activities, including:
- the lack of an updated comprehensive fire risk assessment;
 - no analysis of post-fire information from fire investigation activities or fire response data to determine fire prevention activities;
 - no tracking/evaluation process to validate and revise public fire safety education programs and activities according to the determined needs and circumstances of the municipality;
 - the lack of operating guidelines or policies outlining the development, implementation and tracking of public fire safety education activities; and
 - low priority placed on public fire safety education by the fire department.

Recommendation #5

The municipal council of the City of St. Catharines should ensure that there is a policy describing how public fire safety education activities are developed, delivered and documented for the identified risks in the municipality.

Provincial Legislative Recommendation #2

The municipal council of the City of St. Catharines shall ensure the development and implementation of a smoke alarm program, including home fire escape planning.

6.8 Fire Safety Inspections and Enforcement

- 48 In accordance with legislative requirements, municipalities are now compelled to ensure all complaint and requests for inspections are assessed and conducted, if required. Furthermore, occupancies that house vulnerable persons compel Chief Fire Officials to conduct on an annual basis an inspection, fire drill and fulfill the registry requirements with the OFMEM.



- 49 Through a lens of risk management, the municipality should adopt and implement a routine fire safety inspection program for high and extreme risk buildings identified within their community based on a comprehensive fire risk assessment.
- 50 The review team concluded that fire safety inspections are not conducted according to risk; fire risk assessments are not used to determine which buildings are inspected or the frequency of inspections. A building when in conformance with legislated Codes and Standards' requirements will perform according to its occupancy classification and design and will enhance public and firefighter safety.
- 51 As identified in the 2014 Action Plan for Fire Prevention Division Building Permits and Business License inspections are the priority. According to this Action Plan the Fire Prevention Division focuses inspection activities on municipal priorities as opposed to risk.
- 52 The FPPA identifies specific persons as *Assistants to the Fire Marshal* and as such have a statutory role and shall follow the Fire Marshal's Directives in carrying out the requirements under the FPPA. Furthermore, there is an expectation of the de facto statutory duty of the Provincial Offences Officer.
- 53 In accordance with Technical Guideline 01-2012 – *Fire Safety Inspections and Enforcement* an Inspector's notes will form part of the evidence to be disclosed as required when exercising options for remedying Fire Code contraventions and or fire hazards. Accurate, detailed and complete notes give credibility to the Inspector's testimony when required to give evidence in court. In all circumstances, notes must be protected from revisions, amendments or deletions after they have been completed. It is important that in courtroom proceedings the notes reflect an accurate account of observations made at the time of the inspection.

Provincial Legislative Recommendation #3

The municipal council of the City of St. Catharines shall develop and implement a formal inspection policy to conduct inspections based on a complaint or request.

Provincial Legislative Recommendation #4

The municipal council of the City of St. Catharines shall develop and implement a formal policy for vulnerable occupancies in compliance with the legislative requirements.

Recommendation #6

The municipal council of the City of St. Catharines should ensure a routine inspection policy be developed and implemented based on a comprehensive risk assessment.

Recommendation #7

The municipal council of the City of St. Catharines should ensure Fire Prevention inspection activities are risk based.



54 The review team examined fire safety inspection files. The following inconsistencies were identified:

- Enforcement option of utilizing an Inspection Order and Notice of Violation for the same building for non-compliance violations;
- Inconsistent application of enforcement options by fire prevention staff that may be attributed to a lack of training;
- Initial inspection on file with non-compliance violations remain outstanding;
- Random spot inspections were conducted by team members to determine compliance with the Fire Code, no major violations were identified however, classification of building occupancy was often incorrect;
- The lack of property data and follow-up made it difficult to evaluate the status of the files;
- Fire Safety Plans (FSP) are missing, incomplete or out of date on numerous files; and
- Inconsistent approval process for FSPs.

55 The FPPA allows a municipality's Chief Fire Official and/or Fire Chief to delegate their authority. Written documents supporting the Fire Chiefs delegation of authority were provided however, incorrect FPPA/OFC references were used.

Provincial Legislative Recommendation #5

The municipal council of the City of St. Catharines shall ensure that all Fire Prevention property files are reviewed in consultation with the building department for accuracy, consistency, correct building classification and to affirm that all outstanding fire code contraventions or fire hazards are remedied and the building is compliant with the Ontario Fire Code.

Provincial Legislative Recommendation #6

The municipal council of the City of St. Catharines should ensure that Fire Prevention staff apply the enforcement options consistently pursuant to FPPA and Provincial Offences Act.

Provincial Legislative Recommendation #7

The municipal council of the City of St. Catharines shall ensure that a thorough review of property files is conducted to ascertain all buildings that require a fire safety plan are present and approved by the Chief Fire Official or their designate as outlined in the FPPA and Ontario Fire Code.

56 Interaction between fire department personnel and officials from municipal building departments is important to ensure fire safety requirements of the *Ontario Building Code* are achieved in all buildings. Currently building and fire departments are jointly reviewing the municipal business license process. Some of the areas of concern being addressed are:

- The overlapping of inspector duties (i.e. compliance letters);
- Building inspector inability to access fire prevention staff schedules to co-ordinate joint inspections; and
- Fire inspector notes not entered into Amanda system.



- 57 Members of the review team interviewed a member of the City of St. Catharines Department of Planning and Development to determine the interaction with the fire department. It was confirmed that there are no policies or formal procedures outlining interaction with the fire service. A representative from the Fire Prevention Division attends meetings on a regular basis to provide input on the new Legislation Policy Initiative.
- 58 The Ministry of Municipal Affairs and Housing requires those involved in the enforcement of the Building Code Act and Regulations as well as people involved in the design and supervision of construction must keep abreast of new techniques and current Building Code requirements. Detailed technical training courses are intended to assist experienced code users to prepare for the mandatory Ministry Building Code Qualification Examinations.

Provincial Legislative Recommendation #8

The municipal council of the City of St. Catharines shall ensure a policy is developed to delineate the perspective roles of the Building and Fire Inspectors for the plans review process and inspection.

6.9 Pre-Incident Planning

- 59 Numerous Ontario Coroners Jury's have made recommendations to fire services pertaining to Pre-incident Planning. Pre-incident planning is the process of preparing an advance plan for emergency operations at a given occupancy if a fire occurs. It increases the effectiveness of fire suppression operations at a fire scene, and enhances public and firefighter safety and the protection of property.⁸ Involving fire prevention staff in the pre-incident planning process benefits emergency operations and provides suppression crews with accurate fire safety inspection information.
- 60 The review team determined there were no pre-incident plans in existence for any of St. Catharines buildings.
- 61 There is no Pre-Incident Planning Policy or Guideline and there is no collaboration or training provided between Suppression and Fire Prevention Divisions.

Recommendation #8

The municipal council of the City of St. Catharines should ensure the development and implementation of a Pre-Incident Planning Operating Guideline that includes both Suppression and Fire Prevention Divisions and all staff be trained accordingly.

6.10 Fire Investigations

- 62 Fire investigations can be proactive in assisting with determining, developing and validating current fire protection services. Information collected when conducting

⁸Clinton H. Smoke. 2009. *Company Officer*. Third Edition. p. 314; *The Firefighter Handbook: Essentials of Firefighting and Emergency Response*. Second Edition. 2004. p. 950.; *Ontario Fire Services Standards: Firefighter*. Section 11. p. 30.



fire investigations can be a valuable tool in developing an effective public education program for a municipality as it relates specifically to a community's needs and circumstances.

- 63 Communication between the divisions is required to ensure continuity of the investigative process to ensure accurate fire cause determination.
- 64 The Memorandum of Understanding (MOU) between the Niagara Regional Police Services, OFMEM and the fire services for the Region of Niagara (including St. Catharines Fire Department) defines the role of each agency in relation to fires/explosions investigation occurring in the municipality.
- 65 The review team examined St. Catharines Fire Department procedure for conducting fire investigations and utilizing this information for prioritizing fire prevention activities and the development of public education programs. The following issues were identified:
- fire prevention staff are currently utilized to perform fire investigation activities when requested by suppression. There are no formal policies or existing operating guidelines pertaining to calling in fire prevention staff or conducting fire investigations;
 - there is a lack of communication between Fire Prevention and Suppression Divisions. Communication is required to ensure continuity of the investigative process to ensure accurate cause determination;
 - fire investigations completed by suppression are entered as a complaint in the Amada system however, many fire prevention staff cannot access this data;
 - no consistent process is used for transferring information between suppression and fire prevention regarding fire investigations;
 - emergency response and fire investigation data are not considered when prioritizing inspections or developing public education activities/programs;
 - no formal policy or operating guideline exists pertaining to the requirements and procedures for post-fire fire safety inspections of a building/occupancy to verify compliance with relevant codes and standards; and
 - staff identified that they were not familiar with the requirements of Fire Marshal's Directive 2011-01: Office of the Fire Marshal and Emergency Management Notification of Fires and Explosions. This directive requires all Assistants to the Fire Marshal to notify the Office of the Fire Marshal and Emergency Management of all incidents that meet specific criteria in the province.

Municipal Recommendation #4

The municipal council of the City of St. Catharines shall ensure the Memorandum of Understanding for Fire/Explosion Investigations is reviewed, amended and updated as required.



Recommendation #9

The municipal council of the City of St. Catharines should ensure operational guidelines pertaining to fire investigation activities and the transferring of information between the Divisions are developed, implemented and training of fire department staff provided accordingly.

Recommendation #10

The municipal council of the City of St. Catharines should ensure fire prevention staff have access to response and fire investigation data to prioritize fire prevention activities and develop relevant public education programs in the community.

Recommendation #11

The municipal council of the City of St. Catharines should ensure the development of a policy outlining the requirements and activities for post-fire fire safety inspections of a building or occupancy to verify compliance with the *Fire Code*.

Provincial Legislative Recommendation #9

The municipal council of the City of St. Catharines shall ensure that fire department staff are aware of directives issued by the Fire Marshal including the criteria stated in the Fire Marshal's Directive 2011-01: Office of the Fire Marshal and Emergency Management Notification of Fires and Explosions.

6.11 Training

- 66 Training of fire department personnel is required under the *Occupational Health and Safety Act* (OHSA) as prescribed by the Ontario Ministry of Labour. The Ministry of Labour, in collaboration with fire service stakeholders, develops Ontario Fire Service Section 21 Committee Guidance Notes.
- 67 The Fire Prevention Division training was reviewed but the team did not assess the content of the training program however, it did include the documentation of training activities.
- 68 Training records provided indicated the following:
- 8 staff have completed the Fire Prevention Officer Diploma Program at the Ontario Fire College
 - 6 staff have completed the Public Fire and Life Safety Educator Certification
 - 4 staff have completed the Fire Inspector Level II Plans Review Gap course
- 69 There is no formal annual training program for the Fire Prevention Division and therefore could not be assessed by the review team.
- 70 St Catharine's Training Division is responsible for providing corporate training to the Fire Prevention Division and maintains those records. A new Records Management System for training records is being developed with the capabilities of tracking staff training. Any training conducted or received outside the purview of this scope is maintained by the Fire Prevention Officer.



- 71 No indoctrination/formalized training or professionalization program/policy exists that outlines the development expectations for fire prevention staff.
- 72 Annual written tests are currently administered by the Chief Fire Prevention Officer however; this process is not supported by the Collective Agreement and there is no formal policy to support the measurement expectations of staff.
- 73 Training on the current Record Management System (Amanda) was identified as an issue by the Fire Prevention Division.

Recommendation #12

The municipal council of the City of St. Catharines should ensure the development of a formal indoctrination process and training program to ensure all fire prevention staff is trained as required to perform their municipal and legislative responsibilities and duties.

Recommendation #13

The municipal council of the City of St. Catharines should ensure a fire department annual training program and policy is developed for each core service identified in the Establishing and Regulating By-law.

Recommendation #14

The municipal council of the City of St. Catharines should ensure a training records management system is developed, implemented and administered by the Training Division. This will ensure consistent individual training assessments and reports are accurate and stored in a secure central location for fire service staff.

Recommendation #15

The municipal council of the City of St. Catharines should ensure a professionalization development process and policy for fire prevention staff is developed and implemented.

**7.0 Office of the Fire Marshal and Emergency Management Conclusion –
Municipal Fire Protection and Prevention Responsibilities**

- 74 The purpose of this review is to assist the City of St. Catharines in meeting its legislative responsibilities as per Part II of the *Fire Protection and Prevention Act*, 1997 R.S.O. 1997, Chapter 4. The review has identified a number of legislative requirements and recommendations to assist the municipality in meeting its responsibilities in accordance with the requirements of fire protection services (fire prevention components), as stated in Clauses 2.(1)(a) and 2.(1)(b) of the legislation.
- 75 The Office of the Fire Marshal and Emergency Management will continue to monitor fire protection services in this community and will provide further advice and assistance in cooperation with municipal council and their fire department.



Recommendation #16

The municipal council of the City of St. Catharines shall develop a timeline and tracking system for the implementation and course of action for each recommendation and legislative requirement contained within this report in collaboration with the Office of the Fire Marshal and Emergency Management.



7.1 Legislative Requirements and Recommendations

Provincial Legislative Recommendation #1

The municipal council of the City of St. Catharines shall complete a comprehensive fire risk assessment in the municipality to identify high and extreme risk buildings/occupancies and develop fire prevention programs and activities based on those identified risks.

Provincial Legislative Recommendation #2

The municipal council of the City of St. Catharines shall ensure the development and implementation of a smoke alarm program, including home fire escape planning.

Provincial Legislative Recommendation #3

The municipal council of the City of St. Catharines shall develop and implement a formal inspection policy to conduct inspections based on a complaint or request.

Provincial Legislative Recommendation #4

The municipal council of the City of St. Catharines shall develop and implement a formal policy for vulnerable occupancies in compliance with the legislative requirements.

Provincial Legislative Recommendation #5

The municipal council of the City of St. Catharines shall ensure that all Fire Prevention property files are reviewed in consultation with the building department for accuracy, consistency, correct building classification and to affirm that all outstanding fire code contraventions or fire hazards are remedied and the building is compliant with the Ontario Fire Code.

Provincial Legislative Recommendation #6

The municipal council of the City of St. Catharines should ensure that Fire Prevention staff apply the enforcement options consistently pursuant to FPPA and Provincial Offences Act.

Provincial Legislative Recommendation #7

The municipal council of the City of St. Catharines shall ensure that a thorough review of property files is conducted to ascertain all buildings that require a fire safety plan are present and approved by the Chief Fire Official or their designate as outlined in the FPPA and Ontario Fire Code.

Provincial Legislative Recommendation #8

The municipal council of the City of St. Catharines shall ensure a policy is developed to delineate the perspective roles of the Building and Fire Inspectors for the plans review process and inspection.



Provincial Legislative Recommendation #9

The municipal council of the City of St. Catharines shall ensure that fire department staff are aware of directives issued by the Fire Marshal including the criteria stated in the Fire Marshal's Directive 2011-01: Office of the Fire Marshal and Emergency Management Notification of Fires and Explosions.

Municipal Recommendation #1

The municipal council of the City of St. Catharines shall develop and implement an updated Establishing and Regulating By-law consistent with the legislative requirements of the Municipal Act and FPPA.

Municipal Recommendation #2

The municipal council of the City of St. Catharines shall ensure that existing by-laws that have established legislative requirements or appointments are reviewed, amended or repealed as required.

Municipal Recommendation #3

The municipal council of the City of St. Catharines shall conduct an audit of Fire Prevention records to confirm compliance with By-law (No 2006-264) Preservation, Retention and Destruction of Records.

Municipal Recommendation #4

The municipal council of the City of St. Catharines shall ensure the Memorandum of Understanding for Fire/Explosion Investigations is reviewed, amended and updated as required.

Recommendation #1

The municipal council of the City of St. Catharines should ensure that fire-related by-laws be developed, implemented and enforced based on the municipalities requirements and be reviewed regularly to ensure currency, accuracy, relevancy, and effectiveness when delivering fire protection services.

Recommendation #2

The municipal council of the City of St. Catharines should ensure that fire service policies and operating guidelines are developed or updated to reflect the delivery of approved core services in the Establishing and Regulating By-law. The fire service staff responsible for fire prevention activities receives training prior to the implementation of fire prevention policies and operating guidelines.

Recommendation #3

The municipal council of the City of St. Catharines should ensure that fire prevention staff be provided with the necessary devices to perform their duties in an efficient and consistent manner, with priority being given to upgrading the "Amanda" system.



Recommendation #4

The municipal council of the City of St. Catharines should designate appropriate resources to ensure the Fire Prevention Division operates in a professional, consistent and efficient manner to meet the increasing municipal requirements of the community.

Recommendation #5

The municipal council of the City of St. Catharines should ensure that there is a policy describing how public fire safety education activities are developed, delivered and documented for the identified risks in the municipality.

Recommendation #6

The municipal council of the City of St. Catharines should ensure a routine inspection policy be developed and implemented based on a comprehensive risk assessment.

Recommendation #7

The municipal council of the City of St. Catharines should ensure Fire Prevention inspection activities are risk based.

Recommendation #8

The municipal council of the City of St. Catharines should ensure the development and implementation of a Pre-Incident Planning Operating Guideline that includes both Suppression and Fire Prevention Divisions and all staff be trained accordingly.

Recommendation #9

The municipal council of the City of St. Catharines should ensure operational guidelines pertaining to fire investigation activities and the transferring of information between the Divisions are developed, implemented and training of fire department staff provided accordingly.

Recommendation #10

The municipal council of the City of St. Catharines should ensure fire prevention staff have access to response and fire investigation data to prioritize fire prevention activities and develop relevant public education programs in the community.

Recommendation #11

The municipal council of the City of St. Catharines should ensure the development of a policy outlining the requirements and activities for post-fire fire safety inspections of a building or occupancy to verify compliance with the *Fire Code*.

Recommendation #12

The municipal council of the City of St. Catharines should ensure the development of a formal indoctrination process and training program to ensure all fire prevention staff is trained as required to perform their municipal and legislative responsibilities and duties.



Recommendation #13

The municipal council of the City of St. Catharines should ensure a fire department annual training program and policy is developed for each core service identified in the Establishing and Regulating Bylaw.

Recommendation #14

The municipal council of the City of St. Catharines should ensure a training records management system is developed, implemented and administered by the Training Division. This will ensure consistent individual training assessments and reports are accurate and stored in a secure central location for fire service staff.

Recommendation #15

The municipal council of the City of St. Catharines should ensure a professionalization development process and policy for fire prevention staff is developed and implemented.

Recommendation #16

The municipal council of the City of St. Catharines shall develop a timeline and tracking system for the implementation and course of action for each recommendation and legislative requirement contained within this report in collaboration with the Office of the Fire Marshal and Emergency Management.

Signed in Sudbury, ON

Arthur Booth
Operations Manager
Office of the Fire Marshal and Emergency Management and Emergency Management and
Emergency Management



8.0 Appendices

Appendix 1

**Ministry of
Community Safety and
Correctional Services**

Office of the
Fire Marshal

Suite 6
3767 Hwy 69 South
Sudbury ON P3G 0A7
Tel: 1-800-565-1842
Fax: (705) 564-4555

**Ministère de la
Sécurité communautaire et des
Services correctionnels**

Bureau du
commissaire des incendies

Suite 6
3767, route 69 sud
Sudbury ON P3G 0A7
Tel: 1-800-565-1842
Télec. : (705) 564-4555



File Reference/Référence: 687-17-2653

May 29, 2014

Mayor Brian McMullan and Members of Council
City of St. Catharines
P.O. Box 3012, 50 Church Street
St. Catharines, ON L2R 7C2

**Re: Notification of OFMEM review of fire protection services in the City of
St. Catharines pursuant to Clause 9.(1)(a) of the Fire Protection and
Prevention Act, 1997**

Dear Mayor Brian McMullan and Members of Council:

Officials from the Office of the Fire Marshal and Emergency Management (OFMEM) have participated in ongoing discussions with municipal officials from the City of St. Catharines pertaining to the delivery of fire protection services and emergency management. It was agreed by both parties on May 21, 2014, that the City of St. Catharines would benefit from a review. During this conversation, we advised that we would conduct a review of fire protection services pursuant to our authority as per the Fire Protection and Prevention Act, 1997(FPPA), Part III, Clause 9. (1)(a), specifically to review (items such as: fire prevention, public education, inspections, enforcement, and fire investigations) activities for the City of St. Catharines.

Upon completion, the review will provide the City of St. Catharines with recommendations to assist in improving the effectiveness and efficiency of the delivery of fire protection services to its residents and in meeting its responsibilities under the FPPA and other supporting legislation.



-2-

It will be the responsibility of the City of St. Catharines to provide all requested documentation pertaining to fire protection services and emergency management prior to commencing the on-site visit. During the on-site visit the review team must be provided access to all required documentation.

The scope of the review will address:

1. Establishing and Regulating By-law (determine the level of fire prevention services in the City of St. Catharines.)
2. Risk Assessment (utilizing the fire risk sub-model and the integrated risk model) to identify all high and extreme risks in the municipality.
3. Fire Inspection practices and protocols (training, frequency, enforcement option, utilization of non-traditional staff such as fire suppression).
4. Public Education programs development and utilization.
5. Fire investigation to assist in improving fire service delivery gaps.
6. Evaluation of current pre-plans in place and identify gaps that would benefit from pre-planning; developing pre-plans for all high and extreme risks (enhancing the health and safety for staff and residents/occupants.)
7. Interaction between fire services and various city services (improving response to various issues.)
8. Emergency Management Planning.

Under the direction of the Regulating Modernization Act, during the course of the review, should the OFMEM become aware of other issues which may impact on another ministry or regulatory authority, the OFMEM will notify both the municipality and that ministry or authority. Further, the OFMEM as part of its responsibilities will address any critical fire protection delivery issues that may be identified during the review process. The OFMEM will provide any assistance necessary to resolve any critical issues that are identified.

We are anticipating a start date of July 8, 2014. We will provide further correspondence to assist you in preparing for the review. The OFMEM will provide a report to council with recommendations and follow up with advice and assistance until all recommendations are completed. Your ongoing cooperation is anticipated so that the report will be completed in a timely manner.



-3-

The OFMEM is available throughout the review to respond to any questions or address any concerns. I will be the lead on this review and I may be reached by e-mail at Art.Booth@ontario.ca or by telephone at 705-564-4472.

Sincerely,

A handwritten signature in black ink, appearing to read "Art Booth".

Art Booth
Operations Manager
Field and Advisory Services

- c. Dan Carnegie, Chief Administrative Officer
- Bonnie Nistico-Dunk, City Clerk
- Mark Mehlenbacher, Fire Chief
- Jim Jessop, Director
- Barney Owens, Director
- Al Suleman, Director
- Pierre Yelle, A/Assistant Deputy Fire Marshal
- Jeff Dick, A/Executive Officer
- Tony Pacheco, Executive Assistant
- Jonathan Stone, Executive Assistant



Appendix 2

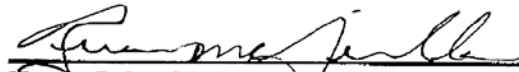
DECLARATION OF COMPLIANCE

We, the undersigned declare that the information provided is true and accurate. Further, we declare that the municipality of City of St Catharines has completed all the necessary requirements for continued compliance with the public fire safety education and fire prevention requirements stated in clause 2(1)(a) of the Fire Protection and Prevention Act, 1997.


Mark Mehlenbacher, Director/Fire Chief
St.Catharines Fire & Emergency
Management Services.

JAN 31 / 11
Date

"A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services", subsection 6(3) of the Fire Protection and Prevention Act, 1997.


Mayor Brian McMullan
Corporation of City of St. Catharines.

Feb 1, 2011
Date



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Peter Tonazzo, MCIP, RPP, Planner

DEPARTMENT: Engineering and Planning Department

RE: A-5-16-Z – 69 Ashgrove Avenue

PURPOSE

The applicant wishes to rezone the subject property to permit a basement apartment within the existing single detached residence.

PROPOSED CHANGE

The applicant, is seeking Council's approval to rezone the subject property from "R2" (Single Detached Residential Zone) to "R2.S" (Single Detached Residential Zone with a Special Exception) to permit a duplex dwelling within the existing home, and to permit one (1) required parking space to be stacked.

Subject Property:

- Location – Located on the south side of Ashgrove Avenue, approximately 112m west of its intersection with Dauphin Drive, civic no. 69 Ashgrove Avenue.
- Size – The pie shaped parcel has approximately 15.24m frontage by 60.3m depth (50'x198') totalling 920m² (9903ft²).
- Present Use – Illegal Duplex (3 bedrooms upstairs, 1 bedroom downstairs)
- Owner – Tara Smith

BACKGROUND

There are no previous applications upon the subject property. The basement unit was renovated without the benefit of proper zoning approvals. This application is the result of a complaint.

ANALYSIS

Conformity with the Official Plan (OP)

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

The following Residential Policies within the OP support this application:

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

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

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

The overall intent of the aforementioned policies is to encourage a mixture of housing types throughout the community. Historically, differing housing types were segregated. The result was blocks of semi's or townhouses with a much higher potential to become marginalized from surrounding areas. Mixing a variety of housing types throughout the community helps to integrate different people at different stages in their lives together, and therefore reduces the potential for a particular area to be marginalized.

Given the relatively limited investment required, it is also recognized that converted single detached dwellings (basement apartments) often result in the provision of affordable housing units.

The applicant's request to permit a basement dwelling unit within the existing home represents a small scale, infill, residential intensification project. On a preliminary basis, there appears to be adequate infrastructure (sewer, water, electric) to support the additional dwelling unit.

Given the nature of the shared driveway, there does currently exist a physical constraint, however the driveway can be widened in a manner that will minimize this constraint. This matter is discussed in greater detail later in this report.

Comments

The applicant, is seeking Council's approval to rezone the subject property from "R2" (Single Detached Residential Zone) to "R2.S" (Single Detached Residential Zone with a Special Exception) to permit a duplex dwelling within the existing home, and to permit one (1) required parking space to be stacked.

The applicant has indicated the main floor unit contains three (3) bedrooms, and the basement unit contains one (1) bedroom.

Referring to the applicant's site plan attached, the required three (3) parking spaces are proposed to be located behind the existing home, with two of the spaces to be stacked.

As previously mentioned, the subject property shares a driveway with the abutting lot to the north (73 Ashgrove Avenue). Shared driveways are not commonly found on pie shaped lots and in most cases, the common lot line bisects the driveway into two equal rectangular portions. In this case, the lot line bisects the shared driveway diagonally, with the applicant's portion being much wider adjacent to the house, than narrowing towards the road. A series of pictures (attached) submitted by the neighbour accurately depict how the lot line bisects the driveway. In an effort to resolve this issue, the applicant (as shown on the site plan) is proposing to widen the driveway by 0.9144m (3') at the access to Ashgrove Avenue, and to slightly re-align the driveway. It is Planning staff's opinion that the driveway be widened by 3m (10'), from the roadway to a point that is near the front wall of the existing dwelling, as shown on the attached site plan created by Planning Division. This widened driveway will ensure access and snow removal can occur wholly within the applicant's property. Furthermore, one parking space can be accommodated in front of the dwelling, which will alleviate the congestion between both homes that has resulted from the current parking arrangement.

The rear yard of the subject property is quite large and will provide occupants with an adequate outdoor amenity area.

Consultation

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

- See attached letters – Building Division
- No objections/comments – PWT, Municipal Heritage Committee, EDC, Conservation Authority, Fire Services, PUC Services

Correspondence from the Building Division notes that building permits will be required to ensure Ontario Building Code conformity, with special regard for adequate fire separation, prior to the issuance of a final occupancy permit. This will require the applicant to hire a qualified design professional. The applicant is aware of these requirements.

Up to the drafting of this report, two letters of objection have been received from the abutting neighbour to the north (73 Ashgrove Avenue) along with a petition of objection, containing five signatures. The letters of objection, pictures and petition are attached to this report.

The letters of objection highlight four main concerns:

1. Driveway Congestion Resulting from the Irregularly Shaped Shared Driveway

As previously discussed, the current driveway configuration is not ideal. It is Planning staff's opinion that widening the driveway at the road and providing one parking space in front of the home will alleviate this concern.

2. Property Values

Planning staff are not Real Estate experts and are therefore not qualified to comment upon property values.

3. Preserving the Integrity (Character) of the Neighbourhood

Current Official Plan and Provincial policies support applications of this nature. It is Planning staff's opinion that in this particular case, the proposed basement apartment will not negatively impact the overall integrity or character of the area. It is however recognized that converted duplexes may accommodate different people in different stages of their life, than those existing residents who may have lived in the neighbourhood for decades. It is also recognized that a changing neighbourhood dynamic can be daunting for current residents. It is critical to note that zoning decisions cannot be based on people. More specifically, decisions cannot be based on who may or may not rent a particular unit, or whether it is owned or rented.

Historically, Sault Ste. Marie was largely a single detached community, and the overall built form is reflective of this, especially as it relates to the historical segregation of various dwelling unit types. In recent years there has been a significant shift in the overall split of new dwelling units. Between 2000 and 2007, 80% of all new homes constructed were single detached. Between 2008 and 2014 only 56% of new homes constructed were single detached. This trend is likely the result of low vacancy rates creating demand for rental units, coupled with an aging demographic creating demand for smaller dwelling units such as townhouses.

Not only has dwelling unit by demand shifted, the manner in which neighbourhoods are planned has also changed dramatically. The historic practise of segregating housing types has been replaced with a policy framework (both local and Provincial) aimed at integrating different housing types into one complete neighbourhood.

In recognizing the difficulties that may arise, Planning staff is putting together a comprehensive program aimed at 'being a good neighbour'. The materials will be aimed at tenants, landlords and existing residents. Literature will include what many would consider to be 'common sense' advice on how to be a good neighbour, as well as a resource guide of

current by-laws and regulations which can be utilized to resolve issues such as excessive noise, inadequate yard/building maintenance, and health and safety standards. It is anticipated that this education and outreach program will be rolled out early this summer.

4. Cost Sharing for a Fence Along the Common Lot Line

The neighbour's correspondence also suggests that a fence along the common lot line should be required (or a cost sharing arrangement) as a condition of zoning approval. In this particular case, it is staff's opinion that a fence should not be required. A fence along the driveway would further restrict space. It is Planning staff's opinion that if approved, the recommendation to widen the driveway to separate the entrances and provide one parking space in front of the house will appropriately address the parking issues. The resulting parking arrangement between both houses would be identical, with two stacked spaces, albeit the applicant's driveway is significantly wider beside the house.

Planning staff does not feel that buffering in the form of a fence along the common lot line is required in this case.

IMPACT

Approval of this application will not impact municipal finances.

STRATEGIC PLAN

Approval of this application is not linked to any specific policies contained within the Corporate Strategic Plan.

SUMMARY

Over the past several years Council has heard and approved a number of similar applications to permit basement apartments within single detached residential areas. Provincial and Official Plan land use policies generally promote residential 'growth from within', which is referred to as infill development or residential intensification. It is also recognized that such residential conversions often result in the creation of reasonably priced, affordable housing.

With regards to this particular application, the current shared driveway layout creates difficulties. Such concerns are appropriately mitigated by requiring the applicant to widen the driveway, in accordance with the sketch attached, so that the driveway at Ashgrove Avenue is sufficiently wide enough for easy access without encroachment. Furthermore, the widened driveway will provide for a parking space in front of the existing home, thereby minimizing the congestion between the homes.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the Report of the Planner dated 2016 04 11 be received and Council approve the application and rezone the property from “R2” (Single Detached Residential Zone) to “R2.S” (Single Detached Residential Zone with a Special Exception) to permit a duplex dwelling within the existing home, subject to the following conditions:

1. That one (1) required parking space be stacked,
2. That one (1) required parking space be permitted to locate within a required front yard; and,
3. That prior to the issuance of an occupancy permit, the driveway be widened by 3m (10’), commencing from the roadway to a point adjacent to the edge of the front steps of the existing dwelling upon the subject property.

Respectfully submitted,



Peter Tonazzo, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,

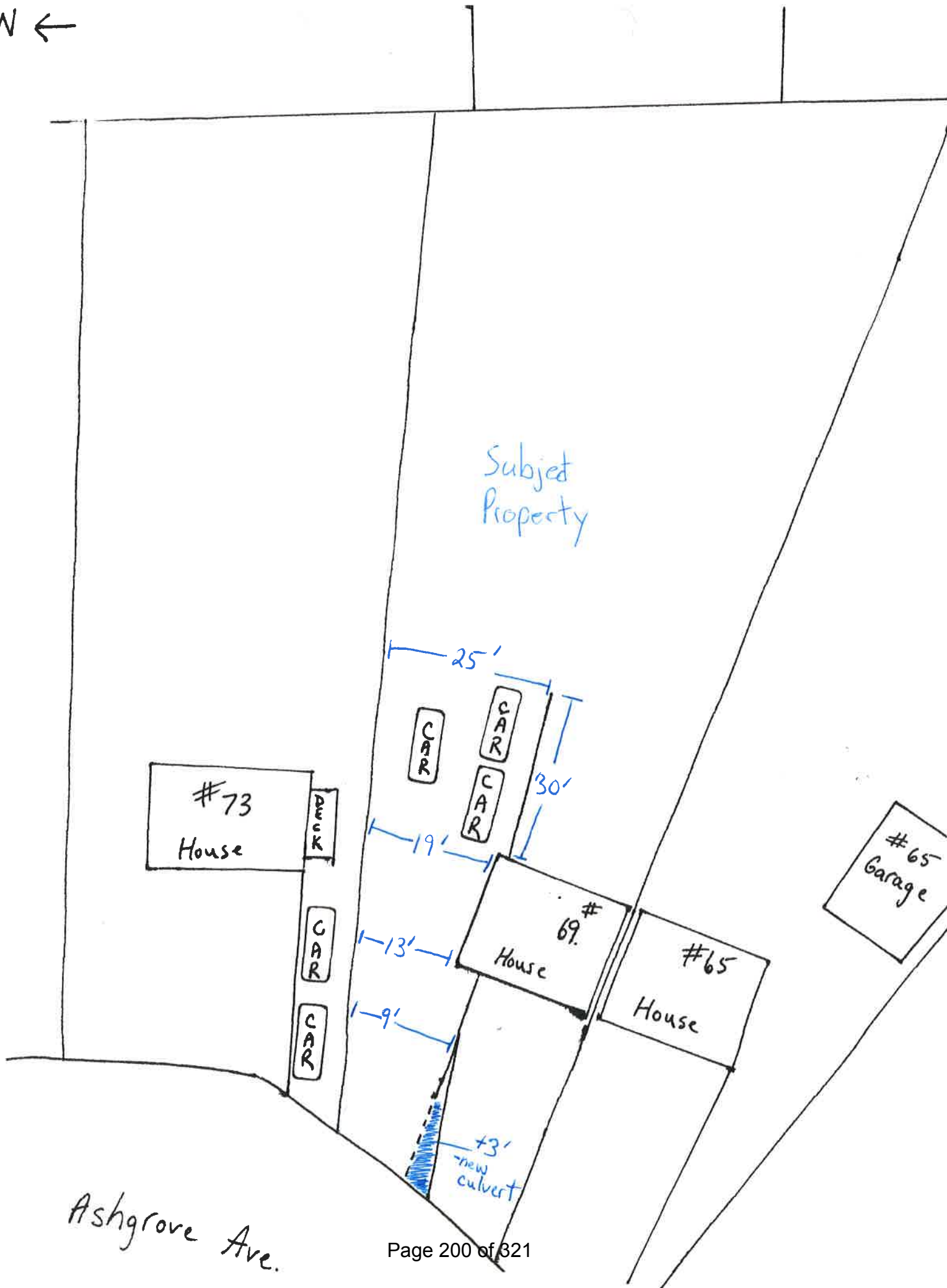


Jerry Dolcetti, RPP
Commissioner Engineering & Planning

PT:ps

Attachment(s)

N ←





SUBJECT PROPERTY MAP 69 ASHGROVE AVENUE

Legend

-  Subject Property = 69 Ashgrove Avenue
-  Lot Line
-  Driveway
-  Expanded Driveway Area (13' wide approx)
-  Porch Stairs



METRIC SCALE
1 : 400

ROLL NUMBER
010-043-017-00

MAP NUMBERS
24 & 1-24

Jerry D. Dolcetti, RPP
Commissioner

Donald B. McConnell, RPP
Planning Director



ENGINEERING & PLANNING
DEPARTMENT

Planning Division

2016 03 08



TO: N. Kenny, City Solicitor
J. Dolcetti, Commissioner of Engineering & Planning
D. Perri, Municipal Services Engineer
S. Hamilton Beach, Deputy Commissioner of Public Works & Transportation
F. Pozzebon, Chief Building Official
N. Apostle, Commissioner of Community Services
R. Harten, Manager of Engineering, P.U.C.
T. Dodds, CEO, E.D.C.
P. Milosevich, Assistant Fire Chief
R. Bateman, General Manager, Conservation Authority
Municipal Heritage Committee, C.S.D.
N. Scott, Accessibility Coordinator, Social Services

SUBJECT: Application No. A-5-16-Z
Request for an amendment to the Zoning By-law.

BUILDING DIVISION

MAR - 8 2016

RECEIVED

APPLICANT: Tara Smith

SUBJECT PROPERTY: 69 Ashgrove Avenue

Please find enclosed a copy of the above-mentioned rezoning application for your review and comments.

City Council should receive all pertinent data with respect to the subject property. A summary will form part of the report on this matter. Please ensure your review and comments contain a history of any problems experienced, such as non-conformity with by-laws, site agreements, drainage, neighbourhood complaints, etc.

We would appreciate receiving your comments on or before March 22, 2016.

Yours truly,

Donald B. McConnell, MCIP, RPP
PLANNING DIRECTOR

DBM:ps

*No objections from our office
but a building permit will be required
with proper separation between the
two units. Del Building Dept.*

G:\PLANDIV\Users\Patt\CIRCULATION LETTER-INTER OFFICE.docx

The Corporation of the City of Sault Ste. Marie
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 759-5375 ~ Fax: (705) 541-7165
www.cityssm.on.ca ~ d.mcconnell@cityssm.on.ca

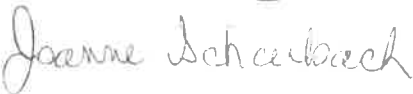
Re: Application No. A-5-16-Z

As property owners of 73 Ashgrove Avenue, Sault Ste. Marie Ontario, we are opposed to the re-zoning of the property at 69 Ashgrove Avenue to allow the renting of a basement apartment. This home is currently rented as two separate units which is in violation of the current zoning - R2 Single Detached Residential Zone.

The driveway for this house is shared between our home and the applicant's home and being irregular shaped lots, the property boundary does not go down the centre of the two lots but rather in a diagonal line. The shared driveway at the front of the house, towards the street is predominantly on our property and the back of the driveway is predominantly on the applicants property. Extending our property line down the existing driveway to the road (past the city's easement) currently leaves the applicant without any vehicular access to the property (See photos). This has not been a problem in the 30 years we have been here but having two neighboring households sharing this driveway with us has now become a problem, not only with the overcrowding of the parking situation but also with the snow removal, not to mention the concerns we have with the effect it has on our property value.

We believe the reason these homes are zoned as R2 is to avoid these types of problems as well as to preserve the integrity of our neighborhood and for these reasons we are opposed to the proposed change of zoning for this property and would like to see the present zoning kept as is.

Sincerely

Roger and Joanne Scharbach
73 Ashgrove Avenue
Sault Ste. Marie, P6A4X3

Notice of Application and Public Meeting
Application No. A-5-16-Z

Ashgrove Avenue is a family residential street with 3 public schools within a few minutes walking distance and we, the undersigned feel that by allowing the home owners of the neighborhood dwellings to divide their houses into multiple living units degrades and devalues the property values of our homes and our neighborhood.

The home at 69 Ashgrove Avenue is currently zoned by the City of Sault Ste. Marie as a single detached residential dwelling but for the past year has been renovated and rented out as two separate residents and turned into an income property. The occupants of the lower apartment have given their notice to move and this apartment is presently advertised as being available, contrary to the present city zoning bylaws.

Because of this we feel this the time to oppose the current application to re-zone of the property at 69 Ashgrove to a Single Dwelling Resident with a Special Exception and preserve the present zoning for this property in order to preserve the integrity of our neighborhood.

Signed:

Roger Lambert
Neil Martin
Mark LaRue
Macey Wilson
Jan Smith

Address:

73 ASHGROVE AVE SSM
50 DAUPHIN DR
61 Ashgrove.
61 Ashgrove
79 ASHGROVE

Peter Tonazzo

From: Scharbach, Roger [REDACTED]
Sent: Friday, April 01, 2016 9:54 AM
To: Steve Butland; Paul Christian
Cc: Peter Tonazzo; Joanne Scharbach [REDACTED]
Subject: Re-zoning Application: A-5-16-Z

Good Morning,

I met with Peter Tonazzo, the city planner yesterday to discuss the rezoning application for 69 Ashgrove Avenue, we talked in his office and he then came down to the house to see first-hand, the situation we're dealing with.

Peter was very good in trying to 'broker' a deal with the owner of 69 Ashgrove with regards to the driveway, but unfortunately that doesn't seem to be a likely option which perhaps he can better elaborate on.

As I said, Peter Tonazzo came down to the house to see first-hand and he saw all the papers blowing in the wind down the driveway, from the neighbor's mailbox. He took some measurements and indicated how the driveways can be re-shaped. Although this report has not been written up as of yet, he indicated that he was leaning towards recommending the re-zoning to go through, based on technicalities, such as the fact that the mouth of the driveway can be changed and cars can be parked in front of the house.

My objection to the rezoning application is based on 3 things:

1. The driveway parking and snow removal situation and the fact that most of the mouth of the existing driveway is on my side of the property line,
2. The fact that the neighborhood is negatively affected and we do not want to see our homes divided into apartments as indicated by a number of immediate neighbors who signed a petition, and
3. The fact that it negatively impacts directly on my property value. Peter indicated that he does not agree with me on the 2nd and 3rd point.

My portion of the driveway will also have to be widened, in order to park two vehicles without having to move one to move the 2nd one. That entails another culvert on my side of the driveway, removal of two large trees as well as landscaping, all at my expense so that I can park one car in front of my house. My side porch will have to be taken down and I will have to build a smaller one to allow me access to my backyard for my trailer, vehicle access for maintenance work, etc., then build a fence to separate the two properties, over 170 feet long. **As you can imagine, this re-zoning will cost me many thousands of dollars, it will change the landscape of the street to the detriment of the neighbourhood as existing front lawns will become parking lots.** The only person who benefits from all this is the landowner of 69 Ashgrove and the renting tenants but the people it negatively affects will be many more.

For the past 30 years we have had no problems working out a way to park vehicles in the driveway without having to move one to make way for the other. This became a problem when more tenants moved in next door to me and the number of vehicles increased. As I pointed out to Peter, the property line does not split the driveway down the centre, the neighbor owns more of the back end of the driveway between the houses and I own most of the mouth of the driveway. Its an irregular shaped lot, I don't believe it's a typical situation and shouldn't be treated as one.

For the record, **I am against the rezoning, but if it must go through** I would like to ask that some conditions be applied. I believe the owner should separate the mouth of the driveway on their side and a vehicle can park in front of their house and that the owner share the cost of putting up a fence to separate our properties. This would solve some

parking issues and perhaps keep unwanted flyers etc. from blowing over and onto our property. I feel a fence is now required and I do not feel I should have to pay 100% of the costs.

I left Peter with a letter which pretty much addresses my concerns, a petition and some photos of the driveway which I am sure you will have a chance to see, if not please let me know and I will gladly provide you with one.

I hope and trust this can come to a fair, objective and equitable solution after city council addresses the issue on the 11th of April.

Thank You

Roger Scharbach

Work: (705) 541-5527

Home: (705) 759-8628









2012 ORTHO PHOTO

69 ASHGROVE AVENUE

Planning Application: A-5-16-Z



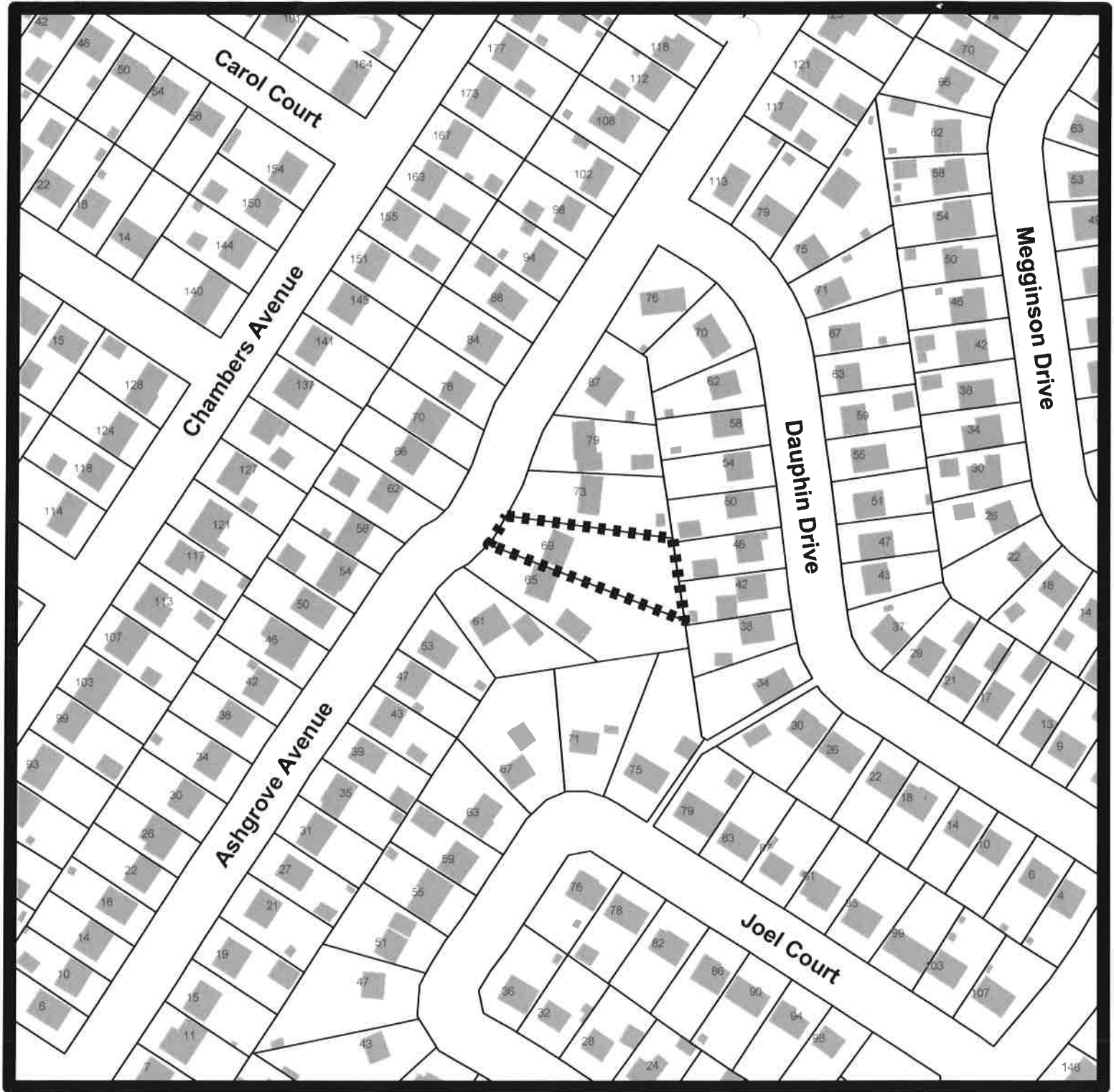
METRIC SCALE
1 : 2000

ROLL NUMBER
010-043-017-00

Legend



Subject Property = 69 Ashgrove Avenue



SUBJECT PROPERTY MAP

69 ASHGROVE AVENUE

Planning Application: A-5-16-Z



METRIC SCALE
1 : 2000

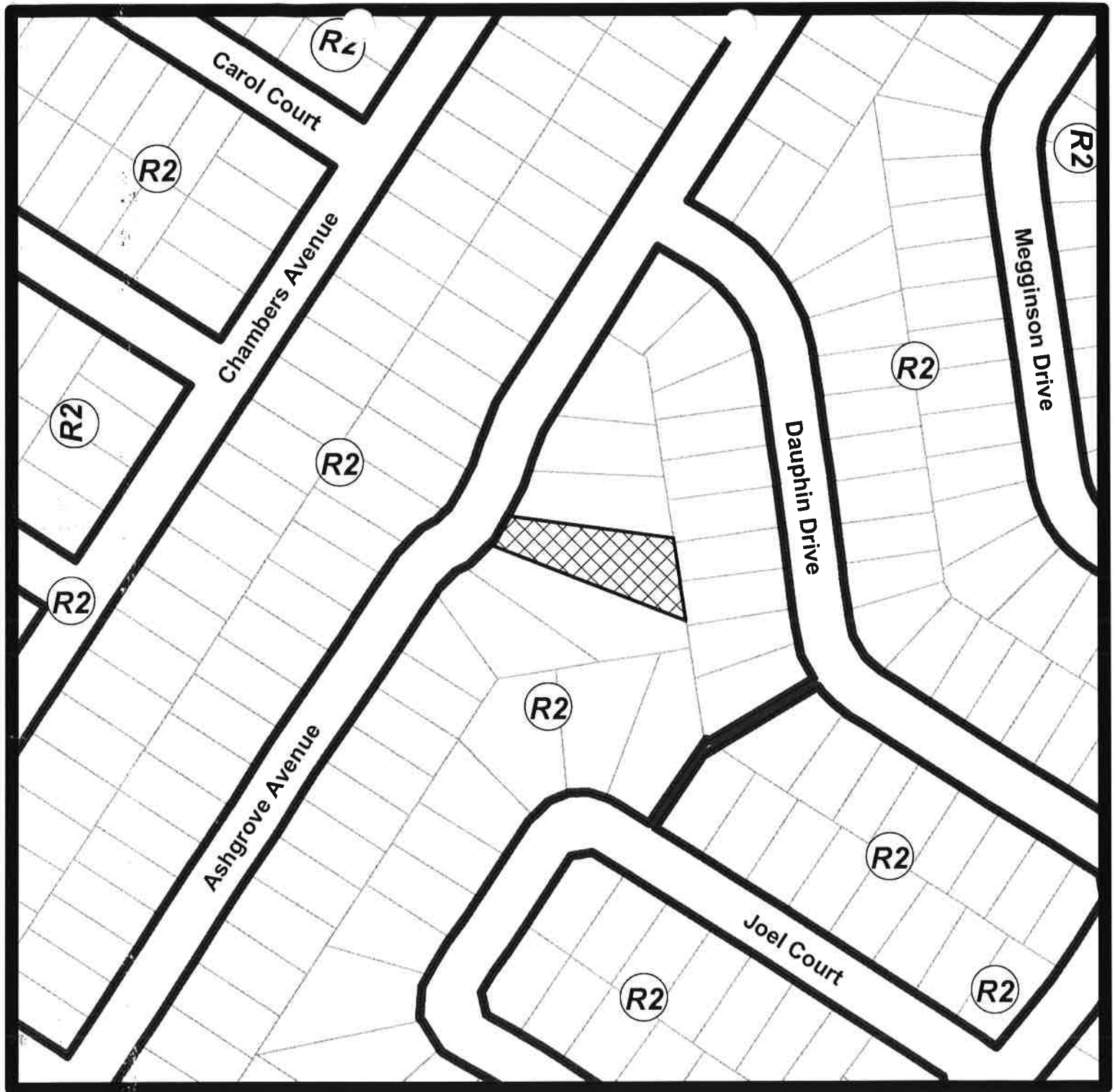
ROLL NUMBER
010-043-017-00

Legend



Subject Property = 69 Ashgrove Avenue

MAP NUMBERS
24 & 1-24



EXISTING ZONING MAP

69 ASHGROVE AVENUE

Planning Application: A-5-16-Z

Legend

 Subject Property = 69 Ashgrove Avenue

NCZBYLAWCLASS

 R2



METRIC SCALE
1 : 2000

ROLL NUMBER
010-043-017-00

MAP NUMBERS
24 & 1-24



COUNCIL REPORT

April 11, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Peter Tonazzo, MCIP, RPP, Planner

DEPARTMENT: Engineering and Planning Department

RE: A-6-16-Z – 546 Cooper Street

PURPOSE

The applicant wishes to rezone the subject property to permit the construction of a semi-detached building with a total of two (2) dwelling units.

PROPOSED CHANGE

The applicant is seeking Council's approval to rezone the subject property from "R2" (Single Detached Residential Zone) to "R3" (Low Density Residential Zone).

Subject Property:

- Location – located on the east side of Cooper Street, approximately 161m (528') north of its intersection with Second Line West, civic no. 546 Cooper Street.
- Size – 18.9m frontage by 30.5m depth (62' x 100') totalling 576.5m² (6206ft²)
- Present Use – Vacant land
- Owner – Peter Egidio

BACKGROUND

There have been no applications on the subject property.

ANALYSIS

Conformity with the Official Plan (OP)

The subject property is designated 'Residential' on Land Use Schedule 'C' of the Official Plan. The following OP policies support the applicants request to rezone the subject property to facilitate the construction of a semi-detached dwelling:

- R.4 Small scale intensification may be permitted in all residential areas unless adequate supporting infrastructure is not available or significant physical constraints exist.
- R.5 Small scale residential intensification may include, but not be limited to, rooming, boarding and lodging houses, apartments in houses, infill development and redevelopment.

This application represents an infill, intensification development opportunity. Based on a preliminary review, there appears to be adequate servicing (sewer, water, electric), and no physical constraints exist upon the subject property.

Comments

The applicant is seeking Council's approval to rezone the subject property from "R2" (Single Detached Residential Zone) to "R3" (Low Density Residential Zone) in order to construct one (1)-storey semi-detached dwelling on the property.

Referring to the applicant's site plan and elevation drawings attached, the footprint of the proposed semi-detached dwelling will adhere to the required setbacks. Each unit will have an attached garage which will accommodate the required parking.

The minimum lot size for a semi-detached dwelling within an "R3" zone is 600m² (6459ft²). Although the subject property is 576m² (6200ft²), section 4.14.3 of Zoning By-law 2005-50, permits half of the municipally owned laneway abutting the subject property to be included when calculating lot area. The resulting lot area with half of the laneway is 603m², which adheres to minimum zoning requirements.

The character of the surrounding area is mixed residential. There are three apartment buildings located directly across the street from the subject property. The majority of the properties along the east side of this portion of Cooper Street are occupied by single detached dwellings.

Consultation

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

- No objections/comments – PWT, Conservation Authority, Fire Services, Municipal Heritage Committee, PUC Services, Building Division

Up to the drafting of this report there have been no objections raised by neighbours who were circulated as part of the processing of this application.

IMPACT

Approval of this application will not impact municipal finances.

STRATEGIC PLAN

This application is not directly linked to any policies contained within the Corporate Strategic Plan.

SUMMARY

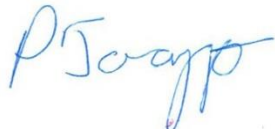
The applicant's proposal to rezone the subject property to facilitate the construction of a single storey semi-detached dwelling represents an appropriate infill development opportunity. The existing lot is large enough to support the proposed footprint, which will adhere to all setback requirements.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planner dated 2016 04 11 concerning rezoning Application A-6-16-Z be received and that Council approves the application and rezones the subject property from Single Detached Residential Zone (R2), to Low Density Residential Zone (R3).

Respectfully submitted,



Peter Tonazzo, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

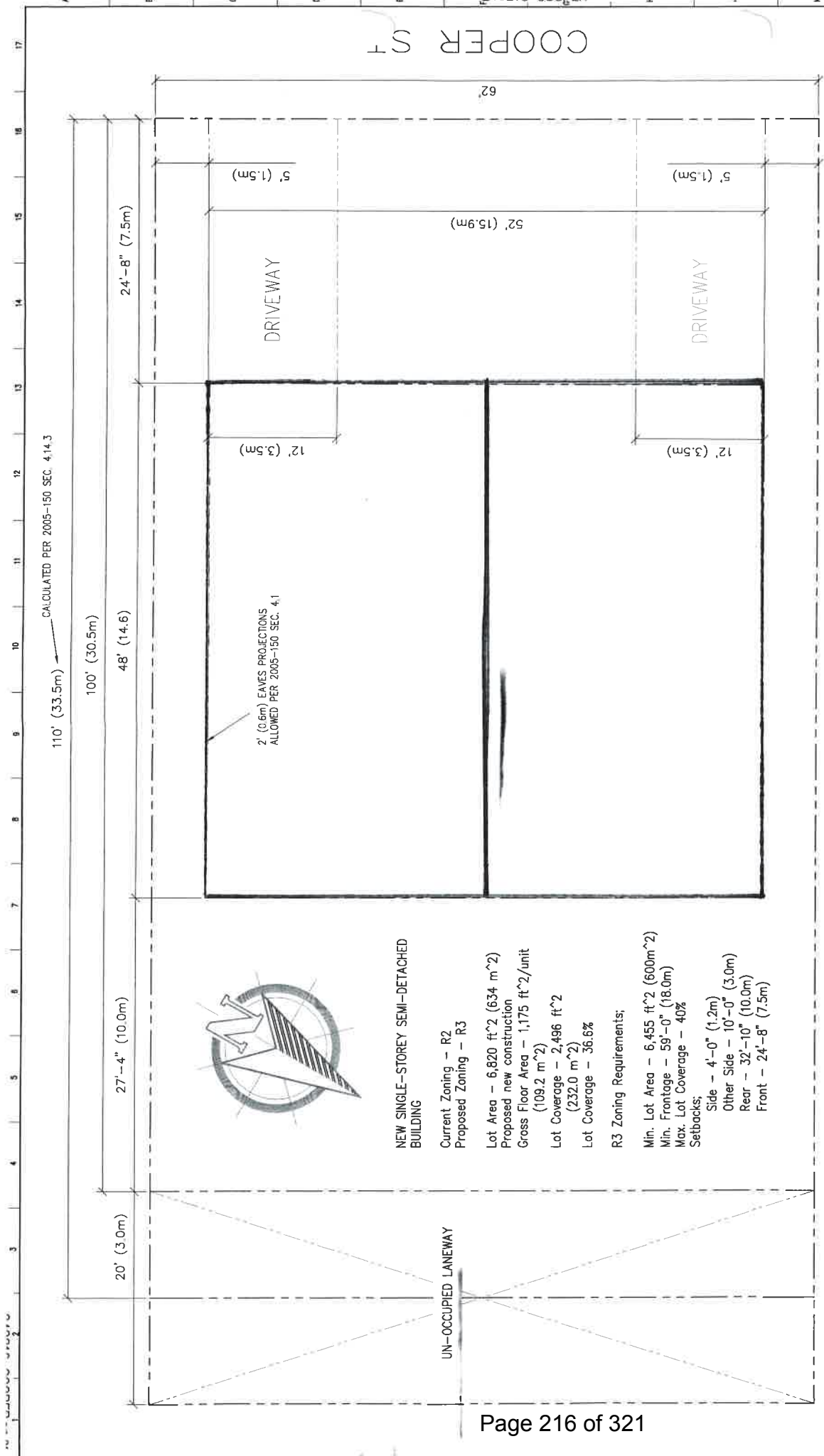
Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

PT:ps

Attachment(s)



NEW SINGLE-STOREY SEMI-DETACHED BUILDING

Current Zoning - R2
Proposed Zoning - R3

Lot Area - 6,820 ft² (634 m²)
Proposed new construction
Gross Floor Area - 1,175 ft²/unit (109.2 m²)
Lot Coverage - 2,496 ft² (232.0 m²)
Lot Coverage - 36.6%

R3 Zoning Requirements;

Min. Lot Area - 6,455 ft² (600m²)
Min. Frontage - 59'-0" (18.0m)
Max. Lot Coverage - 40%

Setbacks:

Side - 4'-0" (1.2m)
Other Side - 10'-0" (3.0m)
Rear - 32'-10" (10.0m)
Front - 24'-8" (7.5m)

PROJECT NUMBER	240216	PROJECT NAME	COOPER ST
CLIENT INFORMATION	SEMI-DETACHED NEW CONSTRUCTION	SCALE	1/4"=1'-0" RATIO: 1:48
DATE	2018-02-24	REVISION	0
DESIGNER	P. EGBRO	PROJECT	240216 COOPER
DATE	2018-02-24	REVISION	0
DATE	2018-02-24	REVISION	0

NOTES:

- CONTRACTOR SHALL FURNISH ALL NECESSARY PERMITS.
- ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.
- ALL DIMENSIONS SHALL BE TO THE CENTERLINE OF THE ROAD.
- ALL DIMENSIONS SHALL BE TO THE CENTERLINE OF THE ROAD.
- THE CONTRACTOR SHALL BE RESPONSIBLE FOR ALL DIMENSIONS AND CONSTRUCTION SHOWN ON THESE DOCUMENTS.
- THESE DOCUMENTS ARE NOT VALID UNLESS EACH PAGE IS SIGNED AND SEALED BY THE AUTHORIZED DESIGNER.



2012 ORTHO PHOTO
546 COOPER STREET
Planning Application: A-6-16-Z



METRIC SCALE
1 : 1800

ROLL NUMBER
060-013-052-00

MAP NUMBERS
79 & 1-89

MAIL LABEL ID
A-6-16-Z

Legend



Subject Property = 546 Cooper Street



SUBJECT PROPERTY MAP

546 COOPER STREET

Planning Application: A-6-16-Z



METRIC SCALE
1 : 1800

ROLL NUMBER
060-013-052-00

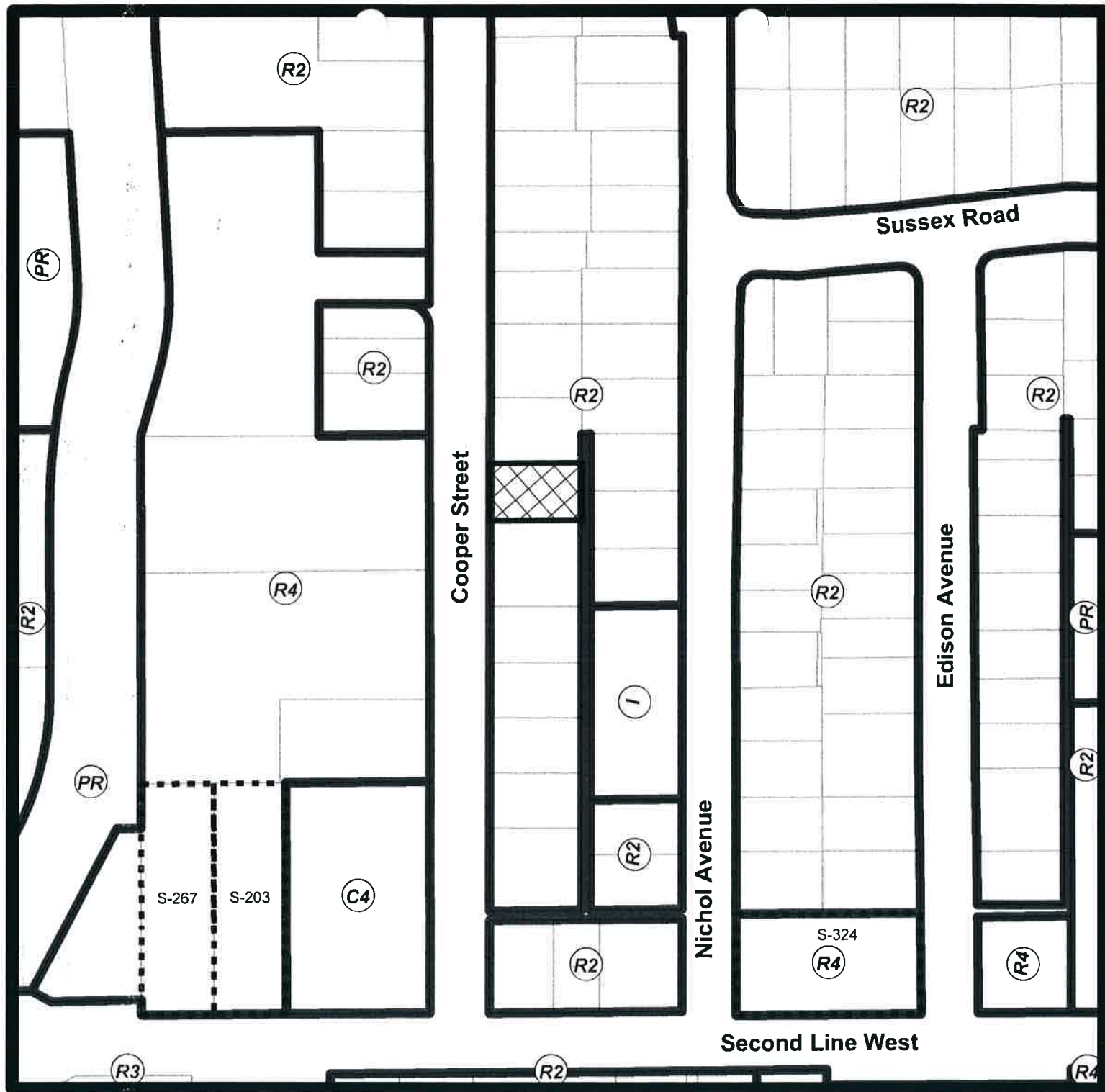
MAP NUMBERS
79 & 1-89

MAIL LABEL ID
A-6-16-Z

Legend



Subject Property = 546 Cooper Street



EXISTING ZONING MAP

546 COOPER STREET

Planning Application: A-6-16-Z



METRIC SCALE
1 : 1800

ROLL NUMBER
060-013-052-00

MAP NUMBERS
79 & 1-89

MAIL LABEL ID
A-6-16-Z



Subject Property = 546 Cooper Street



R2 - Single Detached Residential Zone; R2hp



R4 - Medium Density Residential Zone



C4 - General Commercial Zone



I - Institutional Zone



PR - Parks and Recreation Zone



S# - Special Exception Zoning

March 21, 2016

To: Mayor Christian Provenzano and Members of City Council

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

Re: EDF Request – Sault Ste. Marie Airport Development Corporation Hangar Expansion

The attached application for Economic Development Funds (EDF) prepared by the Sault Ste. Marie Airport Development Corporation (SSMADC) is requesting \$250,000 to support a \$5.4 Million expansion to the existing hangars and facilities at the airport currently occupied by JD Aero. On March 7, 2016, the Sault Ste. Marie Economic Development Corporation Board of Directors passed a unanimous resolution recommending this application for approval by City Council. We respectfully request that this be placed on Council Agenda for March 21st, as we have been advised that the SSMADC wishes to proceed with construction as soon as possible.

PROJECT DESCRIPTION

The SSMADC intends to expand its capacity for attracting and servicing commercial operators for aircraft maintenance, repairs and overhaul (AMRO). All of the existing commercial hangar space at the Sault Ste. Marie airport is presently leased to AMRO firms. In 2011, an additional 22,230 sq. ft. hangar was built next to the existing 20,000 sq. ft. hangar that was already situated at the airport. As JD Aero continues to expand by adding two additional major airlines (WestJet and Horizon Airlines) there is an imminent requirement to add an additional 16,400 sq. ft. between the two existing hangars, an additional 10,000 sq. ft. expansion to the original hangar. From a service perspective, JD Aero requires 10,000 sq. ft. of additional apron space and 5,000 sq. ft. of additional parking for the increased workforce.

The opportunity exists now to build on the SSMADC's plan to continue to expand its' industrial park area. A current AMRO tenant (JD Aero) has further expanded their operation that requires additional hangar space from the SSMADC. JD Aero's current client base includes Bombardier Dash aircraft, especially the Q400, and provides services to such companies as FlyBee (Europe), Air Canada Jazz, Bombardier Asset Management, de Havilland Flight Test, Pratt & Whitney, A&A, Aero Century, Porter Airlines, along with non-Dash aircraft airlines Bearskin and Skylink.

This expansion is necessary in order for JD Aero to remain competitive in the AMRO market. It is important that this project will also serve as noted in the Northern Ontario Growth Plan "Northern Ontario will be facing unprecedented challenges to capture investment from foreign markets. Efficiency of transportation is a deciding factor in investment and business growth decision." With this added expansion for AMRO services at the Sault Ste. Marie Airport, it will attract global airline companies to have their aircraft serviced in Sault Ste. Marie a strategic location due to its close proximity to the US border and access to CBSA officials. In addition, it will also provide greater efficiency for transportation by allowing for aircraft to be serviced on-site in Sault Ste. Marie – central to North American market and convenient global customers.

Meeting the Criteria for the Use of the Fund:

This project will create and protect jobs as well as add to the city tax base by:

Expanding aircraft maintenance, repair and overhaul facilities in the community through the construction of additional hangar space, thereby creating an additional 25 direct new jobs, 10 additional contract personnel and provide additional tax revenue;

- Contributing to the sustainability and expansion of an existing enterprise JD Aero, without unfairly competing with other local enterprises; and
- Supporting the City's aviation sector strategy by creating an environment for business development through aviation infrastructure development.

Key Performance Targets:

As mentioned above, this project supports the **Growth Plan for Northern Ontario** and efforts by the Province, industry and other partners to grow and diversify the transportation, aviation and aerospace sectors by capitalizing on Northern Ontario's extensive knowledge and experience in air transportation to rural and remote communities as well as encouraging the development and application of innovative technologies and providing necessary infrastructure.

- **GDP Impact:**

As reported in the SSMA DC 2014 to 2023 Land Use and Master Plan report, the Sault Ste. Marie provides in 2013 value a total GDP impact (direct, indirect and induced) that accrues from operations of \$39.3 Million and the level of output corresponds to 430 Full Time Equivalent jobs.

- **Net Job Creation:**

This project will provide additional economic activity at the Sault Ste. Marie airport and increase the financial sustainability of the airport. **It will provide an additional 25 new well-paying, skilled trades positions and an additional 10 to their current contract list** responsible for aircraft modifications, repairs, maintenance checks and overhauls. These engineers and engineering technicians will receive specialized leading edge and innovative MRO training at a cost of \$20,000 to \$30,000 per employee. There will also be spin offs to the community in the form of the purchase of materials, services and supplies. It is important to note that this will be above JD Aero's current workforce of 50 employees.

- **Increased Tax Assessment:**

Current taxes of the existing hangar are approximately \$92,500. It is expected that the new 26,400 ft.² expansion to the hangars will bring in additional **tax revenue - (approx. \$53,000)** to a total of **\$145,500 annually**.

- **Economic Development Projects:**

This project aligns itself very well with the strategic priorities of the City of Sault Ste. Marie and enhances the development of a small but important industrial sector in the community. One of the development strategies being driven by Business SSM (a division of the Sault Ste.

Marie Economic Development Corporation) focuses on the transportation sector with aviation identified as a priority. It is being marketed on a global scale in order to assist the airport in improving its sustainability and providing enhanced services.

- **Leveraging**

The support of the EDF leverages additional contributions from NOHFC, FedNor and CDC contributions for a total of \$5.8 million for the hangar and facilities expansion.

RECOMMENDATION

As this project is consistent with EDF Criteria and will positively impact the community as a whole; the Board of Directors of the Sault Ste. Marie Economic Development Corporation recommends this funding application in the amount of \$250,000 be forwarded to City Council for their approval.

Respectfully submitted,



Tom Dodds, CEO

cc: Al Horsman, CAO, City of SSM
Malcolm White, City Clerk, City of SSM
Rachel Tyczinski, Deputy City Clerk & Manager of Quality Improvement, City of SSM

SAULT STE. MARIE
ECONOMIC DEVELOPMENT CORPORATION

Board of Directors' Meeting

Monday, March 7, 2016
Russ Ramsay Board Room
11:30 am.

AGENDA ITEM 2

Moved by: Terry Rainone

Seconded by: Pramod Shukla

Conflict: Lori Naccarato, BDC

Whereas to further develop Sault Ste. Marie's key sectors of transportation, aviation and aerospace; and

Whereas the \$5.8 million hanger and facility expansion at the Sault Ste. Marie Airport is necessary in order for the current tenant, JD Aero, to meet client contracts and to maintain their operation and future business in Sault Ste. Marie;

Be it resolved that the Board of Directors accepts the CEO's Report re EDF Request – Sault Ste. Marie Airport Development Corporation Hangar and Facilities Expansion, March 7, 2016; and

Furthermore recommends this funding application in the amount of \$250,000 be forwarded to City Council for their approval. CARRIED.

Sault Ste. Marie Airport Development Corporation

February 12, 2016

Manager of Corporate Services
Sault Ste. Marie Economic Development Corporation
99 Foster Drive, First Level
Sault Ste. Marie, ON
P6A 5X6

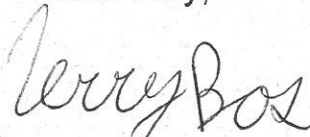
Re: Economic Development Fund (EDF) Application

Attached please find an application information document providing the requested information sought in the Economic Development Fund (EDF) – Criteria document, I trust that the required information has been provided.

Also attached is the requested supporting documentation which includes audited financial statements as of March 31, 2015 and copies of the submissions to NOHFC and FedNor. For ease of reference I have also attached a site drawing prepared by David Ellis Architect Inc.

If you have any questions please feel free to contact me at 705-779-3031 ext. 205, or email at bost@saultairport.com.

Yours truly,



Terry Bos
President & CEO



Applicant Information

Legal name of business/organization: Sault Ste. Marie Airport Development Corporation

Names of Officers, Directors & Principals: Jerry Dolcetti, Chair; Dan Lewis, Vice-Chair; Allan Frederick, Treasurer; Douglas Lawson, Secretary; Joe Krmpotich, Director; Pelham Matthews, Director; Gino Cavallo, Director; Gene Nori, Director; Tyler Wilson, Director; Terry Bos, President and CEO; Jim DeGasparro, Operations/SMS Manager and Fire Chief; Chris Biocchi, Communications Coordinator.

History of Organization: The Sault Ste. Marie Airport Development Corporation (SSMADC) is a private not-for-profit Corporation that owns and operates the Sault Ste. Marie Airport. The SSMADC was established in response to the Federal governments National Airport Policy (1994). Ownership was first offered to provincial and local governments, airport commissions, private business or other interest. The SSMADC took over ownership of the Airport on March 28, 1998.

Organization mandate: To make the Sault Ste. Marie Airport the best regional passenger air facility in the Country.

Key contact for initiative: Terry Bos, President & CEO

Contributing partners: FedNor, NOHFC, JD Aero, SSMADC

Project Information

Project description:

SSMADC tenant JD Aero has outgrown their existing hangar facilities at the airport and require an expansion in order to meet the needs of their clients which include such major airlines as Porter, WestJet, and Horizon, along with Air Georgian, Nav Canada, and Fly Bee. In order to meet their client needs they require a much expanded stores area as well as office space for planning and for the clients, this expansion will be 16,400 square feet. In order to have space for the additional aircraft that they will be serving they require an expansion of their existing hangar space by 10,000 square feet. Along with the building expansions and in order to replace the space that is being taken up by the expansions an addition to the apron of 10,000 square feet is required and the parking lot requires an expansion of 5,000 square feet to house the additional staffing requirements. There will also be an expansion to allow for a fuel tank containment in order to introduce AVJET to JD Aero's operation and provide fuel service.

The expected outcomes of the project will be to provide the space necessary for JD Aero to complete their expansion plans to meet the needs of their two newest clients WestJet and Horizon. Currently JD Aero is serving FlyBee (Europe), Air Canada Jazz, Bombardier Asset Management, de Havilland Flight Test, Pratt & Whitney, A&A, Aero Century, Porter Airlines, Nav Canada, WestJet, and Horizon, along with non Dash aircraft airlines Bearskin and Skylink. Due to this increase in activity, this will also allow JD Aero to expand their permanent full time workforce from the existing 50 to 75 employees and the overall full capacity work force including contract employees needed to meet the heavier periods of time to 110. This will allow for a more permanent work flow for JD Aero. The expansion is necessary for JD Aero to meet their client's needs and maintain their operation in Sault Ste. Marie instead of moving to a large hangar centre. A new long term lease will also be signed between the SSMADC and JD Aero confirming their continued operation in Sault Ste. Marie.

Objectives: The expansion of these hangars is compliant with the land use plan of the airport. This project will enhance the airports strategic position to expand and grow the airport facilities in an orderly manner. The hangar and its location fit well into the airports overall master plan and the creation of an industrial space starting in that area and extending outward, see attached plan.

The SSMADC's Mission Statement is: "To make the airport the best, regional air transportation facility in the country through a philosophy of community-based control and self-sustaining operation, and by providing positive benefits to the people and commerce of Sault Ste. Marie and the District of Algoma" (source SSMADC website).

As reported in the SSMADC 2014 to 2023 Land Use and Master Plan report, the Sault Ste. Marie Airport provides in 2013 value a total GDP impact (direct, indirect and induced) that accrues from operations of \$39.3 Million and the level of output corresponds to 430 Full Time Equivalent jobs.

This expanded airport industrial park would be a win/win scenario with not only the airport and Sault Ste. Marie benefitting but also the region of Northern Ontario.

The project is being undertaken due to the fact that the opportunity exists now to build on the SSMADC's plan to expand the existing hangars. A current AMRO tenant (JD Aero) has the opportunity to expand their operation and in order to do so require additional hangar space from the SSMADC. JD Aero is world renowned in their work on Bombardier Dash aircraft, especially the Q400 and provide services to such companies as Fly Bee (Europe), Air Canada Jazz, Bombardier Asset Management, DeHavilland Flight Test, Pratt & Whitney, A&A, Aero Century, and Porter Airlines, along with non Dash aircraft airlines Bearskin and Skylink. Access their website www.jdaeromaintenance.com.

The project will also serve to increase the financial self sustainability of both the SSMADC and JD Aero by providing additional AMRO opportunities to take place in Sault Ste. Marie and thereby attracting more aircraft to Sault Ste. Marie to have their work completed i.e. routine maintenance, maintenance checks, and modifications.

The outcome of the project will see the expansion of a hangar in the SSMADC industrial park area. It will see the expansion of an existing AMRO service at the airport, and thereby the retention of that AMRO service at the airport. It will allow the AMRO to expand its client base and meet the current needs of its existing client base, thereby attracting more aircraft to the Sault Ste. Marie airport for maintenance work as such the case with JD Aero.

The project will also serve as noted in the Northern Ontario Growth Plan, "Northern Ontario will be face unprecedented challenges to capture investment from foreign markets. Efficiency of transportation is a deciding factor in investment and business growth decision." With this expansion of the industrial park for AMRO services at the Sault Ste. Marie airport it will attract global airline companies to have their aircraft serviced in Sault Ste. Marie a strategic location due to its close location to the US border and access to CBSA officials. It will provide greater efficiency for transportation by allowing for aircraft to be service on-site in Sault Ste. Marie - central to North American market and convenient to global customers. And allow for uninterrupted 24/7 movement of aircraft into and out of Sault Ste. Marie due to no curfews at the Sault Ste. Marie Airport.

Performance targets: The SSMADC will monitor and evaluate the results of the project and are currently working on an amendment to the existing lease agreement with JD Aero. The SSMADC will monitor to ensure that JD Aero feels the additional work they were planning on attracting clients materialized, therefore fully utilizing the facility and no difficulties in ensuring that lease/tax payments are affordable for them. The SSMADC will continue to monitor the number of aircraft that arrive for service at JD Aero. This will be monitored through the aircraft billing system and will result in additional billings/revenue for the SSMADC. Another statistic that will be continually monitored is the number of aircraft movements at the airport, as the new expanded JD Aero presence will continue to increase the number of movements at the airport.

These two new clients that have been successfully negotiated with JD Aero will result in 25 additional new jobs and an additional 10 contract employees that will bring their total to 110 people. Additional spin offs include additional activity at the restaurant. and possible courses at Sault College. Performance targets that can be monitored include JD Aero providing annual confirmation of their ability to meet their target performances.

Impacts and Limitations of Project: It is not anticipated that the project will have any impacts on the environment or aboriginals. The project will not have an impact on the on-going day to day operations of the airport.

Methodology and timing: With the present infrastructure in place, JD Aero has started to take in the maintenance of WestJet and Horizon Airlines in a limited capacity. It is imperative that the construction of this project commence in April 2016 with a completion date of end October 2016. Due to these tight time lines necessary to have the expansion completed prior to the winter season, the SSMADC Board of Directors approved the project subject to funding. Meetings were conducted with funding agency representatives in early February and the necessary applications have been submitted.

Engineering and design work for the facility is currently underway. Site preparation would be carried out in April-May 2016 Building permit application would likely depend on funding approvals expected in late March 2016. The building would be delivered in September 2011 and final construction completed in November 2011

Costs and Financing

Estimated Costs:

The estimated project cost for the Airport Development Corporation Hangar expansion project are as follows:

Project Costs:	
Building	\$4,250,000
Site Development	\$1,000,000
Engineering/Architect Fees incl. permitting	\$550,000
TOTAL	\$5,800,000

Proposed Funding Partners:

The proposed funding partners for this Airport Development Corporation Hangar project expansion EDF request are as follows:

SSMADC (confirmed)	\$2,750,000
NOHFC (pending)	\$1,800,000
FedNor (pending)	\$500,000
CDC (pending)	\$500,000
City of SSM EDF (Pending)	\$250,000
Total	\$5,800,000

In-kind contributions: None are anticipated at this time.

Balance, Financial Statements, Cash flow projections (historical and projected): Attached is a copy of the audited financial statements for the SSMADC as of March 31, 2015 which will provide the balance sheet, financial statements, and cash flow. Additional prior year audited statements can be provided as necessary.

Below is a capital cash flow projection for the SSMADC.

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Cash, Beg.	\$1,575,600	\$2,138,024	\$1,496,044	\$1,532,759	\$2,201,869
Reserves	\$830,00	\$830,00	\$830,00	\$120,000	\$180,000
Cash Flow	(\$267,575)	(\$1,471,980)	(\$793,285)	\$549,110	\$895,475
Cash, End	\$2,138,024	\$1,496,044	\$1,532,759	\$2,201,869	\$3,277,344

Demonstrated need for assistance and supporting documentation and applications to other government assistance programs, etc.:

The support of the Economic Development Fund is needed in order to ensure that the project is affordable not only for the expansion but also for the new ongoing lease for the tenant to be affordable. Without the assistance of funding agencies it will be difficult for the SSMADC to secure sufficient financing to start the project, also without the support of funding agencies to help reduce the overall cost of the project the tenant would not be able to afford to lease the new facility. The above cash flow is based on all financing being attained, as is evident without the funding the SSMADC does not have sufficient cash flow to proceed with the project.

Attached are copies of the applications that have been made to the NOHFC and FedNor.

Economic Benefits

Description of how the project promotes economic growth and diversification:

The project will provide additional economic activity at the Sault Ste. Marie airport and increase the financial sustainability of the airport. It will provide an additional 25 specialized skilled advanced trade well paying jobs in aircraft modifications and maintenance checks, specialized training for employees is \$20,000 to \$30,000 per employee, as well as spin offs to the community by having this type of specialized work and their necessary supplies purchased in Sault Ste. Marie. It will expand JD Aero's presence in the aviation industry globally with its expanded service in Sault Ste. Marie. JD Aero is world renowned for their work on Bombardier Dash aircraft, especially the Q400 and provide services to such companies as Fly Bee (Europe), Air Canada Jazz, Bombardier Asset Management, DeHavilland Flight Test, Pratt & Whitney, A&A, Aero Century and Porter Airlines.

The SSMADC has the space; JD Aero is a well respected company, with trained staff, and the history of their relationship with Porter and Bombardier. JD Aero has contracts in South America, South Africa, Spain, etc.

The Airport is a critical piece of transportation infrastructure and this will expand the service capabilities at the airport, it will strengthen the sustainability and viability of JD Aero and the SSMADC and thereby the community of Sault Ste. Marie and surrounding area.

Projected job creation:

The number of jobs being created have been provided as information from the current AMRO – JD Aero as to the number of jobs they currently have (50 employees). The number of jobs being created to service the new contracts will be an additional 25 along with an additional 10 contract workers bringing the overall total to 110.

The number of jobs is necessary to meet the number of new contracts that they will be able to handle with the new expansion and the new revenue created by the new contracts will offset the increased costs that they will have for man power.

Potential for tax assessment increase: The expansion to the hangars and associated apron will be brand new development at the Airport and therefore provide increased assessment to the property and therefore tax assessment increase. The current taxes at the existing hangars amounts to \$92,500 and the additional expansion of 26,400 sq. ft. will bring additional tax revenue of approximately \$53,000.

Other economic and community benefits:

The main areas to consider are the expansion makes Sault Ste. Marie a serious contender in the AMRO service industry. It allows the SSMADC to diversify its revenue stream. It enables Sault Ste. Marie to grow locally service and specialty industries that provide product to the MRO industry. Being close to a border Sault Ste. Marie can service delivery of supplies more efficiently. SSMADC unrestricted air space 24-7 allows SSMADC to service customers. Benefits to Sault College enhanced training and curriculum. Sault Ste. Marie's strategic location globally. Expand supporting industries like avionics. The typical high tech and well paying positions being created. All of which is consistent with the SSMADC business model in growing the aviation industry in Sault Ste. Marie.

In addition, as reported in the SSMADC 2014 to 2023 Land Use and Master Plan report, the Sault Ste. Marie Airport provides in 2013 value a total GDP impact (direct, indirect and induced) that accrues from operations of \$39.3 Million and the level of output corresponds to 430 Full Time Equivalent jobs.

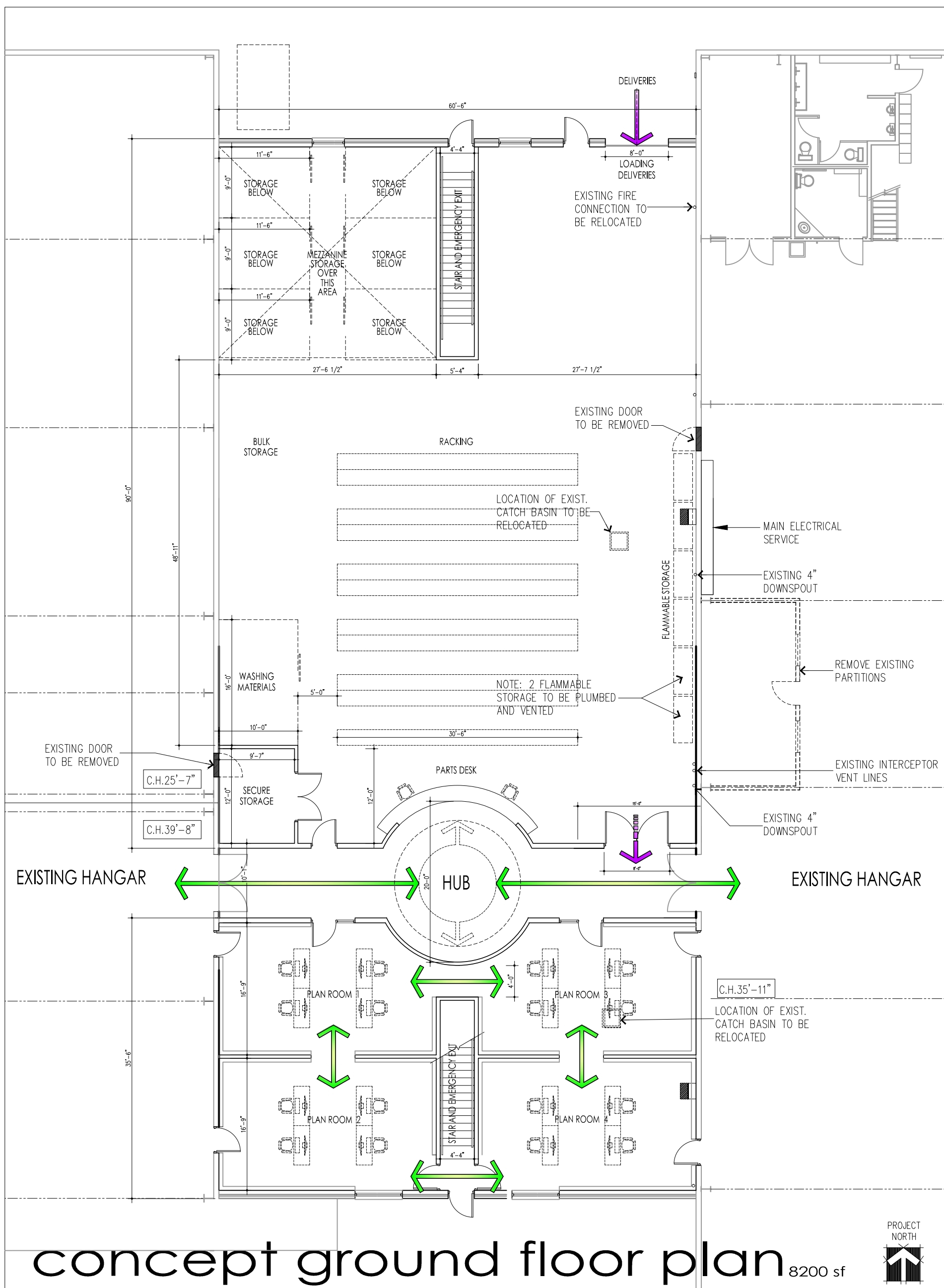
Community Benefits

How the project compliments other local initiatives:

The project compliments the local initiative of better air service for Sault Ste. Marie by the continued support Porter Airlines and Air Canada along with the existing client base and the two new major airlines (WestJet and Horizon Airlines). It provides a greater attraction for airlines and charters to choose Sault Ste. Marie by having the AMRO facilities available in Sault Ste. Marie.

Impact on the community as a whole:

The impact on the community as a whole is the new jobs being created that are highly skilled jobs and therefore well paying positions. There is the spin-off of those wages being spent in the community but also the additional tools/equipment/etc. that JD Aero will require being purchased locally in the community. It will bring people to the community i.e. pilots/maintenance with each aircraft that will require a stay in Sault Ste. Marie while the aircraft are being serviced. And it will support the airlines that are currently in and new to Sault Ste. Marie which are creating more airline competition and therefore lower fares for the community.





PROJECT
NORTH

A north arrow pointing upwards, with the text "PROJECT NORTH" above it. The arrow is a simple black outline of an arrowhead pointing up, with a vertical line extending downwards from the base of the arrowhead. The text "PROJECT NORTH" is in a bold, sans-serif font, with "PROJECT" on the top line and "NORTH" on the bottom line.

SERVICE LEVEL OPTIONS

AGENDA

- INTRODUCTIONS
- CURRENT CHALLENGES
- OPPORTUNITIES FOR PUBLIC LIBRARY
- OPPORTUNITIES FOR SCHOOL BOARD
- QUESTIONS



SERVICE LEVEL OPTIONS

CURRENT CHALLENGES

- CENTENNIAL LIBRARY
- PROGRAMMING SPACE
- SQUARE FOOTAGE
- ARCHIVES



2015 Annual Gardening Program



SERVICE LEVEL OPTIONS

OPPORTUNITIES FOR PUBLIC LIBRARY

- CENTENNIAL LIBRARY
- GROWING POPULATION NORTH OF CITY
- SQUARE FOOTAGE



SERVICE LEVEL OPTIONS

OPPORTUNITIES FOR SCHOOL BOARD

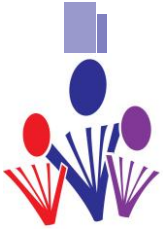
- COLLECTIVE IMPACT
- SYNERGIES
- PROGRAMMING OPPORTUNITIES
- SUPPORT FOR PARENTS AND CAREGIVERS



SERVICE LEVEL OPTIONS

QUESTIONS





Sault Ste. Marie Public Library

SUPPORTING DOCUMENTATION for SERVICE LEVEL PRESENTATION TO COUNCIL

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EXECUTIVE SUMMARY

In following the Public Libraries Act the Sault Ste. Marie Public Library Board would like to present this property item to Council for their consideration. In the fall of 2015 a potential partnership opportunity was presented to the Library Board from the Algoma District School Board concerning a hub at the location of the Alexander Henry school site. The opportunity presented, if approved by Council would provide the Sault Ste. Marie Public Library with 10,000 square feet of space. The Library Board is requesting that Council approve it to pursue the partnership opportunity presented by the Algoma District School Board.

The Library Board is well aware that with a decreased tax base maintaining the current level of funding will be difficult. The library has prepared this supporting documentation report to detail the current facets of library operation and show how the Sault Ste. Marie Public Library continues to seek fiscally responsible opportunities to continue to provide the resources necessary for our community as they seek to meet the challenges and opportunities presented in their lives. To support this proposal from the Board it may be necessary to restructure all library services.

In early 2015 the Library Board embarked on developing their new Strategic Plan. As part of the planning process a survey was developed and delivered throughout the community. The survey had 3 simple questions with the focus of discovering what our community wanted and needed from their public library. From over 500 responses the library received the Library Board learned about the technological experiences our community would like at their library, where they felt was the most convenient location for their library and finally the types of programming they would like to see offered by their library.

Following up on a study performed for the library in 2002 the Library Board focuses on the need to continue to place great value on the Archives collection. The report addressed the still existing issues of the lack of available space, lack of proper access and at full capacity. In keeping with the Municipal Act's Retention of Records 254(1) the library preserves municipal records in a "secure and accessible manner". There are other culturally significant collections that the library's Archives contain concerning the history of our community. The lack of space has caused the library to be placed in a situation where it must turn away important local collections.

The Library Board learned a great deal about where our community felt was the most convenient locations for their library. Many responses listed the Centennial / Downtown Library while others mentioned each of the branch libraries. Some suggestions included that there should be a library branch near Canadian Tire, Cambrian Mall or Wellington Square Mall. Other suggestions shared the Mill Market or aligned with a learning institution.

In January of 2015 the Library Board commissioned the NORDIK Institute to perform a study on the return on investment provided to Sault Ste. Marie by the library. Utilizing economic formulae from the Martin Prosperity Institute's study on the Toronto Public Library, the NORDIK Institute was able to provide a wealth of information. Included in the report was the finding that for every dollar that the municipality provides to the library there is a 236% return on that investment. Between the tangible and intangible benefits that the library is able to provide based on the funding received from the municipality there is a \$603 value that can be placed on every hour that the library is open to serve the community. This value includes \$316,332 for programs for children, teens, adults and seniors as well as \$76,188 for internet workstations and \$4,608,690 for the circulation of library collections.

DEMOGRAPHICS REPORT ON SAULT STE. MARIE ONTARIO

Population	2011	Males	Females
Total Population	79,800*	38,475	41,320
	(75,141)**		
Age Distribution			
0 – 4 Years	3,729	1,960	1,760
5 – 9 Years	3,710	1,845	1,860
10 – 14 Years	4,045	2,130	1,925
15 – 19 Years	5,030	2,565	2,465
20 – 24 Years	5,020	2,515	2,500
25 – 29 Years	4,455	2,170	2,285
30 – 34 Years	4,315	2,050	2,265
35 – 39 Years	4,235	2,035	2,200
40 – 44 Years	4,775	2,330	2,450
45 – 49 Years	6,200	2,940	3,270
50 – 54 Years	6,985	3,285	3,700
55 – 59 Years	6,245	3,075	3,170
60 – 64 Years	5,645	2,760	2,890
65 – 69 Years	4,225	2,000	2,225
70 – 74 Years	3,610	1,670	1,940
75 – 79 Years	3,110	1,435	1,675
80 – 84 Years	2,475	1,050	1,425
85 – 89 Years	1,360	500	860
90 – 94 Years	505	135	370
95 – 99 Years	120	30	90
Median Age	45.6	44.3	46.6

** This number is the population of the city of Sault Ste. Marie only.
The Provincial Government uses this number to determine the Public Library Operating Grant.

* This number is the Sault Ste. Marie Census agglomeration which includes Macdonald, Meredith and Aberdeen Additional, Garden River, Laird and Prince.

DEMOGRAPHICS REPORT ON SAULT STE. MARIE ONTARIO

Total Population 15 Years of age and over Based on 2011 Census Information	
No Certificate, Diploma or Degree	12,725
High School Diploma or equivalent	18,075
Apprenticeship College, CEGP or other non-university certificate or diploma or Trade Certificate or Diploma	6,125
College, CEGP or other non-university certificate or diploma	14,440
University certificate or diploma below bachelor level	2,000
University certificate, diploma or degree	9,675

Families and Library Cards	
Number of Families	23,450
Number of Library Memberships	18,919

DEMOGRAPHICS OF LIBRARY MEMBERSHIPS BY LOCATION

Library Location	Membership Description	2016 Number of Card Holders
Centennial Library		
	Children	2,024
	Teens	930
	Adult	6,797
	Senior	3,478
	Outreach, Support Services and Adult Literacy Client	857
	Total	14,086
Churchill Branch Library		
	Children	287
	Teens	143
	Adult	1,093
	Non-Resident Adult	12
	Senior	877
	Outreach, Support Services and Adult Literacy Client	75
	Total	2,487
Korah Branch Library		
	Children	592
	Teens	242
	Adult	959
	Senior	443
	Outreach, Support Services and Adult Literacy Client	110
	Total	2,346
Total Number of Library Memberships (Current as of March 2016)		18,919

COMPARISON OF LIBRARY LOCATIONS

2016 Budget - \$3,267,413.00

Library Location	Operating Costs	Square Footage	Staffing Levels
Centennial Library	\$2,603,424.93	33,150	32 Full Time Staff
Churchill Branch Library	\$364,798.00	4,574	4 Full Time Staff
Korah Branch Library	\$262,520.00	6,050	4 Full Time Staff
Northern Branch Based on 10,000 square feet	\$292,785.00 \$8.00 per square foot	10,000	4 Full Time Staff
Wellington Square Mall Based on 10,000 square feet	\$472,738.00 \$22.00 per square foot	10,000	4 Full Time Staff

Map of Distances Between Library Locations			
	Centennial	Churchill	Korah
Churchill Branch Library	3 km	0 km	8.46 km
Korah Branch Library	6.62 km	8.46 km	0 km
Northern Branch	4.19 km	5.09 km	5.2 km
Wellington Square Mall	4.91 km	2.14 km	10.55 km

COMPARISON COSTS FOR CHURCHILL AND NORTHERN BRANCH

Churchill Branch Library		
Associated Cost Items	Annual Operating Costs	Projected Savings for 5 Years
Salaries	\$178,000.00	\$890,000.00
Benefits	\$37,610.00	\$188,050.00
Library Materials (Books and Periodicals)	\$27,235.00	\$136,175.00
Office Expenses	\$1,500.00	\$7,500.00
Operating Expenses	\$124,060.00	\$620,300.00
Equipment Purchases	\$1,200.00	\$6,00.00
Savings	\$368,105.00	\$1,840,525.00

Northern Library Branch Operating Costs	
Associated Cost Items	Annual Operating Costs
Salaries	\$178,000.00
Benefits	\$37,610.00
Library Materials (Books and Periodicals)	\$27,235.00
Office Expenses	\$2,000.00
Operating Expenses	\$80,000.00
Totals	\$324,845.00

One Time Costs Associated with Move of Churchill Branch to Northern Branch	
Moving Company*	\$15,661.80
Signage**	\$3,431.65
Telephone	\$1,500.00
Total	\$20,593.45

COMPARING SSMPL WITH SAULT COLLEGE AND ALGOMA UNIVERSITY LIBRARIES

The Ontario Library Association has listed the main roles of Public, School, College and University Libraries. Public Libraries are the one institution that is available to all.

- **Public libraries** are available to everyone; maintaining programs and services to support young children, families, students, workers and seniors.
- **School libraries** provide essential academic services by directly supporting the reading and curriculum needs of Ontario's students.
- **College and university libraries** support the research needs of faculty and students alike. Consequently, Ontario's educational infrastructure is supported by access to libraries.

At Sault College and Algoma University:

- Anyone can get a library card
- There is a charge for computer use
- There are limited collections based on curriculum
- There are no free programs for babies, teens and seniors
- There do not have staff who are trained to assist parents and caregivers to find age appropriate materials or materials for reluctant readers
- There are no free summer programs and activities designed to help school aged children maintain their literacy skills over the holidays

While both of these academic institutions possess the necessary staff and resources to assist their clients in meeting academic goals the Sault Ste. Marie Public Library in keeping with its mandate has the staff and resources to assist all ages in our community in developing and encouraging a life-long love of learning. The resources at the Sault Ste. Marie Public Library do not require anything but a library card to be accessed.

EVOLUTION OF LIBRARY PROGRAMMING

Year	Program Type	# of Programs	# of Attendees
2005			
	Children	1,014	5,110
	Teen	1	364
	Adult/Senior	44	220
TOTAL		1,059	5,694
2015			
	Children	543	9,090
	Teens	64	444
	Adult	350	3,165
	Boomers and Beyond	99	1,660
	Multi-Generational	25	4,578
	Outreach	9	900
TOTAL		1,090	19,837

In the previous 10 years there has been a 248 % increase in the attendance at library programs while the number of programs offered has only increased by 2.93%.

VALUE AND IMPORTANCE OF ARCHIVES

Sault Ste. Marie Public Library's Historically Significant Archive Collections		
F. H. Clergue	Abitibi Pulp and Paper	Algoma Fall Festival
Col. Sydney Henhorwood	Algoma Central Railway	Plummer and General Hospital
Thompson Edwin Durham	Algoma Ore Division	Ontario Women's Institute
Morley Torgove	Algoma Steel	Oral History Collection
Dr. Roberta Bondar	Community Directories dating back to	Soo Opera Society

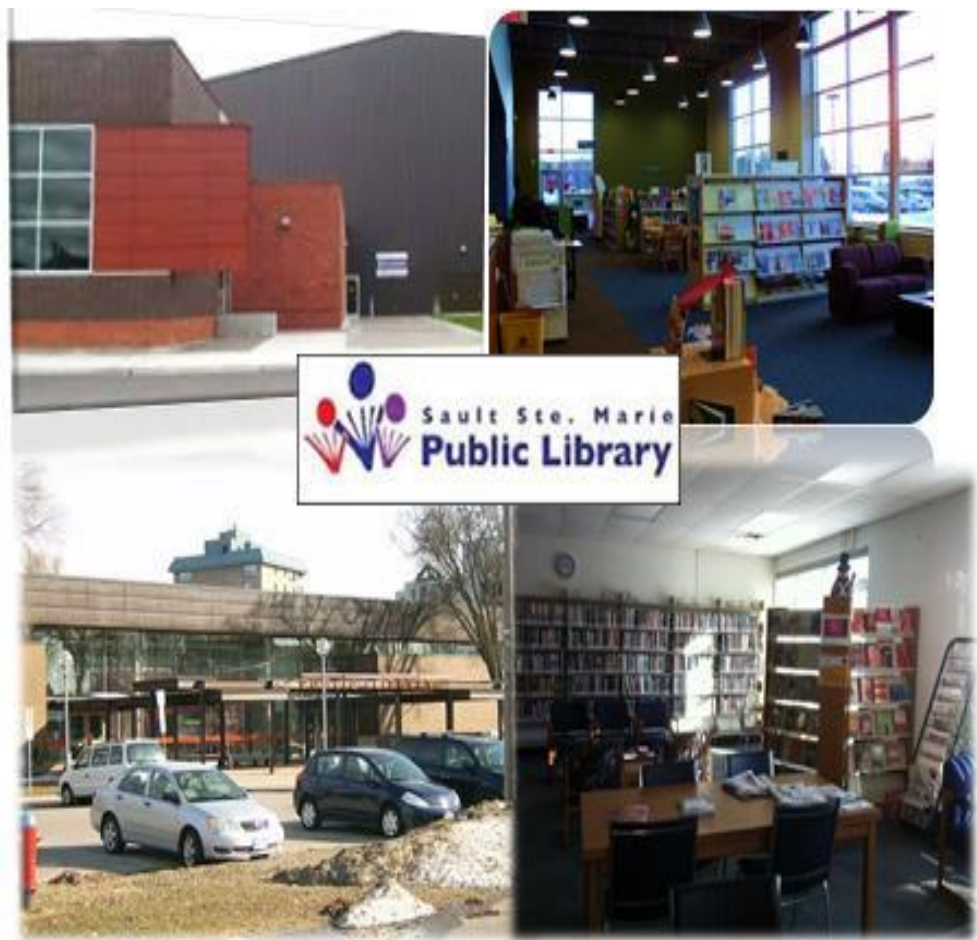
The Sault Ste. Marie Public Library Archives has amassed an impressive collection since its creation in the early 1990's. Our archives document the history of Sault Ste. Marie and Algoma Region dating back as early as 1822. Institutions like the Sault Ste. Marie Public Library Archives are important in order to preserve, promote and teach the history to our community. Material from our collection, including Dr. Roberta Bondar's flight suit, has been used in websites, university theses, magazine publications, and books by amateur and academic researchers across North America. Mark Kuhlberg a professor from Laurentian University used material from our Abitibi Paper and Pulp in his book titled "In the power of the government: the rise and fall of newsprint in Ontario, 1894-1932" in 2015 and Natural Resources Canada has used our forestry maps for their research paper titled "Ontario's forest composition prior to last spruce budworm outbreak" in 2014.

COMPARISON COMMUNITIES IN NORTHERN ONTARIO

Library	Population Size	Number of Service Points	Professional Librarians	FTE Staff	Municipal Grant	Cost Per Resident
Greater Sudbury Public Library	160,274	13	10	75	\$7,563,497.00	\$47.19
North Bay	53,651	1	4	24	\$2,067,518.00	\$38.54
Sault Ste. Marie	75,000	3	5	40	\$2,811,035.00	\$37.48
Timmins	43,165	2	2	19	\$1,544,721.00	\$35.78
Thunder Bay	108,359	4	9	53	\$5,526,100.00	\$50.99

Northern Ontario Research, Development, Ideas and Knowledge

NORDIK
INSTITUTE



Building Strong and Vibrant Communities: The Value of Sault Ste. Marie's Public Library

**By: Dr. Gayle Broad, Amanda Parr
and Adela Turda
March 2015**

Executive Summary

Libraries are acknowledged as a social good, but demonstrating their economic value is more challenging. Adopting a Social Return On Investment (SROI) is one method of assessing the impact that libraries have on the overall well-being of both individuals and communities. The Sault Ste. Marie Public Library and NORDIK Institute collaborated on this research to determine the SROI of the Public Library on the City of Sault Ste. Marie.

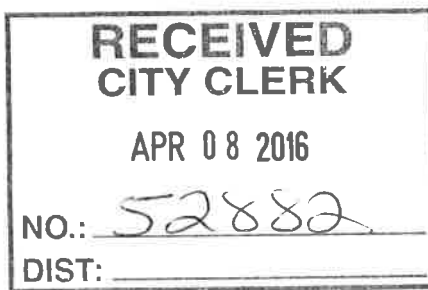
Earlier research has demonstrated that the value of a public library is multi-pronged: it promotes literacy; it promotes social cohesion and reduces social isolation, thereby contributing to improved mental health; and due to fact it is a publicly provided service with no user fees, the library promotes knowledge growth and networking across all social strata.

This research study demonstrates that the Sault Ste. Marie Public Library's three branches respond to the neighbourhoods in which they are located with a variety of programs, in addition to their circulation of a broad range of materials. They are highly valued by community members, businesses, and service organizations, as is evidenced by a large number of volunteers, and both financial and in-kind donations. Patrons of the library demonstrate their personal valuing of its services through intergenerational family members and making a visit to the library part of their daily, weekly and monthly routines.

This research demonstrates substantial SROI for each dollar invested but it is not able to capture all of its many facets. Research questions remaining include: What is the value of improved mental health through a reduction in social isolation (and the savings to health care costs)? What is the value of children's programming that addresses deficiencies in early childhood development? How can the value of communication with loved ones facilitated through on-line access (and the teaching of social media skills) be measured?

Despite these limitations, however, this research demonstrates some key economic values for the Sault Ste. Marie Public Library. The value was calculated using previous research conducted by the Martin Prosperity Institute (2013) and based on formulae derived from similar research in Australia, the UK and Canada. In brief, using industry standard economic formulae, this research shows that the Sault Ste. Marie Public Library creates almost 100 jobs, generates more than \$6 million in economic benefits to the community through its programs and circulation – a 236% return on investment - and is valued at \$603 for every open hour.

It is hoped that this research will provide decision-makers with additional information that will assist in supporting the Sault Ste. Marie Public Library. There is no doubt that it does provide value for the funds invested in it, and contributes to a better quality of life for all Sault Ste. Marie residents. The Sault Ste. Marie Public Library generates a substantial socio-economic return on investment (SROI). In 2014 it generated over \$4.6 million or a value of \$603 for every open hour; created almost 100 FTE of employment for local residents; and supported the overall health and well- being of the community through early childhood development; increased literacy; and decreased social isolation for all strata of society. In sum, for every \$1 invested in the Public Library, the community received \$2.36 in benefits. The community values its library highly: almost 40 volunteers regularly operate the Friends of the Library used bookstore, thereby contributing to recycling used library materials, as well as to the operating revenues; numerous businesses, service clubs and individuals contribute financially and in-kind to programs and materials; and its partnerships with many other organizations build a cohesive and strengthened community. This study demonstrates some, though not all, of the economic benefits generated by the Sault Ste. Marie Public Library and its branches. Unfortunately, it cannot fully reflect the highly positive impact of the three branches on the individual lives of City residents.



To Our City Council:

Please accept this petition on behalf of the people who believe that the Churchill Branch East End Library should remain open in the neighbourhood it serves. I was moved to take up this petition when I learned just a few short weeks ago that the Library Board was prepared to request that a new Branch be opened at the Alexander Henry site, and yet no public discussion had taken place that would give those who use and rely on the East End Branch the opportunity to express how this action would affect them.

A significant number of these patrons are seniors, and the Library's location is very convenient for them to get their books, shop, and do their banking, all in one go. As they age, driving becomes more and more difficult; yet they can walk to the Churchill Plaza. Their needs must be acknowledged and every effort made to accommodate them.

It is clear from the petition, one which really was in place for barely a week and which was aimed at library users specifically, that many rely on the library as an integral part of their lives, and its location is critical to the sense of community for many seniors living in the eastern part of our city.

I respect the integrity and sincerity of the Library Board, and consider it very unfortunate that they would find themselves in a position wherein quick action was required, one in which there is no "win-win", and one in which there may ultimately just be "lose-lose".

A library at the Henry that would require the closure of the Churchill Branch is a "win-lose". If the library isn't moved, it may ultimately be closed anyway – definitely a lose-lose result.

I would respectfully suggest that this whole issue be deferred until all options can be thoroughly explored, and one would hope that the Algoma District School Board would make every effort to co-operate in that process.

One Library Board member suggested that the downtown Library was in fact the East End Library, being less than 3 kilometers from the East End branch. The distance is indisputable, but I would point out that the decision makers in their wisdom 50 years ago decided that this was a good place for an East end branch, and it was no farther away from the main branch then than it is now. At the same time, the city has grown considerably eastward. 50 years ago, our informal eastern boundary didn't extend much farther than Shannon Road. Now there are homes cheek to jowl all the way to Fournier Road and beyond.

Our city needs to respect the sense of neighbourhood and community. While it may seem facetious, the fact that the Hospitals and the LCBO have been moved to the northern perimeter of the city, and now, potentially the library, may be an indication of an unintentional erosion of the East End ethos. We don't want to see what happened to

James Street with “Urban Renewal” and to Gore Street with one-way traffic happen again to the East End, especially as centred on the Churchill plaza neighbourhood.

The Library Board is under budgetary pressure to cut costs, and likely services. The Churchill Plaza landlord is considered to be difficult to deal with, but what kind of efforts have been made to get Rio-Can to work with the city to ameliorate the situation?

Is there another suitable venue that would work in the East End? Are there other community needs, such as archival space for various institutions including the Library, the Art Gallery, the Bush Plane Museum, etc. which might be addressed in an imaginative and effective manner so that many needs could be resolved effectively to everyone's benefit?

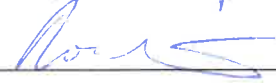
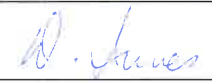
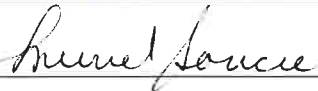
If we were to say that Parks and Recreation had to tighten its belt and should close the Essar Centre because it is a money-losing proposition, we could imagine just how well that would be received. In the same way, rather than closing the Churchill Branch we should all be working together to find creative solutions that would continue to provide this vibrant and meaningful neighbourhood service to the citizens of the city's East End.

Let's pause and take a deep breath. Let's give ourselves time to make very good reasoned and respectful decisions that will work to everyone's benefit, not the least to those who use the Churchill Branch Library, especially Seniors.

Sincerely, Vincent Greco

Petition to Retain a Library in the City's East End

Petition summary and background	In that the Library board is considering closing the Churchill Branch Library and moving it to Alexander Henry on Northern Avenue, the many who use this East End Library oppose this decision. The library is an important part of the life of citizens in the East End, as well as a draw for the merchants located in the Churchill Plaza. Moving it to Northern Avenue would be a disservice to the East End citizens who rely on it.
Action petitioned for	We, the undersigned, are concerned citizens who strongly urge that the City of Sault Ste. Marie continue to maintain a library conveniently located in the East End, such as at the Churchill Plaza.

	Printed Name	Signature	Address	Comment	Date
1	C. McFarlane		81 Carol Cr		Apr 6/16
2	SHARON YUKICH		122 PINE	LOVE MY LIBRARY	APR. 6/16
3	Rocco Celotti		465 Boundary Road		Apr 6/16
4	Maurissa Rasi		McGregor Ave.	East End access is very important	Apr 6/16
5	K Ostroski		43 Adrian Dr		Apr 6/16
6	M. Wasylowicz		23 Chicora Cres		Apr 6/16
7	A. Torrance	Andrew Torrance	63 Anita Blvd		April 7/16
8	E. Dwyer		59 Thorneloe Cres.		April 7/16
9	Loise Goscon		31 Retto St.	need to keep an open mind location!	"
10	Dale Innes		1524 Wellington St. E	literacy is NB!	April 7/16
11	MURIEL Soucie		206 Parkland Cres. city	NOTHING IN EAST END EXCEPT us!	Apr 7/16

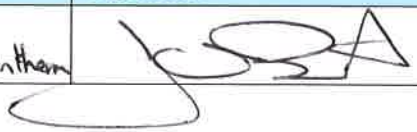
	Printed Name	Signature	Address	Comment	Date
12	DALE DERESKI	Dale Dereski	39 Anna St		April 7/16
13	Cheryl Kattimer	Cheryl Kattimer	46 Fairmount		April 9/16
14	Sandy Desjardins	Sandy Desjardins	Churchill ave		April 17/16
15	Hélène Germain	Hélène Germain	103 Greene St.		April 17/16
16	Maureen Avery	Maureen Avery	47 Parkdale Dr.		April 17/16
17	Brenda Bishop	Brenda Bishop	577 Lakely		April 17/16
18	Lee Ann Mathieu Leithan Mathieu	Lee Ann Mathieu	43 Dauphin		April 17/16
19	Nelda Hurley	N. Hurley	46 Nicolas		April 18/16
20	Roger Hurley	Roger Hurley	46 Nicolas		"
21	J Caputo	J Caputo	Sisson St		April 18
	M. Champagne	M Champagne	80 Dell Ave		April 18/16
	C Rumley	C Rumley	44 Market St		April 18/16
	S Storti	S Storti	93 Lamin Ave		April 18/16

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Printed Name	Signature	Address	Comment	Date
Cheryl Montgomery	<i>Cheryl Montgomery</i>	122 Lake St.		April 6 th 2016
Marnie Loepky	<i>Marnie Loepky</i>	Ken Drive		April 2016
Nick Paquin	<i>Nick Paquin</i>	313 MacDonald		6/4/16
Teal Luck	<i>Teal Luck</i>	55 Riverside Dr.		6/4/16
Suzanne Luck	<i>Suzanne Luck</i>	" " "		6/4/16
Poulette Treig	<i>P. Treig</i>	93 Huntington Pk.		6/4/16
LEE JANVEAU	<i>L. Janveau</i>	85 Elaine Ct		Apr 6
GERALD JANVEAU	<i>G. Janveau</i>	85 ELAINE CRT		Apr 6
Ken Scramstad	<i>Ken Scramstad</i>	110 Hardwood St		✓ ✓
Regan Hagen	<i>R. Hagen</i>	50 Moluch.		Apr 16
Cindy Lance	<i>Cindy Lance</i>	131 Parkland Crescent		Apr. 6 th

Printed Name	Signature	Address	Comment	Date
Debbie Irwin	D Irwin	50 Jean		Apr. 6/16
Patti-Jo Garside	PJ Garside	109 Irwin SSM		Apr 6/16
Maria Francella	Maria Francella	228 Chambers Ave.	Use the library several times/wk.	Apr. 6/16.
CATHY REDMOND	Cathy Redmond	25 Barber Blvd.	the library is used by seniors	Apr. 7/16
Donna Cauter	Donna Cauter	103 Dell Ave	Love to see this stay!	April 7/16
Judith Yendell	Judith M. Yendell	16 Welcome Av.	An illogical move	April 7/16.
SUZANNE HIGAKI	Suzanne Higaki	104 DELL AVE	COMMUNITY FIRST! <u>NOT</u> EXPEDENCY	APR 7/16.
Barbara Finch	Barbara Finch	75 Essex Lane		April 7/16
Jennifer Lambert	Jennifer Lambert	254 Lake St.	good location for our kids & family	Apr. 7/16
PAUL GORGON	Paul Gorgon	93 QUEENSGATE		Apr 7/16
RON BEDFORD	Ron Bedford	61 SHEPPARD ST.	MONEY WELL SPENT FOR FRIENDS	APR. 7/16
Judy Watts	Judy M. Watts	182 River Rd	good location	Apr 7/16
Mary Irwin	MARY IRWIN	66 DRAKE	good location	Apr 7/16
Liane Plewes	Liane Plewes	174 Mc Meeken St.	Good Location.	Apr 7/16.
DAVID MUSLAN	David Muslan	56 INDIANA DR.	Good location Community Space	Apr 7/16
Joyce McCrady	Joyce McCrady	306-627 W/O. DUNDON AVE-	NEEDS TO STOP THIS END OF TOWN	Apr 7/16

Printed Name	Signature	Address	Comment	Date
Jim & Joan Van Benthem		86 Moluch St	Alexander Henry too far for seniors & youngsters	Apr 7/16.

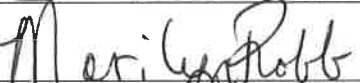
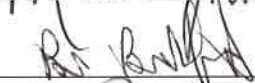
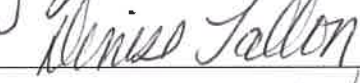
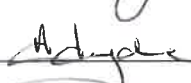
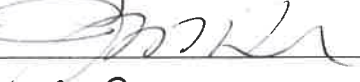
Petition to Retain a Library in the City's East End

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Action petitioned for	We, the undersigned, are concerned citizens who strongly urge that the City of Sault Ste. Marie continue to maintain a library conveniently located in the East End, such as at the Churchill Plaza.

Printed Name	Signature	Address	Comment	Date
MAREN MONTGOMERY-JONES	K. Montgomery-Jones	114 Lala St.	This library is in a great location for the citizens of the east end of the city	April 7/16
RICHARD DELORENZO	[Signature]	127 DELL AVE		April 7/16
RENA DELORENZO	[Signature]	127 DELL AVE	Keep it in the East End	April 8/16
A. THIBEAULT	[Signature]	241 Caribeth St.	Keep the present location	April 8/16
AIME BACKER	Aime Backer	206 Glen	Keep it in East End	April 8/16
DON NORMAN	[Signature]	2060 Queen St. E	"	April 16
Anne Harris	[Signature]	99 Parkshore Dr.	Please keep it in East End	9 April 16
LAURA WATERS	[Signature]	80 Louise Ave	We need it in the East End	April 7, 2016
Sandra Damon	[Signature]	7 BRISTOL PL	We need an East End branch	Apr. 8/2016
JOHN FERGUSON	John Ferguson	1280 Queen St.	Long-time user.	Apr. 8/16
MARLENE FERGUSON	[Signature]	1280 QUEEN	" "	Apr. 8/16

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	Printed Name	Signature	Address	Comment	Date
1	Tammy Poitz		150 Churchill Blvd		April 6 2016
2	Marilyn Robb		62 Lake St.		April 6 2016
3	Bonnie Bradford		Fairmount Dr.		April 16/16
4	B Zwickler		150 Churchill Blvd.	SR. USE the mall walking access	Apr. 6/16
5	Amy Calder		27 Heyden Lake Rd		April 6 2016
6	LENISE TALLON		1279 Leighs Bay Rd.	USE THE MALL	April 6 2016
7	LEARY TALLON		1279 Leighs Bay Rd.		April 6/2016
8	Ashley		911 Rusco		Apr 6/16
9	JEANNE MONETTE		104 CHURCHILL BLVD		APR 6/16
10	Allysia Smith		150 Churchill Blvd		April 6/16
11	RANDY BARBEAU		185 CENTENNIAL AVE.		APR. 6/16

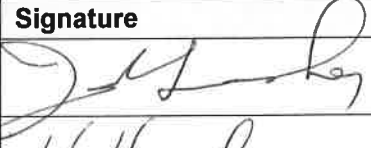
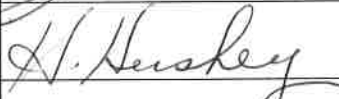
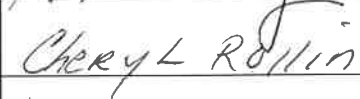
	Printed Name	Signature	Address	Comment	Date
12	RON DEMPSTER	<i>R. Dempster</i>	173 CHAMBERS AVE		APR. 6/16
13	LARRY LECHASSEUR	<i>Larry Lechasseur</i>	1279 Wellington	it is a must	april 6th
14	Shirley Nantaw		18 Carol Court		
15	Robert Romano	<i>Robert Romano</i>	183 Hudson St.	4 the seniors please	
16	Georgia Ambeault		379 Shannon Rd.	for seniors	3.7.16
17	J MORRISON	<i>J Morrison</i>	135 WILLOWDALE		6.4.16
18	Hi? Thank you. Please continue library services. Thanks? - 2016. -Canadian.				
19	Marilyn Bomer	<i>Marilyn Bomer</i>	churchill ave		6/4/16
20	DIN OSTERBAAN	<i>Din Osterbaan</i>	79 THORNE LOE CR	PROPOSED NEW LOCATION UNSUITABLE FOR EAST ENDERS	APR. 6/16
21	N. CONSTABLE	<i>N. Constable</i>	22 NICOLAS AVE		
22	MIKE BROWN	<i>Mike Brown</i>	49 FAIRMOUNT DR	KEEP FOR KIDS SENIORS AND FOR CULTURE FOR ALL	APRIL 6, 2016
23	Susan Williams	<i>Susan Williams</i>	282 Lake St. SSM		April 6/16
24	Charlotte Hill	<i>C. Hill</i>	1565 Wellington St E SSM	Please Keep the Library open	april 6/16
25	Kim Capps	<i>Kim Capps</i>	79 Marconi		Apr. 6/16
26	BARB DUNNORE	<i>Barb Dunnore</i>	58 Lake	Please keep open!	Apr. 6/16
27	Marlene Lannigan	<i>Marlene Lannigan</i>	30 Parkview Cot.	It's NECESSARY!	April 06, 2016.

	Printed Name	Signature	Address	Comment	Date
28	Pauline Brogno	Pauline Brogno	71 Koprash Court	"Senior"	04-07-16
29	Bob Hodgeson	Bob Hodgeson	302-365 LAKE ST	SENIOR	04/07/16
30	Wm Toyne	Wm Toyne	145 Caddy Ave	Senior	04/07/16
31	Bruce Richmond	Bill Richmond	21 Ashgrove Ave	"	16/64/07
32	Ann Harrison	M. Ann Harrison	151 Breton Rd	senior	14/4/07
33	Tom Carmichael	Tom Carmichael	588 Pine St		04/01/16
34	KATRINA BARRATT	KATRINA BARRATT	92 RETTA ST.	SENIOR	04/07/2016
35	Jody Tulloch	J Tulloch	151 Ashgrove Ave	Please don't close	04/07/2016
36	Norene Allinotte	N Allinotte	63 Softwood Dr.	SENIOR PEOPLE LOVE TO READ STOP BEING FOOLISH	04/07/2016
37	LINDA PREMO	Linda Premo	Albera St. E.	senior	04/07/2016
38	M. GARDNER	M Gardner	21 Celene Gt SSK1	Senior	04/07/2016
39	Kia-Lee Withl	Kia-Lee Withl	15 Market st.	Not a good idea	04/07/16
40	Hilary Quarrell	Hilary Quarrell	Frontenac St	Do not close	04/07/16
41	Marie Vis	Marie E. Vis	501 Watson's Rd Echo Bay	This sign will used by many!	7th Apr. 2016
42	Tina Champagne	Tina Champagne	332 Hoplohead Rd ^{Rich} Bay	Do Not Close	04/07/16
43	Joyce Keleher	J. Keleher	2092 Queen St E	Do not close	04/07/16

	Printed Name	Signature	Address	Comment	Date
44	Brian Janveau	B Janveau	84 Niagara Dr	KEEP OPEN	4/4/16
45	ROBIN WADZ	R Wadsworth	247 HURON ST. ^{METRO} EMPLOYEE	KEEP OPEN	4-4/16
46	MARY DELUCA	M DeLuca	1496 Wellington E	KEEP OPEN	APR 7
47	Zachary Low	Z Low	55 Riveriero Ave.	Keep open.	Apr. 7
48	JOHNELL JONES	J Jones	7 BOWLER ST	KEEP OPEN	APR 7
49	Mark Stevenson	M Stevenson	800 River Rd	"	Apr. 7
50	A. Dumanski	B. Dumanski	374 COURTNEY	"	APR 7
51	Nita Romyn	Nita Romyn	705-1139 2nd St E	We need it for seniors who don't drive	Apr 7
52	Diane La Rue	Diane La Rue	8 PARKDALE DR.		APR. 7
53	KATHERINE THIBAU	Katherine Thibau	74 GEMAK St.	always NEED A LIBRARY.	Apr 7
54	SVEN SVANBERG	Sven Svanberg	68 BARBER BLVD	LOCATION GOOD	APR 7
55	Jody Thornton	J. Thornton	87 Bristol Pl.	Keep Open	Apr. 7.
56	WENDY ROY	W Roy	60 Fields Sq.	Keep open	Apr 7
57	MARILYN QUINLAN	M Quinlan	2049 C Queen St E	Keep open.	Apr 7
58	Virginia Landolt	V Landolt	105 Louise		Apr 7
59	LEONETTE WOTTE	L Wotte	64 BUSTON	Keep it in EAST END	APR 7

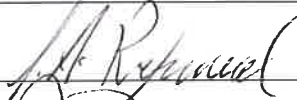
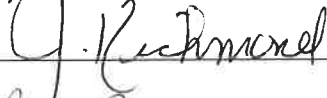
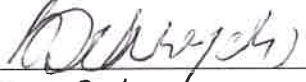
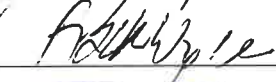
	Printed Name	Signature	Address	Comment	Date
60	Alex LITTLE	A. Little	21 CADDY AVE.	Love bringing the kids to the children's dept.	Apr 7/16
61	Michelle Gray	M. Gray	1073 Lake St		Apr 7/16
62	G BARBEAU-GOUGE	G. Barbeau-Goug	873 Old Garden Rd		Apr 7/16
63	F. UNGER	F. Unger	118 Pim St.		Apr 7/16
64	C. TOWNSEND	C. Townsend	47 LEWIS RD UNIT 1		APR 7/16
65	L. TOWNSEND	L. Townsend	89 CREEKY AVE		APR 7/16
66	M. Thomas	M. Thomas	50 Amy Ave	Computers for kids	Apr 7-16
67	A. Silvenhurn	A. Silvenhurn	97 Parkinworth A.		Apr 17/16
68	Sandra Curran	Sandra Curran	138 STANLEY ST		April 7/16
69	Sharon Orchard	Sharon Orchard	30 Maple St SSM		Apr 7/16
70	R. Hurley	Rob Hurley	621 M ^{CC} Donnell		Apr 8.
71	D. Robb	D. Robb	621 MacDonnell		April 8
72	M. O'Riordan	M. O'Riordan	47 FLORIAN DR		APRIL 8
73	M. GODFREY	M. Godfrey	163 Mark St		Apr 8
74	G. BERNARD	G. Bernard	33 M ^{CC} CRENS		Apr 8
75	MARTIN J. JONES	M. Jones	30 ADRIAN DR		APRIL 8/16

[illegible]

Printed Name	Signature	Address	Comment	Date
John Hershey		191 Meadow Park	Keep Churchill Library in present location	April 4
Harriet Hershey		191 Meadow Park	DITTO!	
Cheryl Rollin		63 meadow PK.	Keep our Rollin house	April 4
Gayle Mendicino		38 Essex Lane	Keep our east end location	Apr 4/16
Renee ROULEAU		134 SIMON AVE	Ditto	APR. 4
Ann CORRIE		27 C. S. G. Rd	Keep on track - end of library open	Apr 4/16
LLOYD BELHANT		48 Retta St	EAST END LIBRARY IS VITAL	April 4/16
Louise Lehto		47 Essex Lane SSM	Thanks for all the info & support	Apr. 4

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John Richmond		84 Meadow Park Cr.	942-3013	4 Apr
Juan Richmond		" "	"	"
Ida Robbins		1449 Queen St E	9494863	4 Apr.
Beth Schryer		120 Meadow Park Cr.	946-4645	"
Bob Schryer		"	"	"
Jean McKinley		97 Lake St	297-4469	
WENDY BEILHARTZ		48 RETTA ST.	949-8129	"

Printed Name	Signature	Address	Comment	Date
LILLIAN BLANEY	L. Blaney	28 Angelina	We need this Library In Community	Apr 3
GAYLE PETROCCO	G. Petrocco	24 Hussey ST	Been here 50 yrs !!	Apr 4
BEVERLY MURRAY	B. Murray	28 Irwin Ave		Apr 4
Louise FITZPATRICK	Louise Fitzpatrick	4-10 Caesar Rd.	Been here over 50 yrs	Apr 4
DOUG MACDOUGAL	Doug MacDougall	17 Grayson	East End Library 51st Ave	Apr 4
EARL BLANEY	E. Blaney	28 Angelina Ave	East End Library	April 4 R
Vilma Fiacconi	V. Fiacconi	19 Nicolas	Should be mentioned	Apr 4, 2016
Laurel Parrella Iaria	Laurel Parrella Iaria	53 Westridge		April 4, 2016

Petition to Retain a Library in the City's East End

Petition summary and background	In that the Library board is considering closing the Churchill Branch Library and moving it to Alexander Henry on Northern Avenue, the many who use this East End Library oppose this decision. The library is an important part of the life of citizens in the East End, as well as a draw for the merchants located in the Churchill Plaza. Moving it to Northern Avenue would be a disservice to the East End citizens who rely on it.
Action petitioned for	We, the undersigned, are concerned citizens who strongly urge that the City of Sault Ste. Marie continue to maintain a library conveniently located in the East End, such as at the Churchill Plaza.

Printed Name	Signature	Address	Comment	Date
Athlene Dupuis	Athlene Dupuis	10 Caesar Rd apt 3	Keep library here	Apr 4/16
Kim M ^{rs} Donald	[Signature]	27 Country Club	We love our East End Library	
Viola Boston	Viola Boston	4 Huntington Park #4	Keep us open	
SON BURNS NANCY BURNS	Nancy Burns	24 3rd St	Use library all the time	
Jamie van Haften	Jamie van Haften	29 Orion St	need more public	April 4
Steve van Haften	Steve van Haften	29 Orion St	keep E branch open	April 4 2016
CHRISTINA V. HANSON	Christina Hanson	1540 Wellington St. E.	Keep a library in the ^{East} End	April - 4/2016.
Dominic Parrella-Iani	Dominic Parrella-Iani	83 Westridge		April 4/16

[illegible]

Petition to Retain a Library in the City's East End

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Printed Name	Signature	Address	Comment	Date
LARRY SCHLEEN	<i>Larry Schleen</i>	86 ESSEX LN S.S. MARIE, ON. P6A6L4		MAR. 29/16
Ursula Schleen	<i>Ursula Schleen</i>	86 Essex Ln S.S. Marie. P6A6L4	poor City Planers to abandon the East end. Hi senior population	Mar 29/16
Bernd Lapointe	<i>B. Lapointe</i>	150 Marie St - P6A3M6	Will it frequently reopen it frequently. Dangerous traffic at Henry	March 31
Sydney Kent	<i>Sydney Kent</i>	13548 HWY 17 Tassalon	university students need this	
Mark Fisher	<i>Mark Fisher</i>	78 Essex Lane Sault Ste Marie, P6A6L4		Apr. 1/16
Louise Lehto	<i>Louise Lehto</i>	47 Essex Lane SSM P6A6L5	It is better to keep the library near Churchill Plaza	Apr. 3 2016 More people in this area.
Jim Running	<i>Jim Running</i>	177 CARLBERT	STAY & STAY	APR. 3/16
Dianne Payne	<i>Dianne Payne</i>	38 Simon	I love my library/ KEEP IT!	Apr 4/16
JACKIE TOMCHAK	<i>Jackie Tomchak</i>	13 LEWIS RD	STAY IN WARD 1 or 2	APR 4/16
IRENE FRIER	<i>Irene Frier</i>	69 Carol Ct	KEEP LIBRARY HERE	APR. 4/16
KEN FRIER	<i>Ken Frier</i>	69 Carol Ct	IF CIRCULATION IS THERE KEEP IT OPEN!	APR. 4/16

Petition to Retain a Library in the City's East End

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Printed Name	Signature	Address	Comment	Date
Stephanie Robbin	[Signature]	1442 Queen St. E		March 30, 16
Mary Wieja	M. L. Wieja	849 Sunnyside Beach Rd		Mar. 31/16.
Kerri Tuckett	[Signature]	2118 Queen St E		Mar 31/16
Virian Hatherley	V. Hatherley	7 MacMurray Ave.		Mar. 31/16
Paula Husk	[Signature]	934 Queen St. East		Mar 31/16
PATRICIA KELLY	[Signature]	199 GLEN AVE.		03/31/16.
Shen Dilbagh	[Signature]	26 Pawating Pl		mar 31/16.
HILDEGARD KRAPPE	[Signature]	BRUCE MILES 284 Queen Bay Rd		Mar 31/16
Raymond Pateron	R P	615 ALBERT ST West		MARCH 31/2016
Heidi McLarty	[Signature]	10 Heath Rd.		March 31
Lisa Laitanen	[Signature]	57 Passmore Rd		March 31
Roman Peredun	[Signature]	86 Lake St.		April 5/16
Daphne Peredun	[Signature]	Page 277 of 321 St.		April 5, 16

Printed Name	Signature	Address	Comment	Date
JANICE BLACK	J. Black	16 TUCKETT ST	DONT YOU DARE!!	3/31/16
Marie Currie	Marie Currie	400 Devon Rd.		3/31/16
CHRIS MCCARNEN	C. M. McCarnen	#215-26 TERRY FOX PL		
Sam Tanninen	Sam Tanninen	RR #2 RICHARDS LANDING		3/31/16
Suzanne Leblanc	Suzanne Leblanc	432 Chambers Ave SSM P6A4W6	It would be a travesty	3/31/16
Amanda Garin	Amanda Garin	171 Anna St.		3/31/16
JEAN-GUY GRAVELLE	J. Gravelle	150 CHURCHILL		3/31/16
Sandra Trainor	Sandra Trainor	506 Placid Ave.	Nice to have on this end of town	4/1/16
NATHALIA EVOY	N. Evoy	713 BAR RIVER ROAD		04/1/16
G. Knight	G. Knight	751/2 Birch Dr.		04/01/16
L. M. Knight	L. M. Knight	2 Silver Birch Dr.	"Don't you DARE!"	04/1/16
Ashlee Biasucci	Ashlee Biasucci	46 Cody Point		04/1/16
Nancy Mills	Nancy Mills	73 Drake		04/01/16
Dianna Tambaco	Dianna Tambaco	1502 Meadow Plk.		04/01/16
A. McMASTER	A. McMaster	25 BIRCHLAND CT.		04/01/16
B. Boston	B. Boston	68 Kilmorye Rd		04/01/16

Christie Briglio

11 Idaho Dr.

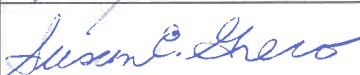
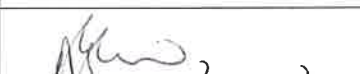
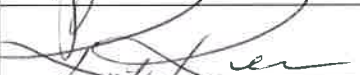
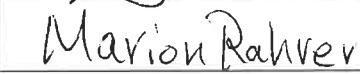
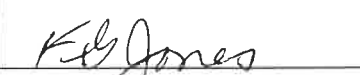
05/04/16

Printed Name	Signature	Address	Comment	Date
MYRTLE COREAN	<i>Myrtle Corean</i>	227 BIRLHWOOD ST.	PLEASE LEAVE IT WHERE IT IS	Apr. 1/16
Naris Marquis	<i>Naris</i>	1624 Wellington	So convenient as is to visit w/ kids	Apr 1/16
Barb King	<i>Barb King</i>	RR#2 R. Landing		Apr. 1/16
Danielle Morin	<i>Danielle Morin</i>	778 Frontac St	Close to the east end!	Apr 1/16
CHERYL LINDFORS	<i>C. Lindfors</i>	455 CHAMBERLAIN	CONVENIENT TO EAST ENDERS	Apr. 1/16
MARY ANNE AMADIO	<i>M. Amadio</i>	107 Heath Road, SSM	Please keep it open!	April 1/16
SANDY MOORE	<i>Sandy Moore</i>	62 THORNELOE CR SSM	KEEP IT OPEN	April 1/16
GENE MORIN	<i>Gene Morin</i>	1626 Queen St E	Please keep it open ^{here}	Apr 4/16
NANCY RONCON	<i>Nancy Roncon</i>	80 McCreast	Please keep it in this area	April 5/16
Louise Harmer	<i>Louise Harmer</i>	27 Parkdale Dr	Please keep location	April 5/16
Kathleen Running	<i>Kathleen Running</i>	177 Carlbert St.	We need this location!! Please!!	April 6/16
MARYIE Running	<i>Maryie Running</i>	177 Carlbert Street	" "	April 6/16
Lorrainette Haromy	<i>L. Haromy</i>	116 Palau Drive	Please keep Churchill here	April 6/16
Fred Haromy	<i>Fred Haromy</i>	- " -	- " -	- 6/16
JOE RYAN	<i>Joe Ryan</i>	419 SIMONSON RD	PLEASE LEAVE IT	05/04/16
Colleen Moodie	<i>Colleen Moodie</i>	7 Newland Crescent	Consider Patron membership Renegotiate the lease??	05/04/16

Printed Name	Signature	Address	Comment	Date
KAREN GRECO.	K Greco	22 WAYNE CRT.		APR. 5/16
Clelia Peres	Clelia Peres	63 Florwin Dr	It is most important to keep library in this area	5-5-16
Marie Wood		4 Irwin Ave		5-5-16
Dorothy Myers		Alwerth		Apr 15 2016
VIOLET MCKAY	VMcKay	210-18 Ferguson Ave.		Apr. 5
PHYLLIS MACDOWARIE	Phyllis MacDowarie	36 ANGELINA AVE		APR. 5
MAUREEN BROWN	M. Brown	203 Glen Ave.		Apr. 5
Maureen Bentley	Maureen Bentley	99 Pine St.		04/05/16
ELAINE HILLHOT, P	E Hillhot	44 DANCE	WHAT A LOSS TO THE EAST END	APR 5/16
FRAN GREAVES	FRAN GREAVES	991 LAKE ST	IT WOULD BE A TRAGEDY	APRIL 5/16
Joan Dorse	Joan Dorse	151 Meadow Park Cr.	Step back - 40/50 yrs.	April 5/16
Charlotte Haldenby	CHARLOTTE HALDENBY	24 Ohio Dr	Keep our library open & let the kids read	April 5/16
Sheila Ricard	Sheila Ricard	103 Texas Ave	Pls keep library open!	Apr 5/16
ALEX RICARD	Alex Ricard	614 Macdonald Ave.	Please keep it here	APR 5/16
DENISE READ	D. Denise Read	113 Pine St (Main)	this would be a real loss if this is closed	Apr. 5/16
Vince Burrell	V. Burrell	150 Bristol Place		Apr 5/16
DON & GLAD DIAMANTINI	Don & Glad Diamantini	42 Northwood		Apr 5/16

Petition to Retain a Library in the City's East End

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Printed Name	Signature	Address	Comment	Date
VINCENT GRECO		1430 Queen St. E P6A 2G2	The citizens deserve an East End library	Mar 24, 2016
Sue Greco		1430 Queen St E. P6A 2G2	" "	Mar 24 / 16
Gloria Bordin		51 Selma Ave P6A 4M4	This is a better location	Mar 24 / 16
ELMER TOOMINEN		64 Hussey St. P6A 4N2	This location is more convenient, and Northern Ave. should be avoided	Mar 24 / 16
Jan Grew		91 Gibbs St SSM	nothing else to note?	24 / 3 / 16
Late Kirke		1480 4th Line E	" "	24 / 03 / 16
M. Bertrand		303 MacDonald	very handy	
Robert Koo		41 PRINCE St	Need Here	03/24/16
Linda Schmidt		631 MacDonald Ave.	This is the best location	03/24/16
Marion Rahner		63 Glenholme Dr	I enjoy the closeness	03/26/16
Gail Jones		72 McCreath St SSM	valuable resource used often	03/26/16

Printed Name	Signature	Address	Comment	Date
JANE BENY	Jane Beny	64 Parkshore Rd	The Eastern NEEDS a library!!	Mar 26/16
JEAN COWEN	J Cowen	103 McMEERKEN ST	WE NEED THIS LIBRARY	MAR. 26/16
DEYIS COWEN	J Cowen	103 McMEERKEN ST.	NEED THIS LIBRARY	MAR 26/16
ANNETTE DAVEY	Annette Davey	161 Breton Rd - Apt 6	We need this library in the East End.	MAR 26/16
MARY WARICK	Mary Warick	437 Lape St.	We need it because not far from home.	Mar 26/16
Terry Ann Chamberlain	Terry Ann Chamberlain	81 Chapple Ave		Mar 26/16
Christopher Sermon	Cy Sermon	62 Mark Street	this community CANNOT afford to lose this library	Mar. 26/2016
Doris Levesque	Doris Levesque	740 Pine St	I won't go to any other	"
April Love	April Love		Think of the families & children who cannot get around	March 26
John Dodcl	J. Dodcl		Please support the East end business/organization	"
Tina Casgranda	Tina Casgranda	1274 Queen St. E. Apt 2.	" "	Mar 26 2016
AUDREY PETTS	Audrey M. Petts	8 Hursey Rd Apt 4 NL	CLOSER FOOT WALKING CAPABILITY DEGENERATION & nearby stores & bank	Mar. 26/16
Sharon Spornet	Sharon Spornet	17 Boston Av	Neat us we need library.	Mar 26/16
Barbara Spornet	Barbara Spornet	115 Cambridge Pl	Love this library	Mar 26/16
R. Foran	R. Foran		Need the library for me + the kids	Mar 26/16
L. Vetrie	Linda Vetrie	452 Shannon Rd.		

Printed Name	Signature	Address	Comment	Date
CHAUDETTE ^{STODART}	<i>Stodart</i>	19 Hargill	Short walk for me	March 26
Marcel Gagnon	<i>Marcel Gagnon</i>	53 Ashgrove	why?	March 26
Cathie Randell	Cathie Randell	53 Ashgrove	Important to have this library in East End	March 26/16
Lauren Perry	<i>L. Perry</i>	76 Glenholme Dr.	Not a good location	March 26/16.
Charlie Staple	<i>C. Staples</i>	76 Glenholme Dr.	Need it in walking distance "	
Kathryn Campana	<i>KC</i>	76 Glenholme Dr.	I love my east end library	✓
Aileen Beaudoin	<i>A Beaudoin</i>	24 Bennett Blvd	Everyone in every area needs a library	✓
Cathy Dupuis	<i>C Dupuis</i>	125 LaRonde Ave	Current location perfect for our children to walk/bike to	Mar 26/16
Sylvia Fine	<i>A. So P. Fine</i>	206 Genak St ^{Garden} River	Knowledge ^{is the} stepping stone	March 2016
Marianna Szucs	<i>M Szucs</i>	78 Creevy Ave	walking distance	March 26
Akihito Koyama	<i>Ak Uy</i>	78 Creevy Ave	This is a great location	3-26-2016
LINDA ABERNETHY	<i>L. Abernethy</i>	585 MacDonald Ave	Perfect Location	
DORIS LaHAYE	<i>Doris J. LaHaye</i>	99 Parkdale Dr	Great accessibility for my handicapped daughter	
LORNE LaHaye	<i>L. LaHaye</i>	99 Parkdale Dr	Good access to bus stop	
Mark Makse	<i>M Makse</i>	211 - 37 Silver Birch Dr.	District libraries anchor communities	Mar 27, 16
Lino Fiacconi	<i>L Fiacconi</i>	19 Nicolas		Mar 27/16

PUC
QUARTERLY FINANCIAL SUMMARIES
September 30, 2015



PUC Inc.**STATEMENT OF REVENUES AND EXPENSES****For the Quarter Ending September 30, 2015**

Monday, October 26, 2015

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Interest - Related Party	1,613,410	1,438,356	175,054	1,918,576
Miscellaneous Interest	116,112	0	116,112	0
Total Revenue	1,729,522	1,438,356	291,166	1,918,576
General and Administrative Expenses	123,493	111,575	11,918	135,448
Interest Related Party	1,451,190	1,451,190	(0)	1,934,920
Interest Related Party	0	0	0	0
Payment in Lieu of Taxes	77,494	0	77,494	0
Total Expenses	1,652,178	1,562,765	89,412	2,070,368
Income (Loss)	77,345	(124,409)	201,754	(151,792)

Notes:

Total revenue is 20.2% over budget. Primary factors include a reduced budget for interest revenue from PUC Services that is not in effect, in addition to unbudgeted interest revenue received on cash balances.

General and Administrative expenses are \$10.7% over budget due primarily to the 2014 donation to the United Way was not paid until 2015.

PUC Distribution Inc.
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending September 30, 2015



Monday, October 26, 2015

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Distribution Revenue	12,262,212	12,326,815	(64,603)	16,925,385
Miscellaneous Revenue	1,852,930	1,763,905	89,025	2,222,689
Total Revenue	14,115,143	14,090,720	24,422	19,148,074
Cost of Power				
Cost of Power Revenue	56,686,706	55,970,617	716,089	75,635,969
Cost of Power Expense	56,686,706	55,970,617	716,089	75,635,969
Net Cost of Power	0	0	(0)	0
Operating Expenses	4,231,626	4,357,037	(125,411)	5,819,316
General and Administrative Expenses	4,101,589	4,078,758	22,831	5,353,831
Depreciation	3,000,005	2,998,800	1,205	4,000,000
Interest Expense	2,351,082	2,497,506	(146,424)	3,331,341
Payment in Lieu of Taxes	0	0	0	0
Total Expenses	13,684,303	13,932,102	(247,799)	18,504,488
CDM Program				
CDM Revenue	315,157	872,029	(556,872)	1,162,807
CDM Expenses	314,166	872,029	(557,864)	1,162,807
Total CDM Program	992	0	992	0
Income (Loss)	431,831	158,618	273,213	643,586

Notes:

Total revenue is 0.2% over budget, with electricity purchases/sales approximately 1% under budget. Operating expenditures are approx. \$125.4k (2.9%) under year to date budget primarily due to a timing variance related to Line Clearing contract costs.

General and Administrative expenses are \$22.8K (0.6%) over budget. Primary factors include;

- Increased allocation of consulting costs and insurance
- Reduction due to revised allocation percentage subsequent to budgeting process

Interest Expense is \$146.4k under plan due mainly to a lower interest rate on the current "construction loan" vs. the budgeted rate as a "fixed-term" loan.

PUC Services Inc.

STATEMENT OF REVENUES AND EXPENSES

For the Quarter Ending September 30, 2015



Monday, October 26, 2015

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Contract Revenue	3,870,567	4,164,212	(293,645)	5,555,460
Management Fee Revenue	7,879,579	7,674,507	205,072	10,205,278
Miscellaneous Revenue	234,020	259,332	(25,312)	346,000
Total Revenue	11,984,167	12,098,052	(113,885)	16,106,738
Operating Expenses	3,462,101	3,704,838	(242,737)	4,854,940
General and Administrative Expenses	6,903,874	6,850,050	53,824	8,868,751
Depreciation	1,500,000	1,499,400	600	2,000,000
Interest Expense	441,031	269,461	171,571	355,303
Payment in Lieu of Taxes	0	0	0	0
Total Expenses	12,307,006	12,323,749	(16,743)	16,078,994
CDM Program				
CDM Revenue	85,610	64,941	20,669	86,880
CDM Expenses	85,621	64,941	20,680	86,880
Total CDM Program	(11)	0	(11)	0
Income (Loss)	(322,850)	(225,697)	(97,153)	27,744

Notes:

Revenues are approx. \$113.8k (0.9%) under budget. The primary contributors include;

- City SSM Contract Revenue - work outside of the operating contract with the City is under budget
- Management Fee Revenue is over budget as a result of the allocation of consulting costs
- Other Contract extras are \$61k over plan

Operating expenditures are approx. \$327.2k (8.6%) under budget. The main contributor to this variance is Contract Expenses which includes Wastewater contract labour, chemicals, and other recoverables.

General and Administrative expenses are approx. \$53.8k (0.8%) over budget.

- Increased consulting costs
- Increased insurance due to change in costing method
- Building operating costs are under plan
- Reduced Labour charged to General & Admin as compared to budget - charged directly to operations/capital

Public Utilities Commission of Sault Ste. Marie
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending September 30, 2015



Monday, October 26, 2015

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Operating Revenue				
Water Sales	\$13,587,470	\$14,337,926	(\$750,456)	\$18,731,472
Miscellaneous	\$334,480	\$287,810	\$46,670	\$793,550
Total Operating Revenue	\$13,921,950	\$14,625,736	(\$703,786)	\$19,525,022
 Total Operating Expenses	 \$7,133,464	 \$6,814,433	 \$319,031	 \$8,800,142
Total General and Administrative Expenses	\$3,930,303	\$3,800,725	\$129,578	\$5,020,524
Depreciation	\$1,650,000	\$1,650,220	(\$220)	\$2,200,000
Interest Expense	\$117,631	\$236,743	(\$119,112)	\$315,783
Total Expenses	\$12,831,398	\$12,502,121	\$329,277	\$16,336,448
Net Operating Margin	\$1,090,552	\$2,123,615	(\$1,033,063)	\$3,188,574

Notes:

Revenues are \$703.8k (4.8%) under budget. Primary factors include;

- Consumption revenue is \$819.2k under plan with billed water sales being 9.3% under plan
- Other miscellaneous revenues are over budget

Operating expenditures are approx. \$319k (4.7%) over budget. Contributing factors to this variance include;

- Insurance costs of \$95k were budgeted in General & Admin
- Increased Water Treatment costs (chemicals/lab fees)
- Increased labour due to water main breaks and frozen services

General and Administrative expenses are approx. \$129.6k (3.4%) over budget. Primary factors include;

- Increased allocation of consulting costs
- Revised allocation percentage subsequent to budget process
- Reduced insurance costs which was charged directly to operating expenses

Interest Expense is \$119.1k under budget as long-term debt is not yet in place.



MEMORANDUM

DATE: March 16, 2016
TO: Mayor Provenzano and Members of City Council, City of Sault Ste. Marie
c.c. Al Horsman, C.A.O., City of Sault Ste. Marie
FROM: Jim Boniferro, Board of Directors Chair, PUC Inc. and PUC Services Inc.
SUBJECT: **2015 Fourth Quarter Shareholder Report**

Attached please find the Quarterly Shareholder Report for the period October 1 to December 31, 2015.

A handwritten signature in dark ink, appearing to read "Jim Boniferro", is written over a horizontal line.

Jim Boniferro
Board of Directors Chair

Attachments: 2015 Fourth Quarter Shareholder Report

PUC INC. & PUC SERVICES INC.
2015 Fourth Quarter Shareholder Report

PUC IN THE COMMUNITY

Field work related to replacement of the city's 9,000 streetlights with new, energy efficient LED lights started in early November and continued until December 31st. The target was to replace 2,500 lights by year-end. Replacement of 2,385 lights was achieved. The new LED lights will reduce overall energy consumption by the streetlight system by as much as 50% and are expected to save the City of Sault Ste. Marie an estimated \$1,000,000 per year in total operating costs related to energy and maintenance. Pay-back on the project is anticipated to be 8 years, which includes approximately \$900,000 in energy efficiency incentives from the Province.

On December 24th a significant winter storm hit Sault Ste. Marie and the Algoma District. With wind gusts up to 90 kph, many trees came down onto PUC distribution lines interrupting power to approximately 10,000 customers, from Gros Cap to the easterly city limits, starting around 3:30 in the morning. PUC crews worked extensive hours on Christmas Eve to restore all PUC customers. We are very grateful to our staff for their extensive efforts in responding to this demanding weather event and we extend our praise for the excellent work they did in restoring service to all our customers as quickly as possible.

In addition, the surrounding area operated by Algoma Power Limited (APL) also experienced the severe weather, such that approximately 4,000 APL customers were without power, some for several days. A number of PUC staff responded to a call for assistance from APL. They volunteered their services and sacrificed their precious time away from family and friends on Christmas Day and the Boxing Day in order to assist APL in restoring service to their customers. We commend them for their selfless generosity.

BOARD GOVERNANCE

Committees of the Board met in October and November. A number of items were addressed, including finalizing all committee terms of reference, discussions in relation to the preparation of the 2016 budgets, development of committee work plans, and completion of a conflict of interest policy and a code of conduct.

Meetings of the Boards of Directors were held October 28th, December 16th and December 21st. Terms of Reference for all committees were approved at the October meeting. The 2016 budgets were approved at the December meetings. In addition, the Boards approved the conflict of interest policy and the code of conduct for directors and staff.

Leading up to the 2016 budget deliberations, the Board was well aware of the upcoming removal of the Ontario Clean Energy Benefit (OCEB) from consumer's electricity bills and the negative impact this would have on Sault Ste. Marie residents. Removal of this credit by the Ontario Energy Board (OEB) results in a 10% increase in electricity bills for all

residential customers. While elimination of the OCEB is beyond PUC's control, the PUC Board directed staff to develop a budget for 2016 that would mitigate this cost increase.

We were pleased to announce in December that this objective had been met. PUC rates for the delivery charge and water charges for residential customers will not increase in 2016. PUC chose to decline its OEB allowable 1.65% increase in electricity delivery charge and also waived its planned 10% increase in water charges for 2016.

PUC SERVICES INC.

Operation of the two city wastewater treatment plants remained in compliance with provincial requirements during the past quarter.

Operations related to the other 17 service contracts managed by PUC Services outside Sault Ste. Marie for electric, water and wastewater systems remained in compliance with provincial regulations.

By the end of 2015, PUC Services achieved 258 days lost-time incident free. We commend staff for their dedication and attention to working safe.

PUC DISTRIBUTION INC.

Electricity purchases (i.e. the energy we purchase from the IESO and embedded generators that is consumed by our customers and the distribution system) for the year 2015 were down 4.4% compared to the year 2014. For the quarter, purchases were down 10.1% compared to last year. Of greater note is the fact that energy consumption for December 2015 was the lowest since 2001 (i.e. for readily available data). In fact, consumption for December 2015 was 20.4% lower than the past 10 year average. Most likely, the combination of extremely warm weather and increased energy conservation measures have contributed to this unusual situation.

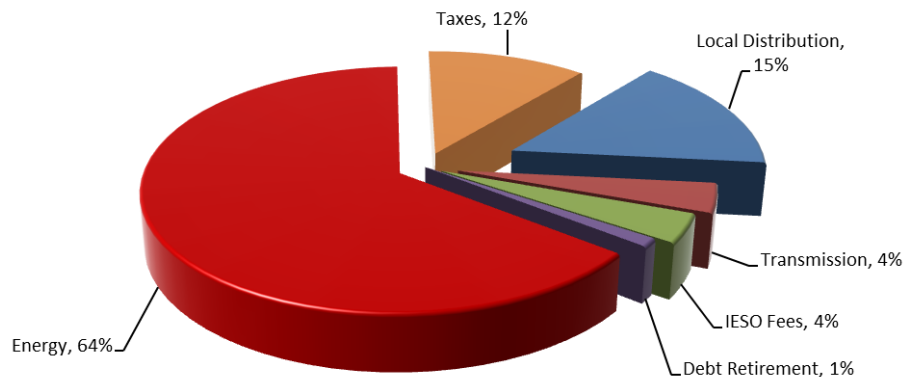
System peak demand during the fourth quarter was 118.7 MW which occurred in December. The 2014 fourth quarter peak demand was 127.1 MW which also occurred in December. Again, it is most notable that the December 2015 peak demand was 13.3% lower than the past 10 year average. (All quantities are adjusted to recognize embedded generator contributions)

Distributed generation (i.e. primarily the large solar farms within the city limits) supplied approximately 5% of the total energy consumed by PUC customers for the third quarter. As would be expected, the solar generators did not contribute in any significant way to total system demand in the fourth quarter, due to seasonal conditions.

The pie chart below provides a break-down of the components that comprise the average residential electricity bill (1,000 kWh) in Sault Ste. Marie as of November 1, 2015. The largest component is the energy portion at 64% of the total bill. The only part of the bill that is retained by PUC Distribution is the "Local Distribution" charge that comprises approximately 15% of the total bill. The rest of the bill revenue is turned over to the Province. This percentage has declined from 18% in 2014 due to the increase of energy

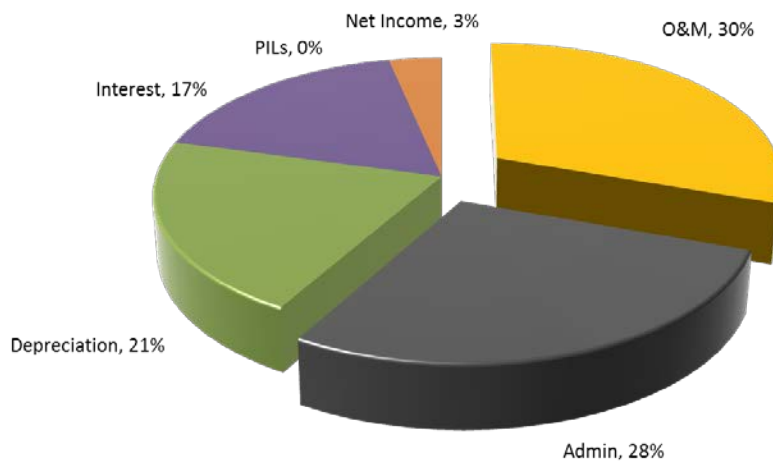
costs set by the Province. The energy portion was 61% of the total bill at May 1, 2014.

1,000 kWh Residential Bill - Sault Ste. Marie - 2015



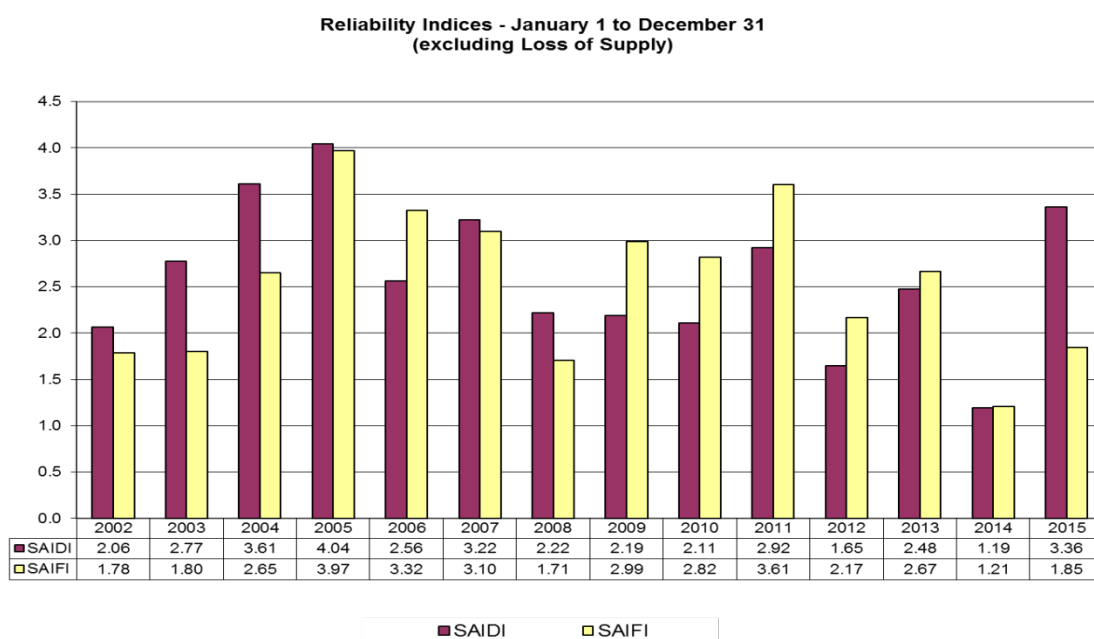
The following pie chart explains how PUC uses the revenue it collects from customers. One-third of the revenue is used to operate and maintain the distribution system and a little less than one-third covers the costs of administration and support systems. Approximately 17% of the revenue flows through PUC Inc. to the shareholder as interest payments.

Allocation of PUC Revenues



PUC Distribution is required by the Ontario Energy Board (the OEB) to track and report service reliability indices that measure system outage statistics for the electrical distribution system. These indices include the system average interruption duration index (SAIDI), the system average interruption frequency index (SAIFI) and the customer average interruption duration index (CAIDI), which is the ratio of SAIDI to SAIFI. All planned and unplanned outages lasting more than one minute must be reported. The indices are affected by factors such as customer density, the age and condition of the distribution system, susceptibility to lightning and other weather related impacts, the speed of response by crews and the scope of the supervisory and data acquisition (SCADA) systems deployed.

The chart below compares SAIDI and SAIFI at year-end since 2002.

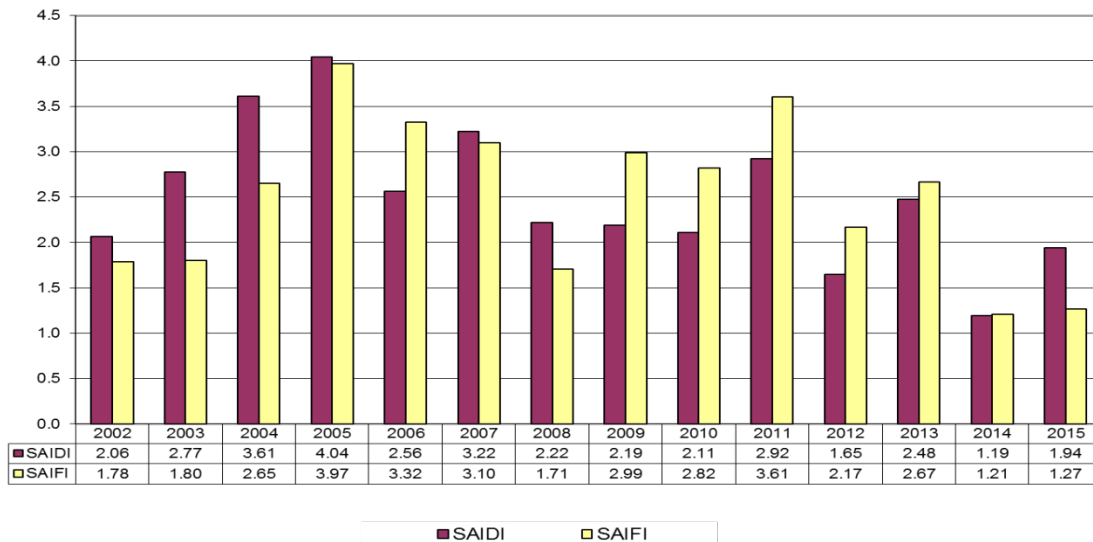


Comparison of power outages from one calendar quarter to another can vary widely, due primarily to seasonal effects. Outage performance for 2015 was dramatically impacted by a severe windstorm that hit the Sault Ste. Marie area early Christmas Eve.

Early in the morning December 24th the Sault Ste. Marie area experienced a significant windstorm, starting at approximately 3:00 a.m. Wind gusts up to 90 kph hit the area for an extended period of time resulting in numerous trees falling on power lines across the city. In all, approximately 10,000 customers lost power for various time durations. Power was restored to essentially all customers by 6 p.m. December 24th.

The events of that one day accounted for 42% of all outage duration and 31% of all outage frequency for the entire year. The chart below shows outage results excluding the December 24th windstorm.

**Reliability Indices - January 1 to December 31
(excluding Loss of Supply & December 24th Windstorm)**



WATER SYSTEM OPERATIONS

Metered water sales for the fourth quarter decreased 5.7% compared to the fourth quarter of 2014. Overall, sales for 2015 were 7.4% less than 2014. Most of this significant change is due to our largest water use customer taking proactive measures to find and repair system leaks on their property.

System peak day water consumption for the fourth quarter was 27,391 cubic meters which occurred on November 1st. Last year the peak day consumption for the fourth quarter was 33,443 cubic meters, occurring in October.

Each year we track the number of watermain breaks as a measure of distribution system condition. The counting season starts November 1st each year and continues until October 31st of the following year.

For the 2015 counting year, 116 watermain breaks or leaks were repaired. By Comparison, we had 171 breaks for the year 2014. The past 5-year average is 93.

The annual Leak Detection Survey was conducted during the second quarter of 2015 by leak detection specialist on 1/3 of the distribution system in accordance with regular annual practice. This year the westerly 1/3 of the distribution system was surveyed and found 20 leaks that would otherwise have gone undetected. To the end of September we had repaired 17 of those leaks.

As noted in prior reports, now that all the work is complete for Stage 1 of the Water Quality Improvement Strategy, the balance of 2015 is being spent fine-tuning water chemistry, monitoring water quality and tracking customer satisfaction with the improvements.

A second water quality survey was conducted in November. The results of this follow-up

survey will be used in conjunction with all other available information to assess the overall level of customer satisfaction with the improved water quality in order to help decide whether or not it is necessary to proceed with Stage 2 of the Water Quality Improvement Strategy.

Stage 2 would involve the addition of ultraviolet disinfection at the wells in order to revert to the use of chloramine in the distribution system. This is a costly proposition, both in terms of high capital costs and ongoing high operating costs. With such significant long-term impacts hinging on such a decision, it is critical that a thorough assessment of all available information be adequately conducted. In addition, a robust decision making matrix is key to ensuring the best possible decision is made for stakeholders concerned.

FINANCIAL STATUS (unaudited statements subject to year-end adjustments)

PUC Distribution's net income for the year 2015 was \$509,738 on revenues of \$18,539,523, down nearly 21% compared to forecasted net income of \$643,586 on projected revenues of \$19,148,074 in the budget. This was due mainly to electricity sales being 3.8% below forecast combined with expenses being 2.7% below forecast. Compared to 2014 unaudited statements, net income was \$1,254,351, revenues were \$19,872,543 and expenses were \$18,620,006.

PUC Services had net loss of \$195,213 for the year, compared to a forecasted net income of \$27,744 in the budget. This was due primarily to total expenses being \$133,037 greater than budgeted. Net loss for 2014 was \$334,248 on revenues of \$16,853,438.

Unconsolidated PUC Inc. revenue for the year 2015 was \$2,298,227 which was received mainly in the form of related party interest payments. Expenses of \$2,210,749 were primarily interest payable to the City. There was a net gain of \$87,478 for the year. Net income for 2014 was \$64,140.

The water Commission had a net operating margin of \$1,786,169 for the year on revenues of \$18,371,423 compared to a forecasted margin of \$3,188,574 and revenues of \$19,525,022 in the budget. This variation was due primarily to revenues being \$1,153,600 under projected due to lower than projected water sales. In comparison, revenue for 2014 was \$17,508,002 with a net operating margin of \$1,029,191.

PUC
QUARTERLY FINANCIAL SUMMARIES
December 31, 2015



**The attached financial statements are unaudited and are
subject to year end adjustments.**

PUC Inc.
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending December 31, 2015



Tuesday, February 16, 2016

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Interest - Related Party	2,151,214	1,918,576	232,638	1,918,576
Miscellaneous Interest	147,013	0	147,013	0
Total Revenue	2,298,227	1,918,576	379,651	1,918,576
General and Administrative Expenses	193,623	135,448	58,175	135,448
Interest Related Party	1,934,920	1,934,920	0	1,934,920
Interest Related Party	778	0	778	0
Payment in Lieu of Taxes	81,428	0	81,428	0
Total Expenses	2,210,749	2,070,368	140,381	2,070,368
Income (Loss)	87,478	(151,792)	239,270	(151,792)

Notes

Total revenue is 19.8% over budget. Primary factors include a reduced budget for interest revenue from PUC Services that was not implemented in 2015, in addition to unbudgeted interest revenue received on cash balances.

General and Administrative expenses are 43% over budget due primarily to the 2014 donation to the United Way being paid in 2015 and consultant report which was not budgeted.

Final tax returns will be prepared in conjunction with the year end audit work.

PUC Distribution Inc.
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending December 31, 2015



Tuesday, February 16, 2016

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Distribution Revenue	16,321,698	16,925,385	(603,687)	16,925,385
Miscellaneous Revenue	2,217,825	2,222,689	(4,864)	2,222,689
Total Revenue	18,539,523	19,148,074	(608,551)	19,148,074
Cost of Power				
Cost of Power Revenue	74,306,060	75,635,969	(1,329,908)	75,635,969
Cost of Power Expense	74,306,060	75,635,969	(1,329,908)	75,635,969
Net Cost of Power	0	0	(0)	0
Operating Expenses	5,787,152	5,819,316	(32,165)	5,819,316
General and Administrative Expenses	5,123,832	5,353,831	(229,999)	5,353,831
Depreciation	4,000,005	4,000,000	5	4,000,000
Interest Expense	3,089,227	3,331,341	(242,114)	3,331,341
Payment in Lieu of Taxes	0	0	0	0
Total Expenses	18,000,216	18,504,488	(504,272)	18,504,488
CDM Program				
CDM Revenue	414,912	1,162,807	(747,895)	1,162,807
CDM Expenses	444,481	1,162,807	(718,326)	1,162,807
Total CDM Program	(29,569)	0	(29,569)	0
Income (Loss)	509,738	643,586	(133,848)	643,586

Notes

Total revenue is 3.2% under budget, with electricity purchases/sales approximately 3.8% under budget.

Operating expenditures are within 1% of budget.

General and Administrative expenses are \$230k (4.3%) under budget. The primary factors is the revision to the allocation percentage for shared service costs from PUC Services subsequent to the budgeting process.

Interest expense is \$242k under plan due mainly to a lower interest rate on the current "construction loan" compared to the budgeted rate as a "fixed term" loan. The construction loan will be converted to a term loan in early 2016.

PUC Services Inc.
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending December 31, 2015



Tuesday, February 16, 2016

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Revenue				
Contract Revenue	5,503,003	5,555,460	(52,457)	5,555,460
Management Fee Revenue	10,125,390	10,205,278	(79,888)	10,205,278
Miscellaneous Revenue	395,045	346,000	49,045	346,000
Total Revenue	16,023,439	16,106,738	(83,299)	16,106,738
Operating Expenses	4,856,739	4,854,940	1,799	4,854,940
General and Administrative Expenses	8,767,664	8,868,751	(101,087)	8,868,751
Depreciation	2,000,000	2,000,000	0	2,000,000
Interest Expense	587,628	355,303	232,325	355,303
Payment in Lieu of Taxes	0	0	0	0
Total Expenses	16,212,031	16,078,994	133,037	16,078,994
CDM Program				
CDM Revenue	72,114	86,880	(14,766)	86,880
CDM Expenses	78,734	86,880	(8,146)	86,880
Total CDM Program	(6,620)	0	(6,620)	0
Income (Loss)	(195,213)	27,744	(222,956)	27,744

Notes

Total revenue is 0.5% under budget.

There is only a slight variance in Operating expenses.

Administrative expenses are under budget by \$101k (1.1%).

Interest expense to PUC Inc. is over budget corresponding to the over budget amount in PUC Inc.'s interest revenue. The reduced budget for interest expense to PUC Inc. was not implemented in 2015.

Public Utilities Commission of Sault Ste. Marie
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending December 31, 2015



Tuesday, February 16, 2016

	YTD Actual 2015	YTD Budget 2015	YTD Variance 2015	Annual Budget 2015
Operating Revenue				
Water Sales	\$17,952,197	\$18,731,472	(\$779,276)	\$18,731,472
Miscellaneous	\$419,226	\$793,550	(\$374,324)	\$793,550
Total Operating Revenue	\$18,371,423	\$19,525,022	(\$1,153,600)	\$19,525,022
 Total Operating Expenses	 \$9,151,528	 \$8,800,142	 \$351,387	 \$8,800,142
Total General and Administrative Expenses	\$5,079,512	\$5,020,524	\$58,988	\$5,020,524
Depreciation	\$2,200,000	\$2,200,000	(\$0)	\$2,200,000
Interest Expense	\$154,214	\$315,783	(\$161,569)	\$315,783
Total Expenses	\$16,585,254	\$16,336,448	\$248,805	\$16,336,448
Net Operating Margin	\$1,786,169	\$3,188,574	(\$1,402,405)	\$3,188,574

Notes

Total revenue is 0.5% under budget. Primary factors include consumption revenue \$779,276 under budget with water sales being 10% under the budgeted amount and miscellaneous revenue under budget with year end adjustments for contributed capital yet to be recorded.

Operating expenditures are \$351k (4%) over budget. Contributing factors include insurance costs were budgeted in General and Admin costs, increased water treatment costs, increased utility costs and increased labour for hydrant maintenance

General and Administrative expenses are approximately \$59k (1.2%) over budget. Primary factors include increased allocation of consulting costs, the revision to the allocation percentage for shared service costs from PUC Services subsequent to the budgeting process and reduced insurance costs which were charged directly to operating expenses.

Interest expense is \$161.6k under budget as the long term debt was not in place until early 2016.

Liberals investigating 'vacation villages' to boost tourism

Resort-style villages popular family holiday destinations in Europe



/ CENTER PARCS

The Center Parcs De Vossemeren vacation village in Belgium features an indoor tropical forest and water park. The Ontario government is looking at such vacation villages as a way to boost the province's tourism industry.

By: **Ben Spurr** Staff Reporter, Published on Sun Mar 20 2016

Niagara Falls? Been there. Algonquin Park? Done that. The CN Tower? Passé.

Ontario could get a whole new generation of hot tourist attractions if an idea being floated by Queen's Park works out.

Procurement documents posted to the government's website show that in February the province issued a tender to study the possibility of setting up "vacation villages" across Ontario.

The resort-style villages are popular family holiday destinations in Europe, where they attract millions of visitors every year. Some are as simple as a cluster of holiday cottages in an idyllic countryside setting, while others also feature amenities like bowling alleys, paintball fields and indoor water parks.

Center Parcs, one of two European companies whose village concepts the document says might be adapted for use in Ontario, has 21 locations in Belgium, Germany, the Netherlands and France. On its website, the company promises "first-class facilities, including stylish accommodation, restaurants and a wide range of indoor and outdoor activities from badminton to sailing."

What say you?

Would you go to a vacation village in Ontario?

☐ Yes. I'm tired of our existing holiday hot spots.

- ☐ No. The Liberals should concentrate on making our existing tourist sites better.
- ☐ Maybe, if the price is right.
- ☐ I don't know. I try to holiday further afield.

[Vote](#)

[View Results](#)

The Center Parc De Vossemere in Belgium has a Discovery Bay “indoor play world” that includes a “tropical pirate adventure” complete with shipwreck, bamboo forest and sandy beach.

The government-commissioned study would “determine the financial viability and potential economic impact of a vacation village in Ontario” by examining factors like potential market size, provincial demographics and analysis of current holiday behaviour, according to the tender. The successful bidder would also be asked to identify five potential locations for the attractions in the province, and produce two reports: one for internal government use and another to attract potential investors.

Minister of Tourism, Culture, and Sport Michael Coteau was on vacation Friday and was unavailable to respond to questions about why the ministry is pursuing the idea. But in an email, ministry spokeswoman Denelle Balfour said: “Tourism is an important economic driver in Ontario. . . contributing \$28 billion to our economy and supporting over 350,000 jobs. Our government is always looking for ways to grow this important sector.”

Balfour stated that the province’s proximity to the United States and growing domestic and international tourism markets “make Ontario a highly attractive location for the development of world-leading tourism products and experiences.”



The Center Parcs Het Heijderbos vacation village in the Netherlands features an indoor tropical forest and water park.

Steve Clark, the Progressive Conservative Party's critic for tourism, questioned the need to study the creation of new tourist towns. He warned the attractions could cannibalize business in the province's existing holiday hot spots.

He said tourism is an important industry for his riding of Leeds-Grenville, which is home to the [Rideau Canal— a UNESCO World Heritage Site — as well as the Thousand Islands](#).

"I can argue that I have some vacation villages that are already up and running in Leeds and Grenville. And I'm sure the other MPPs would feel the same. Maybe the minister wouldn't because he's already asked for this study," he said.

"I think we've got some great infrastructure that we need to support now, without having to look at five new sites that we're going to create."

THE CORPORATION OF THE CITY OF SAULT STE MARIE

TAX RATE (LEVY) BY-LAW FOR 2016

BY-LAW 2016-35

TAXES: (T1.2) A by-law to provide for the adoption of property tax rates for 2016.

WHEREAS Section 312 of the *Municipal Act, 2001* provides that the Council of a local municipality shall, after the adoption of estimates for the year, pass a by-law to levy a separate tax rate on the assessment in each property class, and;

WHEREAS Sections 307 and 308 of the said Act require tax rates to be established in the same proportion to tax ratios, and;

WHEREAS the 2016 municipal tax levy for all purposes including debenture principal and interest payments has been set at \$104,374,376 comprised of \$100,304,263 for the overall (rural) area and an additional \$4,070,113 for the urban area only including debenture principal and interest payments specific to the special area;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby **ENACTS** the tax rates for municipal purposes as set out in Schedule "A" hereto annexed, and forming part of this by-law.

1. **SCHEDULE "A"**

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

2. **EFFECTIVE DATE**

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

PASSED in open Council this 11th day of April, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

Schedule "A"

CITY OF SAULT STE. MARIE 2016 PROPERTY TAX RATES		
URBAN AREA		
Property Class	RTC/RTQ	Municipal
Residential	<i>RT/RH</i>	.01362266
Multi-Residential	<i>MT</i>	.01777441
Commercial Occupied - New Construction	<i>CT/CH/XT/XH</i>	.02978376
Commercial-New Construction-Excess Land	<i>CU/XU</i>	.02084864
Commercial - Vacant Land-Parking Lots	<i>CX/GT</i>	.02202004
General Rate Only (International Bridge Plaza)	<i>CM</i>	.02978376
Shopping Centres Occupied- New Construction	<i>ST/ZT</i>	.03161741
Shopping Centre - Excess Land	<i>SU</i>	.02213218
Office Buildings Occupied-New Construction	<i>DT/YH</i>	.04350062
Office Building - Excess Land	<i>DU</i>	.03045044
Industrial Occupied- New Construction	<i>IT/IH/JT</i>	.04192721
Industrial - New Construction - Excess Land-Vacant Land	<i>JU/IU/IX/IJ</i>	.02725269
Large Industrial - Occupied	<i>LT</i>	.07446382
Lg Industrial - Excess Land	<i>LU</i>	.04840148
Pipeline	<i>PT</i>	.02841750
Farm -Managed Forests	<i>FT/TT</i>	.00340567

RURAL AREA		
Property Class	RTC/RTQ	Municipal
Residential	<i>RT/RH</i>	.01303555
Multi-Residential	<i>MT</i>	.01700837
Commercial Occupied - New Construction	<i>CT/CH/XT/XH</i>	.02848963
Commercial-New Construction-Excess Land	<i>CU/XU</i>	.01994275
Commercial - Vacant Land-Parking Lots	<i>CX/GT</i>	.02106325
Shopping Centres Occupied- New Construction	<i>ST/ZT</i>	.03024360
Shopping Centre - Excess Land	<i>SU</i>	.02117052
Office Buildings Occupied-New Construction	<i>DT/YH</i>	.04161048
Office Building - Excess Land	<i>DU</i>	.02912734
Industrial Occupied- New Construction	<i>IT/IH/JT</i>	.04010543
Industrial - New Construction - Excess Land-Vacant Land	<i>JU/IU/IX/IJ</i>	.02606853
Large Industrial - Occupied	<i>LT</i>	.07122829
Lg Industrial - Excess Land	<i>LU</i>	.04629839
Pipeline	<i>PT</i>	.02719276
Farm -Managed Forests	<i>FT/TT</i>	.00325889

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-36

TAXES: (T1.2(1)) A by-law to provide for the adoption of taxation transition ratios.

WHEREAS Section 308 of the *Municipal Act*, 2001, as amended provides that the council of a local municipality shall pass a by-law to establish tax ratios for the 2016 Taxation Year.

Therefore **THE COUNCIL** of the Corporation of the City of Sault Ste. Marie pursuant to the *Municipal Act*, as amended **ENACTS** as follows:

1. **TAXATION TRANSITION RATIOS**

The Municipal Taxation Transition Ratios set out below are hereby adopted:

Residential & Farm	1.00000000
Multi-Residential	1.30476749
Commercial - Occupied	2.20424281
Commercial - New Construction	2.20424281
Commercial - Excess Land	1.54296997
Shopping Centres	2.33994673
Shopping Centres – New Construction	2.33994673
Shopping - Excess Land	1.63796271
Office Building	3.21940235
Office Building – New Construction	3.21940235
Office Buildings - Excess Land	2.25358164
Parking Lots & Commercial Vacant Land	1.62966327
Industrial - Occupied	3.10295644
Industrial - New Construction	3.10295644
Industrial - Excess Land	2.01692168
Industrial - Vacant Land	2.01692168
Large Industrial	5.51093162
Large Industrial - Excess Land	3.58210555
Pipelines	2.08604521
Farmland	0.25000000
Managed Forests	0.25000000

2. **EFFECTIVE DATE**

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

PASSED in open Council this 11th day of April, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\1. 2016\2016-36 TRANSITION RATIOS.DOCX

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2016-37

TAXES: (T1.2(2)) A by-Law to provide for 2016 final tax billing.

WHEREAS the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, provides that the council of a local municipality, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes;

AND WHEREAS the Council of the Corporation of the City of Sault Ste. Marie deems it appropriate to provide for such levy on the assessment of property in this municipality;

THEREFORE the Council of the Corporation of the City of Sault Ste. Marie enacts as follows:

1. In this by-law the following words shall be defined as:

“Act” shall mean the *Municipal Act*, 2001 S.O. 2001, C.25, as amended

“Minister” shall mean the Minister of Finance;

“MPAC” shall mean the Municipal Property Assessment Corporation;

“Treasurer” means the treasurer of the Corporation of the City of Sault Ste. Marie or a person delegated the Treasurer’s powers and duties under s.286(5) of the Act and By-law 2006-199, being the City Tax Collector.

2. All taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.

3. The provisions of this by-law apply in the event that assessment is added for the year 2016 to the Tax Roll after the date this by-law is passed and the tax levy shall be imposed and collected.

4. There shall be imposed on all taxes a penalty for non-payment or late payment of taxes in default of the installment dates set out below. The penalty shall be one and one-quarter percent (1¼%) of the amount in default on the first day after the due date and the first day of each calendar month during which the default continues, but not after the end of 2016.

5. Following December 31, 2016, interest charges of one and one-quarter percent (1¼%) shall be imposed upon the amount in default on the first calendar day of each month during which the default continues.

6. The final tax levy imposed by this by-law shall be paid in two installments due on the following dates:

6.1 One-half (1/2) thereof on the 5th day of July, 2016

6.2 One-half (1/2) thereof on the 6th day of September, 2016.

7. A notice specifying the amount of taxes payable, may be mailed or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law by the Treasurer.
8. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered in the Tax roll under Section 340 of the *Act*.
9. The Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under section 4 and 5 of this by-law in respect of non-payment or late payment of any taxes or any installment of taxes.
10. Nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
11. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
12. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

PASSED in open Council this 11th day of April, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\1. 2016\2016-37 FINAL TAX BILLING.DOC

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-39

AGREEMENT: (E2.1) A by-law to authorize the execution of a Sponsorship Agreement between the City and CTV Television Inc. for the promotion of the 20 Minute Sault Ste. Marie Makeover.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENTS**

The Mayor and the City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a Sponsorship Agreement in the form of Schedule "A" hereto dated the 12th day of April, 2016 and made between the City and CTV Television Inc. for the promotion of the 20 Minute Sault Ste. Marie Makeover.

2. **SCHEDULE "A"**

Schedule "A" hereto 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 11th day of April, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE



20 – Minute Sault Ste Marie Makeover 2016 Sponsorship Agreement 2016

This agreement, dated the 12th day of April 2016, between the Corporation of the City of Sault Ste. Marie, an organization duly incorporated under the laws of the province of Ontario, hereinafter called **20 – Minute Sault Ste Marie Makeover**.

and

CTV Television Inc., a company duly incorporated under the laws of the Province of Ontario, hereinafter called **CTV**. In consideration of the mutual promises contained herein, the Parties agree as follows:

Event Date: Tuesday, May, 10, 2016 CTV Rep: Brett Lund
Contact: Corrina Barrett
Environmental Initiatives Co-ordinator
City of Sault Ste Marie
705-541-7175
Website: www.cityssm.on.ca

CTV AGREES TO GIVE 20 – MINUTE SAULT STE MARIE MAKEOVER:

Note: *Regional* - refers to broadcast/coverage throughout Northeastern Ontario on CTV stations Sudbury, Timmins, North Bay, and Sault Ste. Marie. Population: 639,866. *Local* – refers to broadcast coverage in the Sault Ste. Marie area. Population: 118,665. **CTV donated airtime is not to be brokered out to any other party; only the Event and CTV will be acknowledged.**

1. Commercial airtime:
Based on an investment of **\$1,100**, CTV agrees to promote the **20 MINUTE SAULT STE MARIE MAKEOVER** through the donation of **\$3,300** in television advertising. Airtime will run LOCAL. Production costs will be \$200 for a 30 second spot or \$100 for a 5 or 10 sec. tag. In airtime sell out situations, some spots may be pre-empted.
In the event there are any further advertising dollars spent, CTV will be entitled to a fair and equitable share based on its contribution.
2. A CTV Sponsorship does not guarantee news coverage. Delivery of News Releases to CTV newsroom and contact with the News Producer are the responsibility of **20 MINUTE SAULT STE MARIE MAKEOVER**. **Send Release to: Rick Wyman at rick.wyman@bellmedia.ca or fax to 705-673-0730 or Phone 705-674-0110**
3. Community Calendar announcements promoting the event and associated activities will be made available on air and online. Information to be provided by event organizers and sent directly to the attention of Angela Pepin angelapepin@bellmedia.ca. (Required 2 weeks in advance)

20 MINUTE SAULT STE MARIE MAKEOVER AGREES TO GIVE CTV: Yes

- | | |
|---|--|
| 1. Invest \$1,100 in television advertising. | ☒ |
| 2. Audio Visual acknowledgement of CTV in all TV ads | ☒ |
| 3. CTV Logo to be included on all printed materials (including but not limited to posters, programs, newsletters) Size and Positioning of logo to be negotiated. | ☒ |
| CTV MUST approve use of our logo on all materials PRIOR to printing with a minimum of 2 weeks lead time for approvals. | |
| 4. FREE Ad in any programs produced. Outside back cover preferred. | ☐ |
| 5. CTV recognition in associated radio/print campaigns. | ☐ |
| 6. CTV sponsorship status highlighted at news conferences/news releases. | ☐ |
| 7. CTV to have prominent positioning in Event Signage created. | ☐ |
| 8. Event agrees to provide banner/signage opportunities at event, news conferences, or promotional events. (Event organizers will be responsible to pick up and return banners to CTV). | ☐ |
| 9. Website recognition. | ☒ |
| 10. CTV to be given the opportunity to sponsor the event the following year. | ☒ |

CTV SIGNING REPRESENTATIVE

DATE

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE
SIGNING OFFICER

DATE

WITNESS

DATE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-34

AGREEMENT: (C2.13(6)) A by-law to authorize the execution of an amendment to the Contribution Agreement between the City and Her Majesty the Queen in Right of Canada as represented by the Minister of Citizenship and Immigration regarding the Local Immigration Partnership.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENTS**

The Mayor and the City Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to an amendment to the Contribution Agreement in the form of Schedule "A" hereto dated the 11th day of April, 2016 between the City and Her Majesty the Queen in Right of Canada as represented by the Minister of Citizenship and Immigration regarding the Local Immigration Partnership.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 11th day of April, 2016

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

\\CITYDATA\LEGAL\STAFF\BYLAWS\1. 2016\2016-34 AMENDMENT TO AGREEMENT - LOCAL IMMIGRATION PARTNERSHIP.DOC



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Agreement Number \ N° de l'accord
S153295049

BASIC SERVICE PROVIDER INFORMATION / RENSEIGNEMENTS DE BASE SUR
LE FOURNISSEUR DE SERVICES

Canada Revenue Agency Taxation
Number \ Agence du revenu du Canada
N° de Impôt
122023120RT001

Legal Name of Service Provider

The Corporation of the City of Sault Ste. Marie

Incorporation Number
No de constitution en société
Inc. April 16th 1912

Mailing Address \ Adresse postale

P.O. Box 580, Sault Ste. Marie, ON, P6A 5N1

Project Location Address \ Adresse du projet

Legal Signing Officers (those who have legal authority to sign the Contribution Agreement, any amendments and reports etc.)

Agents signataires légaux (les noms de ceux qui sont légalement autorisés à signer le entente de contribution, des modifications, des rapports, etc.)

TITLE \ TITRE	NAME \ NOM	SPECIMEN SIGNATURE SPECIMEN DE SIGNATURE
1. Mayor	Christian Provenzano	
2. Deputy City Clerk	Rachelle Byrnski Malcolm White	
3. LIP Coordinator	Danny Krmpotich	
4. LIP Researcher	Sean Halliday	
5.		
6.		

How many of the above signatures and in what combination are required to bind your organization in a legal agreement?

Combien des signatures mentionnées plus haut sont nécessaires afin de lier votre organisation dans le cas d'un accord légal ?

Legal Agreements - #1 & #2

Claims - #3 & #4

Person responsible for books \ Responsable des comptes				
Name \ Nom		Telephone Number - Business N° de téléphone - off.	Telephone Number - Residence N° de téléphone - rés.	
Shelley Schell, Commissioner of Finance & Treasurer		705-759-5355		
Workers' Compensation Board Status \ Etat auprès de la Commission des accidents du travail				
Non Registered Non-enregistré ☐	Registered \ Enregistré	Firm No. N° de la compagnie accordé par la CAT	Account No. N° du compte accordé par la CAT	Rate \ Taux
	Schedule 1 Annexe 1 ☐	Schedule 2 Annexe 2 ☒		
Name of Bank \ Nom de la banque		Account Number (s) \ N° (s) de compte		
Royal Bank of Canada		000-018-2		
Address \ Adresse		Type of Account \ Genre de compte		
602 Queen Street East, Sault Ste. Marie, ON, P6A 2A4		General		
Separate Account for Project Compte distinct réservé au projet		Yes ☐ No ☒		
		Oui Non		

Canada

Revised AUG09



AMENDMENT TO THE CONTRIBUTION AGREEMENT

AGREEMENT NUMBER: S153295049
AMENDMENT NUMBER: 2

BETWEEN: **HER MAJESTY THE QUEEN IN RIGHT OF CANADA**, represented by the Minister of Citizenship and Immigration (hereinafter referred to as the "Department").

AND: Corporation of the City of Sault Ste. Marie, hereinafter referred to as the "Recipient".

THIS AMENDMENT TESTIFIES that, in consideration of the mutual covenants herein, the parties agree to amend the Agreement above referenced. The components of the Agreement that will be amended are as follows:

- ☐ The Contribution Agreement (see attached);
- ☐ Schedule 1, entitled *Statement of Planned Activities and Intended Results* (see attached);
- ☒ Schedule 2, entitled *Description of Eligible Costs* (see attached);
- ☐ Schedule 3, entitled *Terms of Payments* (see attached);
- ☐ Schedule 4, entitled *Supplementary Terms and Conditions* (see attached).

PRECEDENCE:

All other clauses and schedules contained in the Contribution Agreement remain unchanged, and in the event of any inconsistencies, the provisions of the current Agreement including this amendment, take precedence over those of the original Contribution Agreement and any previous amendment(s).

The parties hereto have signed this Amendment to the Agreement through duly authorized representatives.

Recipient

CHRISTIAN PROVENZANO

Name (Print)

MAYOR

Position

Signature

2016-03-21

Date (YYYY-MM-DD)

The Department

Name (Print)

Position

Recipient

MALCOLM WHITE

Name (Print)

CITY CLERK

Position

Signature

2016-03-21

Date (YYYY-MM-DD)

Signature

Date (YYYY-MM-DD)



Settlement Program – Schedule 1 Statement of Planned Activities and Intended Results

Name of the Recipient: Corporation of the City of Sault Ste. Marie	File Number: S153295049
Agreement Title: Local Immigration Partnership	Amendment Number: 3

STATEMENT OF PLANNED ACTIVITIES AND INTENDED RESULTS

PROJECT DESCRIPTION AND OBJECTIVE(S):

Local Immigration Partnerships (LIPs) are community-based partnerships that:

- Systematize local engagement of service providers and other institutions in newcomers' integration process;
- Support community-level research and strategic planning; and,
- Improve coordination of effective services that facilitate immigrant settlement and integration.

LIPs do not deliver services directly to newcomers, but provide a collaborative framework to facilitate the development and implementation of sustainable solutions for the successful integration of newcomers that are local and regional in scope.

The objective of the LIPs initiative is to enhance collaboration, coordination and strategic planning at the community level in order to foster more welcoming and inclusive communities and improve settlement and integration outcomes.

PLANNED ACTIVITIES:

Activity: Indirect - Indirect

Activity Narrative: Establish an inclusive partnership council that is broad-based and representative of the community, and create terms of reference.

Conduct research on newcomers needs and the community's assets and gaps, and raise awareness of these needs with the partnership's members and the wider community.

Establish a local settlement strategy identifying key priorities for the community.

Develop action plans with specific, measurable and time-bound activities to implement the community's strategic priorities

Support the implementation of action plans and report on results achieved

Output Description: A work plan for the development of a local settlement strategy that identifies key tasks, milestones, roles and responsibilities.

EXPECTED OUTCOMES:

- Awareness of community and other resources to deal with settlement issues
- Official language skills and other skills for adapting to Canadian society
- Connections to communities and public institutions
- Partners & stakeholders are engaged in settlement and implement strategies to address newcomers needs

REPORTING:

The Recipient agrees to submit to the department:

FORECAST OF CASH FLOW

- The Department may request submission of a revised cash flow for the project.

CLAIMS

- Claims for reimbursement of eligible costs that support the achievement of objectives shall be submitted by the Recipient on a **QUARTERLY** basis and shall be accompanied by a progress report on the actual



STATEMENT OF PLANNED ACTIVITIES AND INTENDED RESULTS (cont'd)

achievements of the project against planned activities and expected results identified in Schedule 1. This report is to be submitted to CIC within 10 days of the end of the reporting period.

FINAL CLAIM

- Following completion of the project, the final claims of eligible costs, shall be accompanied by a final project report detailing the actual achievements of the project against the project objective(s), planned activities, and expected results identified in Schedule 1. This report is to be submitted to CIC within 60 days of the end of the funding period.

ANNUAL AUDITED FINANCIAL STATEMENTS

- For multi-year agreements, the Recipient shall submit to the Department, the organizational annual financial statements (audited if available), within 6 months of the Recipient's fiscal year end date.

**Settlement Program – Schedule 2 Description of Eligible Costs**

Name of the Recipient: Corporation of the City of Sault Ste. Marie		File Number: S153295049
Address: 99 Foster Drive Sault Ste. Marie, ON, Canada P6A 5N1		
Telephone Number: (705) 759-5485	Facsimile Number: (705) 759-1639	Amendment Number: 3
Agreement Title: Local Immigration Partnership		

Duration of activity / Funding period	From: 2014-04-01 YYYY-MM-DD	To: 2017-03-31 YYYY-MM-DD	Fiscal years: 3
---------------------------------------	---------------------------------------	-------------------------------------	------------------------

CIC CONTRIBUTION – SEE ATTACHED FOR COST ITEMS DETAILS

FISCAL YEAR	PROGRAM DELIVERY	ADMINISTRATIVE	CAPITAL	TOTAL CONTRIBUTION
2014-2015	\$193,757	\$3,875	\$0	\$197,632
2015-2016	\$190,817	\$3,816	\$0	\$194,633
2016-2017	\$218,268	\$4,365	\$0	\$222,633
TOTAL COST CATEGORY	\$602,842	\$12,056	\$0	\$614,898



Name of the Recipient:

Corporation of the City of Sault Ste. Marie

File Number:

S153295049**Fiscal Year: 2014-2015****PROGRAM DELIVERY**

Qty	Line Item	Description/Details	Amount for fiscal year
	Salaries, wages and benefits	Outreach Worker	\$9,170
	Salaries, wages and benefits	Admin Assistant	\$57,112
	Salaries, wages and benefits	Coordinator	\$68,541
	Conferences and workshops		\$9,196
	Publicity		\$13,530
	Eligible GST/HST		\$279
	Salaries, wages and benefits	MERCS/Benefits	\$35,929

Total Program Delivery: **\$193,757****ADMINISTRATIVE**

Qty	Line Item	Description/Details	Amount for fiscal year
	Negotiated Administrative Rate	2	\$3,875

Total Administrative: **\$3,875****Total Maximum CIC Contribution for Fiscal Year:** **\$197,632**



Name of the Recipient:

Corporation of the City of Sault Ste. Marie

File Number:

S153295049**Fiscal Year: 2015-2016****PROGRAM DELIVERY**

Qty	Line Item	Description/Details	Amount for fiscal year
	Salaries, wages and benefits	Outreach Worker	\$31,040
	Salaries, wages and benefits	Admin Assistant	\$56,754
	Salaries, wages and benefits	Coordinator	\$82,790
	Conferences and workshops		\$9,000
	Publicity		\$9,433
	Eligible GST/HST		\$300
	Travel, accommodation and related costs	Staff travel	\$1,500

Total Program Delivery: **\$190,817****ADMINISTRATIVE**

Qty	Line Item	Description/Details	Amount for fiscal year
	Negotiated Administrative Rate	2	\$3,816

Total Administrative: **\$3,816****Total Maximum CIC Contribution for Fiscal Year:** **\$194,633**



Name of the Recipient:

Corporation of the City of Sault Ste. Marie

File Number:

S153295049**Fiscal Year: 2016-2017****PROGRAM DELIVERY****All line items/Tous les éléments**

Qty	Line Item	Description/Details	Amount for fiscal year
	Salaries, wages and benefits	Outreach Worker	\$29,630
	Salaries, wages and benefits	Admin Assistant	\$53,836
	Salaries, wages and benefits	Coordinator	\$66,630
	Conferences and workshops		\$9,000
	Publicity		\$8,888
	Eligible GST/HST		\$241
	Salaries, wages and benefits	MERCS/Benefits	\$35,164
	Travel, accommodation and related costs		\$1,500
Total All line items/Tous les éléments:			\$204,889

Syrian related costs

Qty	Line Item	Description/Details	Amount for fiscal year
	Salaries, wages and benefits		\$8,921
	Publicity		\$4,458
Total Syrian related costs:			\$13,379

Total Program Delivery: **\$218,268****ADMINISTRATIVE**

Qty	Line Item	Description/Details	Amount for fiscal year
	Negotiated Administrative Rate	2	\$4,365

Total Administrative: **\$4,365****Total Maximum CIC Contribution for Fiscal Year:** **\$222,633**