



**The Corporation of the City of Sault Ste. Marie
Regular Meeting of City Council
Revised Agenda**

Monday, November 21, 2016

4:30 pm

Council Chambers

Civic Centre

	Pages
1. ADOPTION OF MINUTES	14 - 29
Mover Councillor F. Fata Seconder Councillor S. Myers	
Resolved that the Minutes of the Regular Council Meeting of 2016 11 07 and Budget Meeting of 2016 11 03 be approved.	
2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA	
3. DECLARATION OF PECUNIARY INTEREST	
4. APPROVE AGENDA AS PRESENTED	
Mover Councillor M. Bruni Seconder Councillor S. Hollingsworth	
Resolved that the Agenda for 2016 11 21 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 Community Development Award	
Heritage Discovery Centre, 800 Bay Street	
5.2 Community Christmas for Children	
Marisa Jarrell on behalf of Planning Committee	

5.3	Sault Ste. Marie Lottery and Gaming Pursuit Team	30 - 44
	Leo Tiberi, Executive Lead	
5.3.1	<i>Revised Presentation</i>	45 - 60
5.4	City Council Review	61 - 74
	Malcolm White, Deputy CAO / City Clerk – Corporate Services	
5.5	<i>Downtown Development Initiative</i>	75 - 81
	Victoria Prouse, Project Co-ordinator	
6.	COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES – CONSENT AGENDA	
	Mover Councillor F. Fata Seconder Councillor S. Hollingsworth	
	Resolved that all the items listed under date 2016 11 21 – Agenda item 6 – Consent Agenda be approved as recommended.	
6.1	Council Travel	
	Mover Councillor M. Bruni Seconder Councillor S. Hollingsworth	
	Resolved that Mayor Provenzano be authorized to travel to Ottawa, Ontario for 2 days in November to attend the Northern Caucus Meeting and a meeting with the Minister of Innovation, Science and Economic Development at an estimated cost to the City of \$1,200.	
	Mover Councillor M. Bruni Seconder Councillor S. Hollingsworth	
	Resolved that Councillor Turco be authorized to travel to Toronto for 2 days in November to attend the AMO Board Meeting at an estimated cost to the City of \$300.	
6.2	RFP – Parking By-law Enforcement – Municipal Parking Lots and Meters	82 - 83
	A report of the Manager of Purchasing is attached for the consideration of Council.	
	Mover Councillor M. Bruni Seconder Councillor S. Myers	
	Resolved that the report of the Manager of Purchasing dated 2016 11 21 be received and that the proposal submitted by Commissionaires Ottawa to provide Parking By-law Enforcement for Municipal Parking Lots and Meters, as required by the Transit and Parking Division of Community Development and Enterprise Services be approved. The contract will commence January 1, 2017 and continue for a period of three (3) years	

allowing for two (2) further one (1) year extensions by mutual agreement.

- 6.3 Property Tax Appeals 84 - 86**
- A report of the City Tax Collector is attached for the consideration of Council.
- Mover Councillor F. Fata
Seconded Councillor S. Hollingsworth
- Resolved that the report of the City Tax Collector dated 2016 11 21 concerning Property Tax Appeals be received and that the tax records be amended pursuant to Section 357 of the *Municipal Act*.
- 6.4 2017 Applications for Financial Assistance through the City's Financial Assistance Policy for Sustaining and Other Grants 87 - 90**
- A report of the Manager of Audits and Capital Planning is attached for the consideration of Council.
- Mover Councillor M. Bruni
Seconded Councillor S. Hollingsworth
- Resolved that the report of the Manager of Audits and Capital Planning dated 2016 11 21 concerning 2017 applications for financial assistance through the City's Financial Assistance Policy for Sustaining and Other Grants be received and that grants to the Rotary Club of Sault Ste. Marie; Canadian Cancer Society Relay for Life; Bon Soo Winter Carnival Inc.; Crime Stoppers; and Fringe North be approved.
- 6.5 Long Term Tax Policy 91 - 173**
- A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council.
- Mover Councillor M. Bruni
Seconded Councillor S. Myers
- Resolved that the report of the Chief Financial Officer & Treasurer dated November 21, 2016 regarding the Long Term Tax Policy be received and the following recommendations be incorporated into the Long Term Tax Policy:
1. The next reassessment year of 2021 be reviewed for assessment base stabilization to determine if directed tax ratio reduction to the Industrial and Commercial classes can be implemented.
 2. Upon assessment base stabilization, directed reduction to the Industrial and Commercial classes from overall real net assessment growth in excess of 1% until tax ratios for Industrial and Commercial classes are equal to the Provincial Threshold levels.
 3. Staff investigate and report to Council on the feasibility of implementing an Industrial Community Improvement Plan.
- 6.6 Nine Month Financial Report – September 30, 2016 174 - 195**

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

Mover Councillor F. Fata
Seconder Councillor S. Hollingsworth

Resolved that the report of the Manager of Audits and Capital Planning dated 2016 11 21 concerning the Nine Month Financial Report – September 30, 2016 be received as information.

6.7 Visual Identity Policy 196 - 208

A report of the Deputy CAO / City Clerk – Corporate Services is attached for the consideration of Council.

Mover Councillor F. Fata
Seconder Councillor S. Hollingsworth

Resolved that the report of the Deputy CAO / City Clerk – Corporate Services dated 2016 11 21 regarding Visual Identity Policy be received and that the policy be approved.

6.8 Employee Innovation Program 209 - 217

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

Mover Councillor F. Fata
Seconder Councillor S. Hollingsworth

Resolved that the report of the Deputy CAO / City Clerk – Corporate Services dated 2016 11 21 concerning Employee Innovation Program be received and the recommendation that the Senior Management Team implement a three month program specifically focused on engaging staff at all levels to potential innovations and savings that will affect the 2017 budget and/or fiscal year, with a report to be provided to Council during the first quarter of 2017 be approved.

6.9 Mayor's Committee on Celebrate Canada 150 – Update 218 - 221

Reports of the Manager of Recreation and Culture and the Co-Chairs of the Mayor's Committee on Celebrate Canada 150 are attached for the consideration of Council.

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that the reports of the Manager of Recreation and Culture dated 2016 11 21 on behalf of the Mayor's Committee on Celebrate Canada 150 and the Co-Chairs of the Committee be received as information.

6.10 River Road Pump Station Modifications 222 - 224

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

The relevant By-law 2016-195 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

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

6.12 Young Street and Main Pump Station Modifications 227 - 228

The relevant By-law 2016-194 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

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

Resolved that the report of the Design and Construction Engineer dated 2016 11 21 concerning the McNabb Street to Pim Street Drainage Improvements consultant selection be received and that Council authorize entering into an agreement for engineering services with Tulloch Engineering.

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

Resolved that the report of the Fire Chief dated 2016 11 21 concerning Fire Services Realignment Plan Update be received as information.

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

6.16	Licence to Occupy City Property Agreement for the International Bridge Lands	242 - 244
------	--	-----------

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

The relevant By-law 2016-201 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.17 Streets By-law – Housekeeping 245 - 246

A report of the Solicitor/Prosecutor is attached for the consideration of Council.

The relevant By-law 2016-188 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.18 Amendments to the Peddler By-law to address aggressive solicitation 247 - 250

A report of the Solicitor/Prosecutor is attached for the consideration of Council.

The relevant By-law 2016-189 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.19 Firearms By-law – Housekeeping 251 - 252

A report of the Solicitor/Prosecutor is attached for the consideration of Council.

The relevant By-law 2016-182 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.20 DSSAB Lease Agreement 540 Albert Street East 253 - 254

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

The relevant By-law 2016-196 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.21 2017 User Fee Bylaw – Building Division Permit Fees 255 - 259

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

Mover Councillor M. Bruni
Seconder Councillor S. Hollingsworth

Resolved that the report of the Chief Building Official dated 2016 11 21 concerning an increase to the 2017 Permit Fees be received as information in support of the User Fee Bylaw.

6.22 City By-Law Enforcement Officers 260 - 262

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

The relevant By-law 2016-191 is listed under item 11 of the Agenda and will

be read with all by-laws under that item.

6.23	Downtown Strategy	263 - 295
	A report of the Project Co-ordinator, Downtown Development Initiative is attached for the consideration of Council.	
	Mover Councillor F. Fata Seconder Councillor S. Myers	
	Resolved that the report of the Project Coordinator, Downtown Development Initiative dated 2016 11 21 concerning Downtown Strategy be received and that Council:	
	1. Approve the Downtown Strategy 2. Authorize staff to develop a Community Improvement Plan 3. Authorize staff to establish a Downtown Taskforce 4. Authorize staff to explore alternative funding including NOHFC and FedNor	
6.24	Municipal Law Enforcement Officers	296 - 299
	A report of the Manager of Transit and Parking is attached for the consideration of Council.	
	The relevant By-law 2016-190 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
7.	REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES	
7.1	ADMINISTRATION	
7.2	COMMUNITY SERVICES DEPARTMENT	
7.3	ENGINEERING	
7.4	FIRE	
7.5	LEGAL	
7.6	PLANNING	
7.7	PUBLIC WORKS AND TRANSPORTATION	
7.8	BOARDS AND COMMITTEES	
7.9	2017 BUDGET	300 - 325
7.9.1	Mayor and Council	326 - 328
7.9.2	Chief Administrative Officer	329 - 332

7.9.3	Legal	333 - 339
7.9.4	Fire Services	340 - 349
7.9.5	Corporate Services	350 - 380
7.9.6	Public Works and Engineering Services	381 - 405
7.9.7	Community Development and Enterprise Services	406 - 442
7.9.8	Social Services	443 - 443
7.9.9	Outside Agencies	444 - 445
7.9.10	Corporate Financials	446 - 447
7.9.11	Supplementary Requests	448 - 448

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

8.1 Fire Services

Mover Councillor R. Romano
 Secnder Councillor M. Bruni

Whereas the Ministry of Labour issued an Order on November 2, 2016 that The Corporation of the City of Sault Ste. Marie must ensure the Operating Guidelines, (O.G.) specifically in reference to O.G. #600-01 (Single Family Dwelling), be more clearly defined, with respect to:

‘Safe interior attack direction including when R.I.T. (Rapid Intervention Team) is activated’

‘Incident command roles and responsibilities’, and further noted that the Corporation must ensure workers are trained on the changes to the O.G.s

Whereas the Corporation shall provide information, instruction and supervision to a worker to protect the health and safety of the worker during fire suppression interior attack, given that the current O.G.s do not provide adequate direction for safe interior attack; and

Whereas the Corporation has been given a deadline of January 27, 2017 to comply with the Order; and

Whereas the present fire services realignment plan update to Council of November 21, 2016 notes that the Corporation intends to obtain a comprehensive risk assessment at the conclusion of 2018, at which time staff believes that the realignment plan will be fully operational,

Now Therefore Be It Resolved that staff be requested to report to Council by no later than the meeting of December 5, 2016 as to the new operating

guideline that complies with the Ministry of Labour order of November 2, 2016;
and

Further that such report include the feasibility and cost of conducting a
comprehensive risk assessment in 2017.

8.2 Public Utility Commission Appointments

Mover Councillor P. Christian
Seconder Councillor M. Shoemaker

Whereas the Corporation of the City of Sault Ste. Marie delegated its authority
to appoint representatives to the water utility (the Public Utility Commission) to
the Board of Directors of PUC Inc. by way of By-law 2001-25; and

Whereas since the delegation of this authority the representatives who served
on the PUC have also served on the Board of Directors of PUC Inc. and/or
PUC Services Inc.; and

Whereas the PUC has a service agreement with PUC Services Inc.; and

Whereas the representatives who serve on the PUC are often also directors of
PUC Services Inc.; and

Whereas as a matter of good governance the representatives who serve on
the PUC should be independent of the directors of PUC Services Inc;

Now Therefore Be It Resolved that Council direct staff to prepare a by-law to
repeal By-law 2001-25 for the December 12, 2016 Council meeting to ensure
that the Corporation of the City of Sault Ste. Marie City Council shall hereafter
appoint the representatives to the Public Utility Commission directly; and

Be It Further Resolved that the City Clerk advertise the vacancies to be filled
with the current round of board and committee appointments.

8.3 *Nominating Committee Appointments*

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that the following persons be appointed to the Nominating
Committee for the term beginning November 21, 2016 to November 30, 2018:
Councillors Marchy Bruni, Sandra Hollingsworth and Judy Hupponen and the
Deputy City Clerk, Secretary/Treasurer – Committee of Adjustment, Manager
of Recreation and Culture, Curator – Ermatinger/Clergue National Historic Site
and the Accessibility Co-ordinator

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY- LAWS

Mover Councillor F. Fata

Secondar Councillor S. Myers

Resolved that all By-laws under item 11 of the Agenda under date 2016 11 21 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 2016-180 (Finance) User Fees 2017** 449 - 471
- A report from the Chief Financial Officer and Treasurer is on the Agenda.
- Mover Councillor F. Fata
Secondar Councillor S. Myers
- Resolved that By-law 2016-180 being a by-law to establish user fees and service charges be passed in open Council this 21st day of November, 2016.
- 11.1.2 By-law 2016-182 (Regulations) Firearms Housekeeping** 472 - 472
- A report from the Solicitor/Prosecutor is on the Agenda.
- Mover Councillor F. Fata
Secondar Councillor S. Myers
- Resolved that By-law 2016-182 being a by-law to repeal various by-laws that amend the repealed Firearms By-law 70-359 of the City of Sault Ste. Marie be passed in open Council this 21st day of November, 2016.
- 11.1.3 By-law 2016-188 (Regulations) Streets Housekeeping** 473 - 473
- A report from the Solicitor/Prosecutor is on the Agenda.
- Mover Councillor F. Fata
Secondar Councillor S. Myers
- Resolved that By-law 2016-188 being a by-law to repeal various by-laws that amend the repealed Streets By-law 69-150 of the City of Sault Ste. Marie be passed in open Council this 21st day of November, 2016.
- 11.1.4 By-law 2016-189 (Licencing) Peddler Amendment** 474 - 475
- A report from the Solicitor/Prosecutor is on the Agenda.
- Mover Councillor F. Fata
Secondar Councillor S. Myers
- Resolved that By-law 2016-189 being a by-law to amend By-law 2003-53 to address incidents of aggressive solicitation be passed in open Council this 21st day of November, 2016.
- 11.1.5 By-law 2016-190 (Parking) Municipal Law Enforcement Officers** 476 - 478
- A report from the Manager of Transit & Parking is on the Agenda.

Mover Councillor F. Fata
Secondar Councillor S. Myers

Resolved that By-law 2016-190 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be passed in open Council this 21st day of November, 2016.

11.1.6 By-law 2016-191 (Parking) City By-law Enforcement Officers 479 - 480

A report from the Manager of Transit & Parking is on the Agenda.

Mover Councillor F. Fata
Secondar Councillor S. Myers

Resolved that By-law 2016-191 being a by-law to appoint by-law enforcement officers to enforce the by-laws of The Corporation of the City of Sault Ste. Marie be passed in open Council this 21st day of November, 2016.

11.1.7 By-law 2016-192 (Agreement) Kresin Engineering 481 - 500

A report from the Design and Construction Engineer is on the Agenda.

Mover Councillor F. Fata
Secondar Councillor S. Myers

Resolved that By-law 2016-192 being a by-law to authorize the execution of an Agreement between the City and Kresin Engineering Corporation for the Fort Creek Aqueduct and Sackville Road Extension be passed in open Council this 21st day of November, 2016.

11.1.8 By-law 2016-193 (Agreement) STEM Engineering 501 - 512

A report from the Design and Construction Engineer is on the Agenda.

Mover Councillor F. Fata
Secondar Councillor S. Myers

Resolved that By-law 2016-193 being a by-law to authorize the execution of an Agreement between the City and STEM Engineering Group Incorporated for the Fort Creek Aqueduct and Sackville Road Extension be passed in open Council this 21st day of November, 2016.

11.1.9 By-law 2016-194 (Agreement) AECOM Canada Ltd. 513 - 533

A report from the Land Development and Environmental Engineer is on the Agenda.

Mover Councillor F. Fata
Secondar Councillor S. Myers

Resolved that By-law 2016-194 being a by-law to authorize the execution of an Agreement with AECOM Canada Ltd. for the electrical modifications to the

Young Street and main pump stations and to proceed with a tender for the proposed work be passed in open Council this 21st day of November, 2016.

11.1.10 By-law 2016-195 (Agreement) George Stone & Sons Inc. Contract 2016-15E 534 - 536

A report from the Land Development and Environmental Engineer is on the Agenda.

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that By-law 2016-195 being a by-law to authorize the execution of Contract 2016-15E between the City and George Stone & Sons Inc. for the River Road Pump Station - 2016 Floor Modifications be passed in open Council this 21st day of November, 2016.

11.1.11 By-law 2016-196 (Agreement) District of Sault Ste. Marie Social Services Administration Board 537 - 554

A report from the City Solicitor is on the Agenda.

Mover Councillor M. Bruni
Seconder Councillor S. Hollingsworth

Resolved that By-law 2016-196 being a by-law to authorize the execution of an agreement between the City and the District of Sault Ste. Marie Social Services Administration Board to lease part of the property of the City at 540 Albert Street East be passed in open Council this 21st day of November, 2016.

11.1.12 By-law 2016-198 (Property Acquisition) 125 Gore Street and 143 Gore Street 555 - 559

A report from the Assistant City Solicitor/Senior Litigation Counsel is on the Agenda.

Mover Councillor M. Bruni
Seconder Councillor S. Hollingsworth

Resolved that By-law 2016-198 being a by-law to authorize the City's acquisition of property located at civic 125 Gore Street and 143 Gore Street (Kerns) be passed in open Council this 21st day of November, 2016.

11.1.13 By-law 2016-201 (Agreement) International Bridge – Licence to Occupy City Lands 560 - 567

A report from the Assistant City Solicitor/Senior Litigation Counsel is on the Agenda.

Mover Councillor F. Fata
Seconder Councillor S. Myers

Resolved that By-law 2016-201 being a by-law to authorize the execution of a Licence to Occupy Agreement between the City and the Federal Bridge

Corporation Limited (FBC) and the International Bridge Administration (IBA) for the use of the City lands designated to be transferred to the FBC until such a time the land transfers are complete be passed in open Council on this 21st day of November, 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

14. ADJOURNMENT

Mover Councillor M. Bruni
Seconder Councillor S. Hollingsworth

Resolved that this Council now adjourn.



The Corporation of the City of Sault Ste. Marie
Budget Meeting of City Council
Minutes

Thursday, November 3, 2016

4:30 pm

Council Chambers

Civic Centre

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

Absent: Councillor R. Romano

Officials: A. Horsman, R. Tyczinski, M. Figliola, N. Kenny, S. Schell, T. Vair, M. White, F. Coccimiglio

1. Approve Agenda as Presented

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the Agenda for 2016 11 03 as presented be approved.

Carried

2. Levy Boards

2.1 Algoma Public Health

Tony Hanlon, Chief Executive Officer and Justin Pino, Chief Financial Officer were in attendance.

2.2 Social Services Administration Board

Mike Nadeau, Chief Administrative Officer was in attendance.

2.3 Sault Ste. Marie Region Conservation Authority

Rhonda Bateman, General Manager was in attendance.

3. Local Boards

3.1 Sault Ste. Marie Police Service

Chief R. Keetch was in attendance.

3.2 Public Library

Roxanne Toth-Rissanen, Director was in attendance.

4. Outside Agency Grants

4.1 Sault Ste. Marie Economic Development Corporation

Tom Dodds, Chief Executive Officer, Dan Hollingsworth, Executive Director Business Development and Ian McMillan, Executive Director Tourism Sault Ste. Marie were in attendance.

4.2 Sault Ste. Marie Innovation Centre

Don McLellan, Acting Executive Director was in attendance.

4.3 Algoma University

Sean Dwyer, VP Finance was in attendance.

4.4 Sault Ste. Marie Museum

Alan Hackett, Chair was in attendance.

4.5 Safe Communities Partnership

Cathy Denomme, President was in attendance.

4.6 Art Gallery of Algoma

Mark Lepore, President and Jasmina Jovanovic, Executive Director were in attendance.

4.7 Physician Recruitment

Christine Pagnucco, Manager and Dr. Tim Best were in attendance.

4.8 Soo Arena Association

Lorne Jarrett, Treasurer and Kevin Thibeault were in attendance.

4.9 Canadian Bushplane Heritage Centre

Mike Delfre, Executive Director, Kim Park, President and Richard Walker, Treasurer were in attendance.

5. Adjournment

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that this Council shall now adjourn.

Carried

Mayor

City Clerk



REGULAR MEETING OF CITY COUNCIL

MINUTES

Monday, November 7, 2016

4:30 pm

Council Chambers

Civic Centre

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

Officials: A. Horsman, M. White, L. Girardi, T. Vair, N. Kenny, M. Figliola, S. Schell, D. McConnell, D. Elliott

1. ADOPTION OF MINUTES

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the Minutes of the Regular Council Meeting of 2016 10 24 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 – Court Security and Prisoner Transportation Agreement

Spouse employed by Police Services.

3.2 Councillor L. Turco – Bennett Boulevard and Texas Avenue – Additional Crossing Guard

Spouse is a trustee, Huron-Superior Catholic District School Board.

3.3 Councillor L. Turco – By-law 2016-174 (Agreement) Court Security and Prisoner Transportation Program

Spouse is employed by Police Services.

3.4 Councillor M. Shoemaker - Municipal Council Support Resolutions

An applicant is a client of law firm.

3.5 Councillor M. Shoemaker – Land Use Restriction Exemption – 540 Second Line East and 2059 Second Line West

An applicant is a client of law firm.

3.6 Councillor M. Shoemaker – By-law 2016-186 (Resolution) Municipal Council Support (4 Solar Projects)

An applicant is a client of law firm.

4. APPROVE AGENDA AS PRESENTED

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that the Agenda and Addendum for 2016 11 07 City Council Meeting as presented be approved.

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1 Shine the Light

Libertine Wilson, Co-Chair Shine the Light campaign was in attendance.

5.2 Global Entrepreneurship Week

Heather Lewis, Entrepreneurship Co-ordinator, YouLaunch, Sault Ste. Marie Innovation Centre was in attendance.

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that all the items listed under date 2016 11 07 – Agenda item 6 – Consent Agenda and the Addendum be approved as recommended save and except agenda items 6.4, 6.5, 6.6 and 6.8.

Carried

6.1 Street Closure – Moonlight Magic

The letter of request for a temporary street closing in conjunction with Moonlight Magic – November 17, 2016 was received by Council.

- Pim Street to Dennis Street – from 3 p.m. to 12 a.m.

The relevant By-law 2016-181 is listed under item 11 of the Minutes.

6.2 One Year Extension of Contract for Petroleum Fuel Products (2016PWT-28-T)

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2016 11 07 concerning One Year Extension of Contract for Petroleum Fuel Products be received and that the contract for the supply of petroleum fuel products as awarded to McDougall Energy Inc. be extended for a one (1) year period commencing January 1, 2017.

Carried

6.3 One Year Extension of Contract for Security Services at the Civic Centre

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that the report of the Manager of Purchasing dated 2016 11 07 concerning One Year Extension of Contract for Security Services at the Civic Centre be received and that the contract for the provision of security services at the Civic Centre as awarded to the Commissionaires be extended for a one (1) year period commencing January 1, 2017.

Carried

6.7 Celebrate Canada Program – Funding Application 2017

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Supervisor of Community Services dated 2016 11 07 concerning Celebrate Canada Program funding be received and that staff be authorized to apply to the Department of Canadian Heritage for the 2017 Celebrate Canada Program to assist in funding the City of Sault Ste. Marie Canada Day Celebration.

Carried

6.9 Fort Creek John Street Diversion Aqueduct Phase 3 – Engineering Services

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that the report of the Design and Construction Engineer dated 2016 11 07 concerning the Fort Creek John Street diversion aqueduct consultant selection be received and that Council authorize entering into an agreement for engineering services with STEM Engineering.

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

Carried

6.10 Municipal Council Support Resolutions

Councillor M. Shoemaker declared a conflict on this item. (An applicant is a client of law firm.)

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

The relevant By-law 2016-186 is listed under item 11 of the Minutes.

6.11 Court Security and Prisoner Transportation Agreement

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

The report of the City Solicitor was received by Council.

The relevant By-law 2016-174 is listed under item 11 of the Minutes.

6.12 Mayor's Community Development Initiative

The reports of the Mayor and the Project Co-ordinator, Downtown Development Initiative were received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the reports of the Mayor and the Project Co-ordinator, Downtown Development Initiative dated 2016 11 07 concerning Mayor's Community Development Initiative be received and that the reports be referred to the Community Adjustment Committee.

Carried

6.13 Land Use Restriction Exemption – 540 Second Line East and 2059 Second Line West

Councillor M. Shoemaker declared a conflict on this item. (An applicant is a client of law firm.)

The report of the Senior Planner was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the Report of the Senior Planner dated 2016 11 07 concerning Land Use Restriction Exemption – 540 Second Line East and 2059 Second Line West be received and that Council exempts the projects on 540 Second Line East and 2059 Second Line West from any or all of the residential, commercial and industrial land-use restrictions as identified in Sections 2.3(e), 2.3(f), 2.3(g) and 2.3(h) of the FIT Rules, Version 5.0.1.

Carried

6.14 Bennett Boulevard and Texas Avenue – Additional Crossing Guard

Councillor L. Turco declared a conflict on this item. (Spouse is a trustee, Huron-Superior Catholic District School Board.)

The report of the Director of Public Works was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the Director of Public Works dated 2016 11 07 concerning Bennett Boulevard and Texas Avenue – Additional Crossing Guard be received and that the implementation of a second adult crossing guard at the intersection of Bennett Boulevard and Texas Avenue be approved.

Carried

6.4 2017 User Fees

The report of the Chief Financial Officer and Treasurer was received by Council.

This item was postponed to November 21, 2016

6.5 Board – Committee Appointment Process

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that the report of the Deputy CAO / City Clerk – Corporate Services dated 2016 11 07 concerning Board – Committee Appointment Process be received and that the revised Board – Committee Appointment Policy be approved.

Recorded	For	Against	Absent
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 L. Turco		X	
Councillor M. Shoemaker		X	
Councillor R. Niro	X		
Councillor M. Bruni	X		
Councillor F. Fata	X		
Councillor J. Krmpotich	X		
Councillor R. Romano	X		
Results	10	3	0
Carried			

6.6 Walk of Fame

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that the report of the Deputy City Clerk dated 2016 11 07 regarding Walk of Fame be received and that option 4 – reclaiming the existing granite maple leaves and placing them in flower beds in the downtown area (\$20,605 plus \$2,000 ongoing for maintenance) be referred to the 2017 budget for consideration.

Carried as amended

6.6.1 Amendment to Main Motion

Moved by: Councillor S. Myers

Seconded by: Councillor S. Butland

Whereas Canada 150 is upon us and the Walk of Fame program initiated in 2006 does recognize people who have contributed to history and development of our community; and

Whereas the granite maple leaf awards which were embedded in the sidewalk suffered damage and stress such that they had to be removed in 2015; and

Whereas a review of their condition has been undertaken by the Deputy CAO of Public Works and Engineering and an option to redeem and replace all 38 awards has been found; and

Whereas the plan to reinstate the maple leaf stones will eliminate the risk of such damage recurring; and

Whereas the one-time cost to repair 33 and replace 5 and reinstate all 38 of the existing granite maple leaf stone awards is \$20,080;

Now Therefore Be It Resolved that the main motion be amended as follows:

DELETE the words "plus \$2,000 ongoing for maintenance"

ADD the words "be undertaken as soon as possible with funds to be taken from the unforeseen account; further that annual maintenance estimated at \$2,000"

Recorded	For	Against	Absent
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 L. Turco	X		
Councillor M. Shoemaker	X		
Councillor R. Niro		X	
Councillor M. Bruni	X		
Councillor F. Fata	X		
Councillor J. Krmpotich	X		
Councillor R. Romano			X
Results	9	1	3

Carried

Motion as carried:

Resolved that the report of the Deputy City Clerk dated 2016 11 07 regarding Walk of Fame be received and that option 4 – reclaiming the existing granite maple leaves and placing them in flower beds in the downtown area (\$20,605) be undertaken as soon as possible with funds to be taken from the unforeseen account; further that annual maintenance estimated at \$2,000 be referred to the 2017 budget for consideration.

6.8 Sackville Road Extension – Engineering Services

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Design and Construction Engineer dated 2016 11 07 concerning Sackville Road Extension consultant selection be received and that Council authorize entering into an agreement for engineering services with Kresin Engineering Corporation.

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

Carried

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.2 COMMUNITY SERVICES DEPARTMENT

7.3 ENGINEERING

7.4 FIRE

7.5 LEGAL

7.6 PLANNING

7.7 PUBLIC WORKS AND TRANSPORTATION

7.8 BOARDS AND COMMITTEES

7.8.1 PUC Third Quarter Shareholder Report

The PUC 2016 Third quarter shareholder report was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that the PUC 2016 Third Quarter Shareholder Report be received as information.

Carried

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

8.1 Community Pride Initiative

Moved by: Councillor R. Romano

Seconded by: Councillor P. Christian

Resolved that the reports under agenda item 6.12 be referred to staff for review and report back to Council on the potential structure, activities and costs of a 'Community Pride Initiative'.

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 F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that all By-laws under item 11 of the Agenda and Addendum under date 2016 11 07 be approved, save and except 2016-174, 2016-180 and 2016-186.

Carried

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

11.1.2 By-law 2016-175 (Agreement) Lease Caterpillar Financial Services Limited

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-175 being a by-law to authorize the execution of two (2) Lease Agreements between the City and Caterpillar Financial Services Limited for two (2) 2016 Caterpillar Motor Graders complete with Snow Wings and Front Blades be passed in open Council this 7th day of November, 2016.

Carried

11.1.4 By-law 2016-181 (Temporary Street Closing) Moonlight Magic Event

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-181 being a by-law to permit the temporary closing of Queen Street East from Pim Street to Dennis Street on November 17, 2016 to facilitate the Moonlight Magic Event be passed in open Council this 7th day of November, 2016.

Carried

11.1.5 By-law 2016-183 (Zoning) 188 Kohler Street (Ruscio Masonry Construction)

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-183 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 188 Kohler Street (Ruscio Masonry Construction) be passed in open Council this 7th day of November, 2016.

Carried

11.1.7 2016-185 (Surplus Property) 13 Salisbury Avenue

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-185 being a by-law to declare the City owned property being civic 13 Salisbury Avenue as surplus to the City's needs and to authorize the disposition of the said property be passed in open Council this 7th day of November, 2016.

Carried

11.1.8 By-law 2016-186 (Resolution) Municipal Council Support (4 Solar Projects)

Councillor M. Shoemaker declared a conflict on this item. (An applicant is a client of law firm.)

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-186 being a by-law to authorize the execution of two (2) Municipal Council Support Resolutions and two (2) Municipal Council Confirmation Resolutions to support two (2) rooftop solar photovoltaic systems at 556 Goulais Avenue and 500 Second Line East; and two (2) ground mounted solar photovoltaic systems to occupy a portion of 540 Second Line East and 2059 Second Line West submitted to the Independent Electricity System Operator Feed-In-Tariff Program be passed in open Council this 7th day of November, 2016.

Carried

11.1.9 By-Law 2016-187 (Administration) Non-Union Salary Freeze Amendment

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-187 being a by-law to amend By-law 2002-194, being a by-law to establish non-union job classifications, benefits, and salaries be passed in open Council this 7th day of November, 2016.

Carried

11.1.1 By-law 2016-174 (Agreement) Court Security and Prisoner Transportation Program

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-174 being a by-law to authorize the execution of an agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the

Minister of Community Safety and Correctional Services to extend the Court Security and Prisoner Transportation (CSPT) Program to 2018 be passed in open Council this 7th day of November, 2016.

Carried

11.1.3 By-law 2016-180 (Finance) 2017 User Fees

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that By-law 2016-180 being a by-law to establish user fees and service charges be passed in open Council this 7th day of November, 2016.

Postponed

Postponement:

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Romano

Resolved that agenda item 11.1.3 (By-law 2016-180) be postponed to the November 21, 2016 Council meeting.

Carried

11.1.6 By-law 2016-184 (Development Control) 188 Kohler Street (Ruscio Masonry Construction)

Moved by: Councillor F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that By-law 2016-184 being a by-law to designate the lands located at 188 Kohler Street an area of site plan control (Ruscio Masonry Construction) be passed in open Council this 7th day of November, 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 F. Fata

Seconded by: Councillor S. Hollingsworth

Resolved that this Council proceed into closed session to discuss:

one legal matter (potential renegotiation of a contract) (advice that is subject to solicitor/client privilege – section 239(2)(f) Municipal Act)); and

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

Carried

14. ADJOURNMENT

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Hollingsworth

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk

PRESENTATION FOR SSM CITY COUNCIL



THE PROJECT

YOU FUNDED...

- A focused effort on growth and diversification in L&G
- A dedicated project team creating a robust and future-proof L&G economy
- Leverage additional private, provincial, and federal dollars (x4)
- Driving innovation economy forward and creating high-paying jobs

OUR MANDATE

VISION

Sault Ste. Marie is recognized in the industry as one of the leading environments for lottery and gaming business success.

MISSION

Create new innovation economy jobs, prosperity and economic sustainability in our community.

OVERVIEW

WHAT WE'VE BUILT (SO FAR)

- A dedicated team of 7
- Business and talent development programs and frameworks
- Relationships with our cluster and the industry
- Partnerships between local businesses and L&G industry



OUR BRAND

WHAT'S UP?



**Driving Lottery and
Gaming Business
Success**

“We help lottery and gaming businesses excel as top performers and create an exciting innovation economy for talent to work and live in Sault Ste. Marie.”



OUR BRAND

VALUES

EXPERIENCED: The experience of our people contributes to the business success of the companies who operate here.

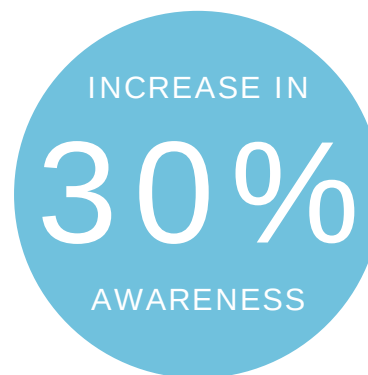
FOCUSED: Our cluster is among the top performers in the industry and is proactively focused on innovation and efficiency in order to improve the way lottery and gaming companies do business.

OPEN: Our actions, the relationships we form, and the ventures we embark on are grounded in integrity and continually push for excellence in quality and innovation.

CURIOUS: Playfulness, ambition, and a pioneering attitude contribute to a leadership mindset that fuels our desire for development and delivery of innovative lottery and gaming products/services.



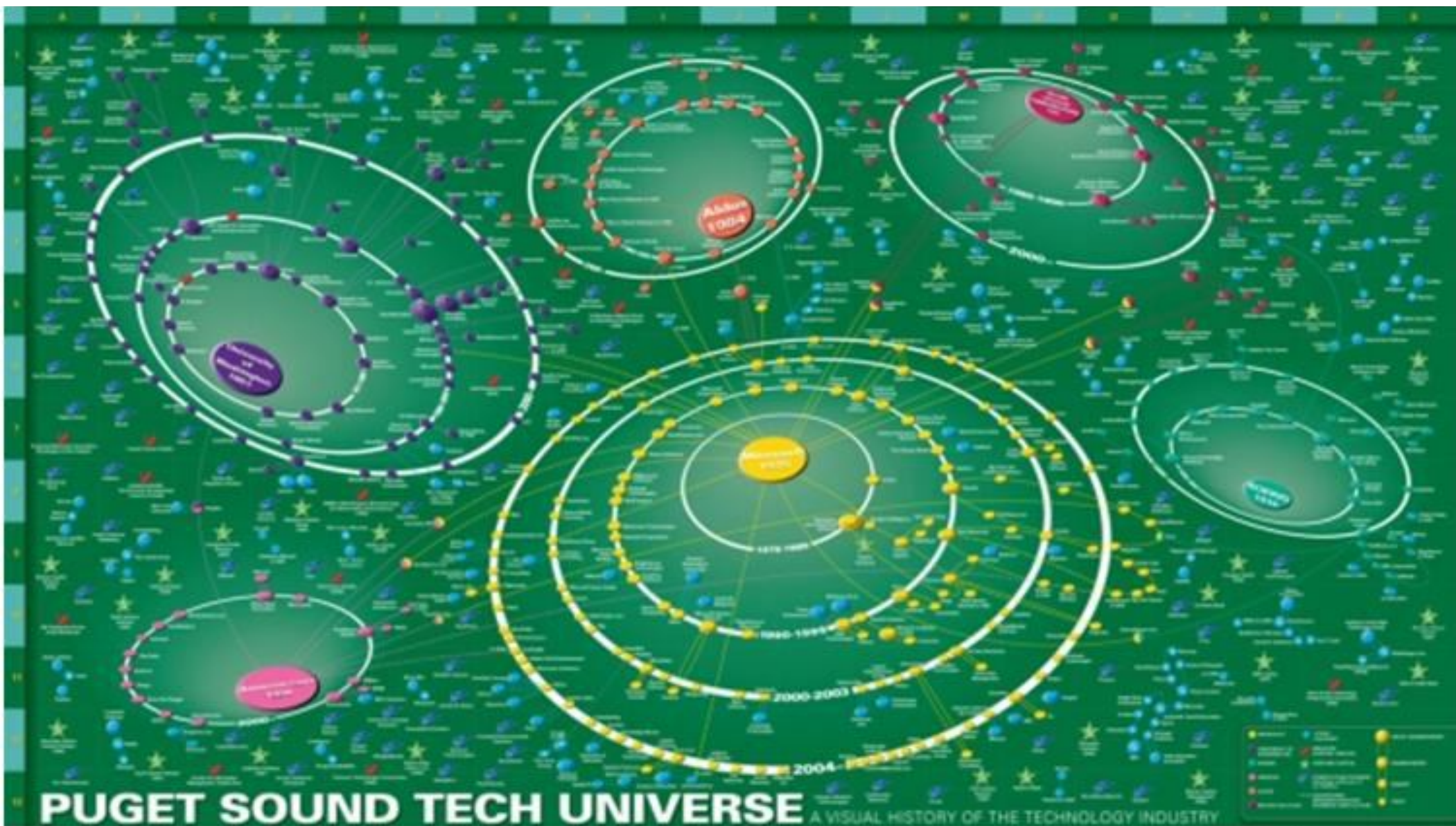
OUR GOALS

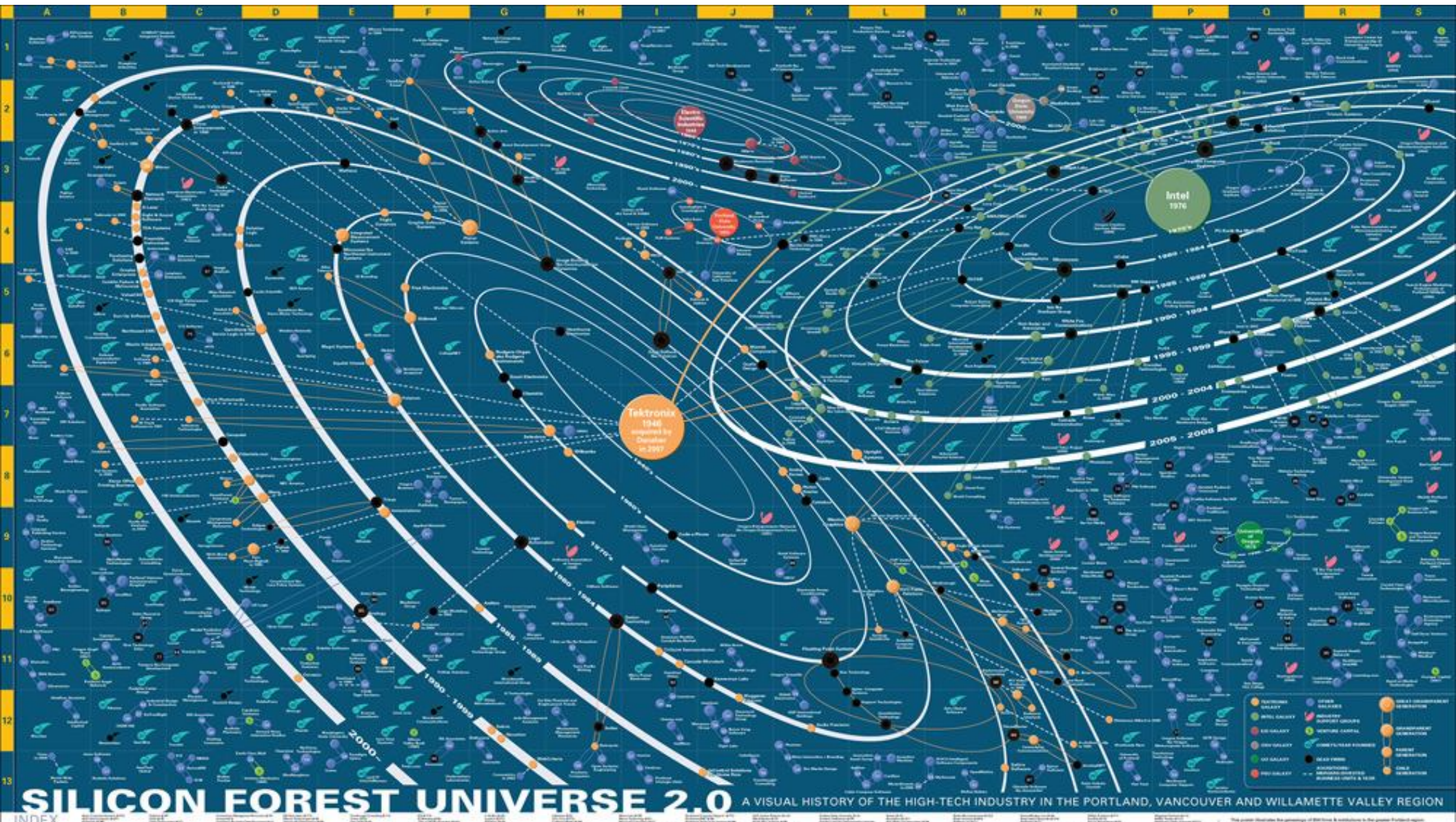


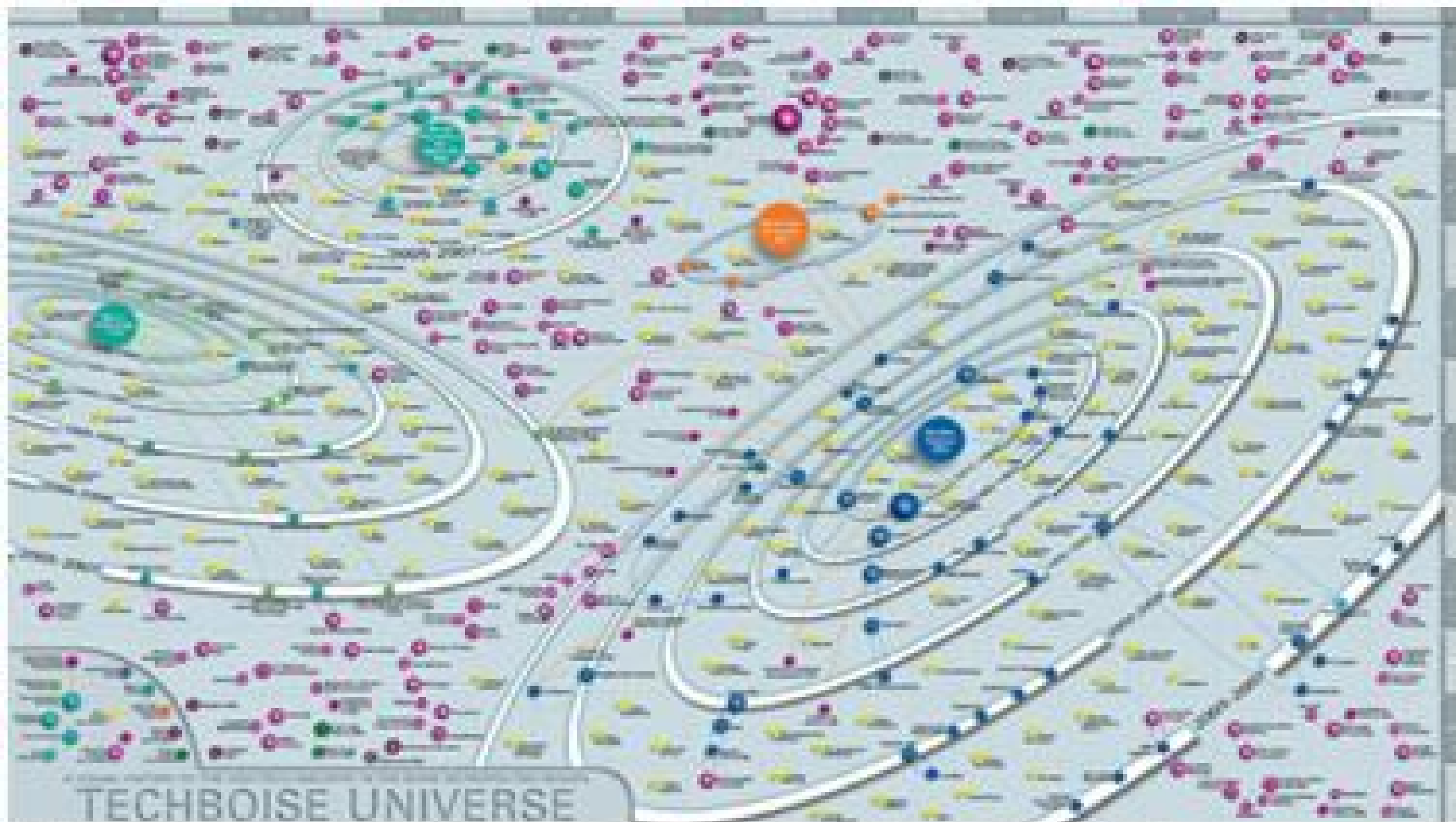
WHAT WE REPRESENT

SSM VALUE PROPOSITION

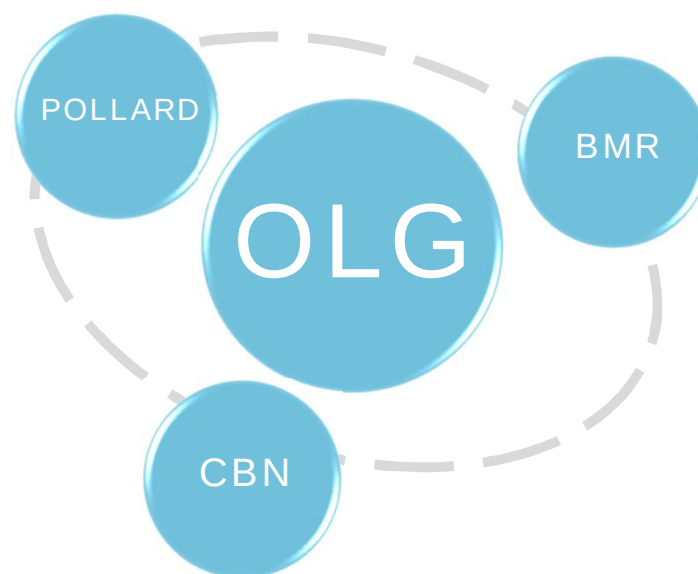
- Experience
 - Over 25 years of L&G excellence
- Focused L&G Environment
 - Cluster Offering
- Talent
 - Access
 - Acquisition and retention strategies
 - Management solutions
 - Future pipeline
 - Training and development
- Funding
 - Sources of public funding for business expansion
 - R&D tax credits
- Community Fit
 - Supportive community in a thriving L&G environment



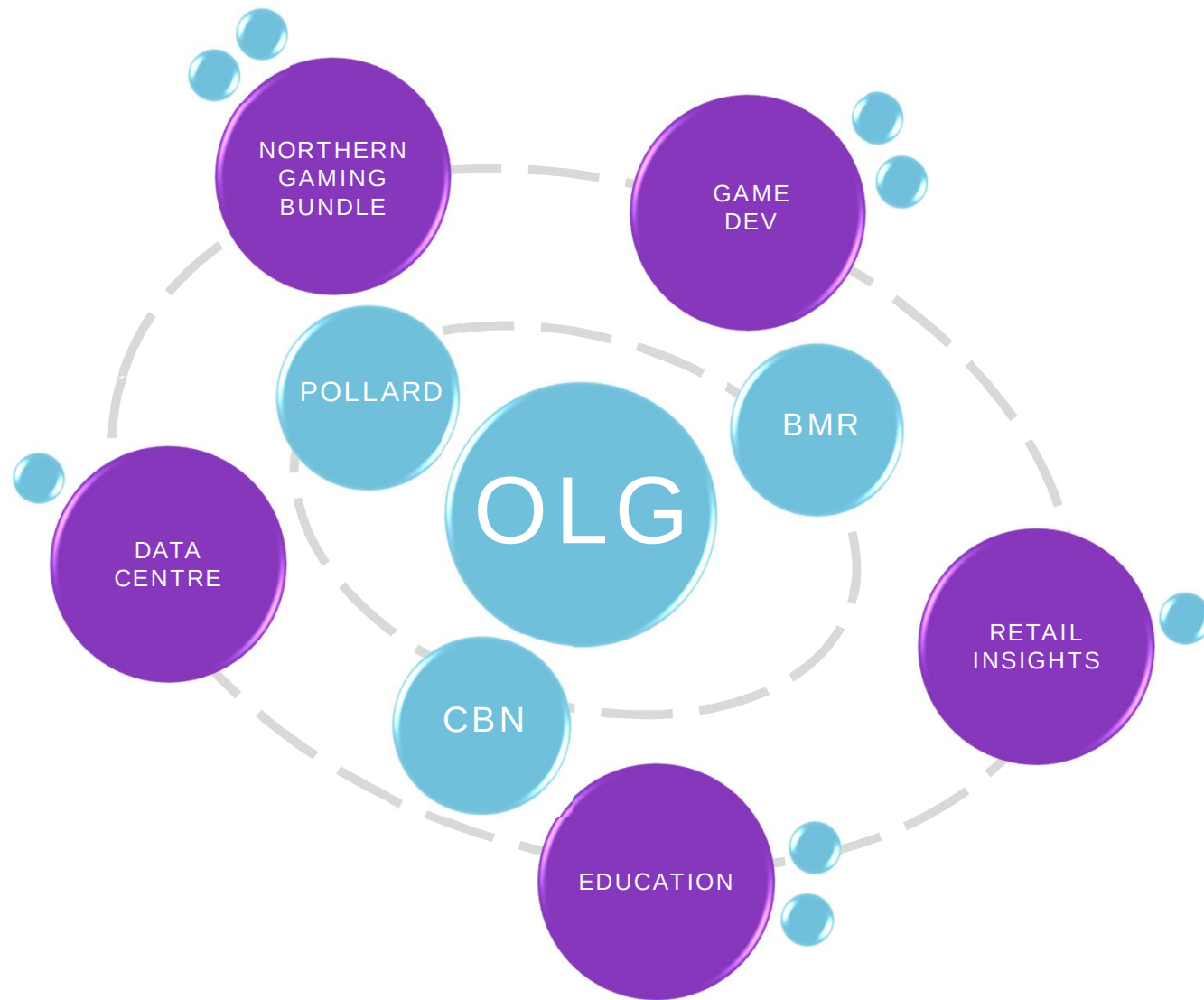


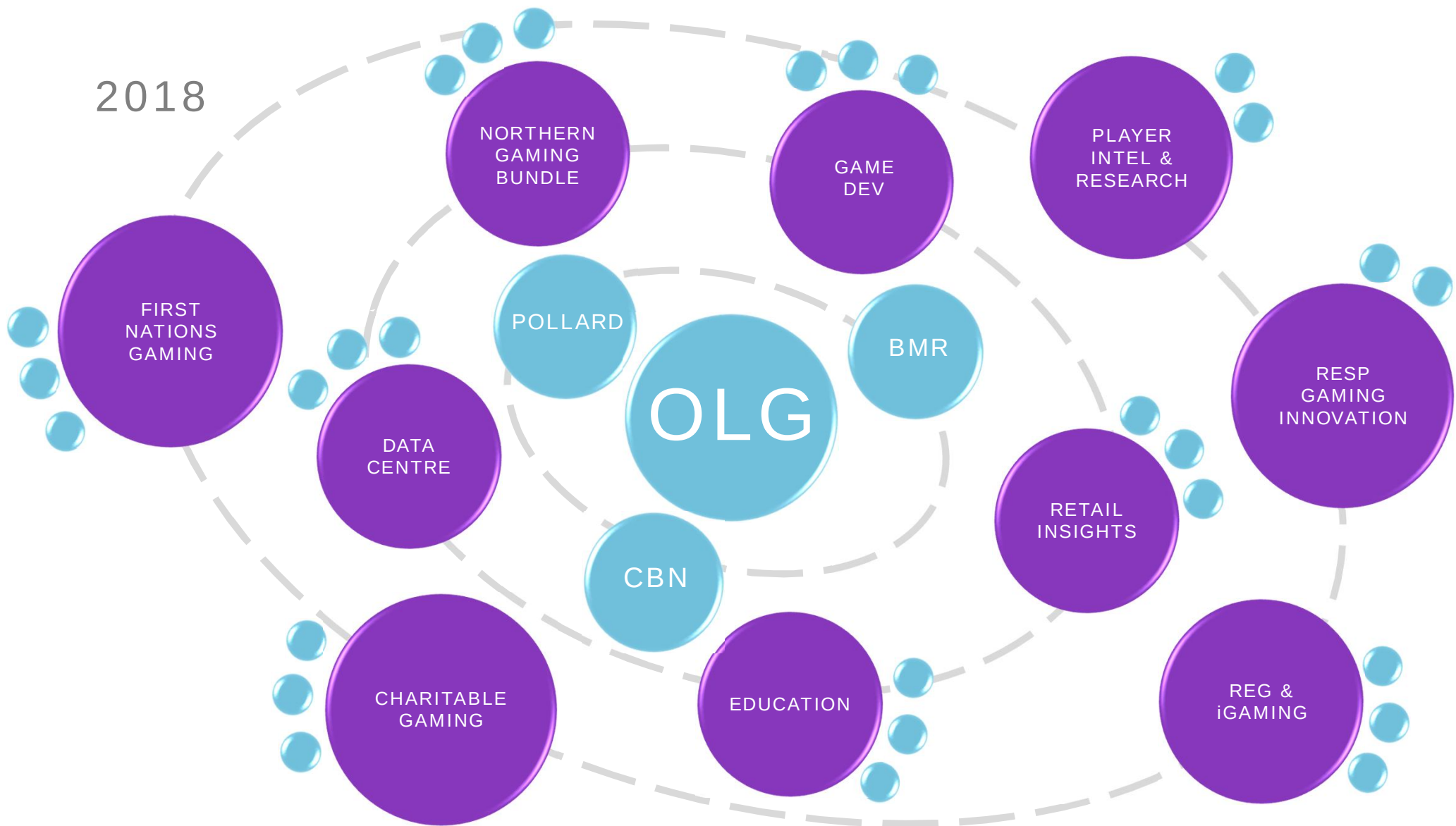


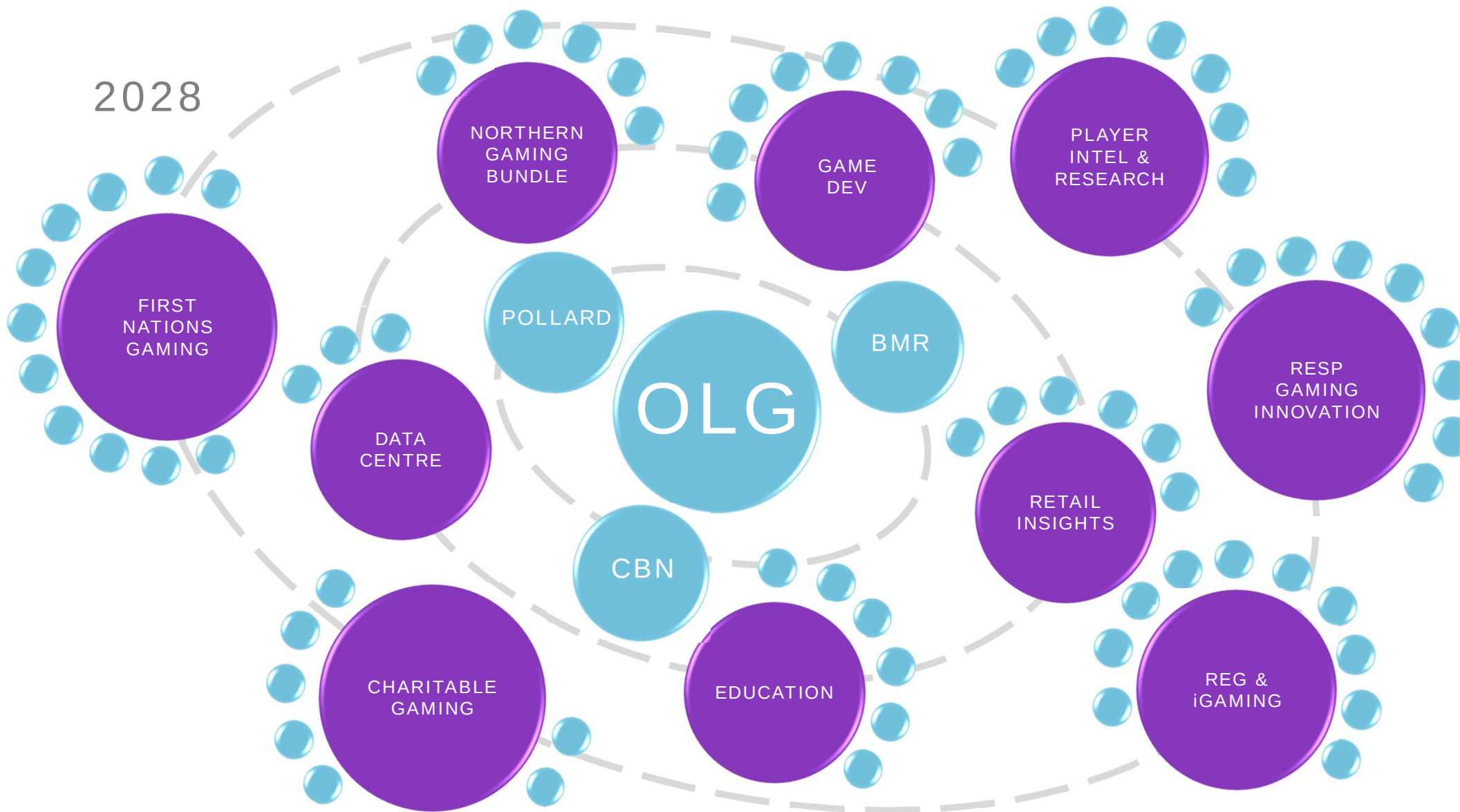
2016



2017







PRESENTATION FOR SSM CITY COUNCIL



THE PROJECT

YOU FUNDED...

- A focused effort on growth and diversification in L&G
- A dedicated project team creating a robust and future-proof L&G economy
- Leverage additional private, provincial, and federal dollars (x4)
- Driving innovation economy forward and creating high-paying jobs

OUR MANDATE

VISION

Sault Ste. Marie is recognized in the industry as one of the leading environments for lottery and gaming business success.

MISSION

Create new innovation economy jobs, prosperity and economic sustainability in our community.

OVERVIEW

WHAT WE'VE BUILT (SO FAR)

- A dedicated team of 7
- Business and talent development programs and frameworks
- Relationships with our cluster and the industry
- Partnerships between local businesses and L&G industry



OUR BRAND

WHAT'S UP?



“We help lottery and gaming businesses excel as top performers and create an exciting innovation economy for talent to work and live in Sault Ste. Marie.”

OUR BRAND

VALUES

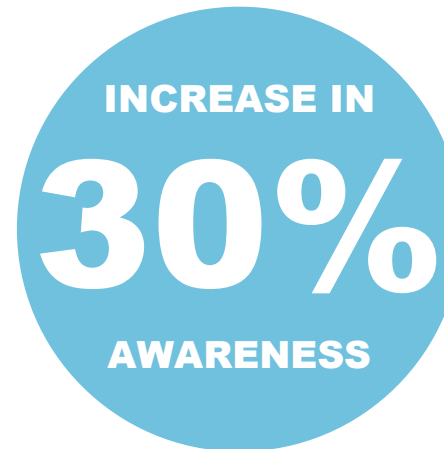
EXPERIENCED: The experience of our people contributes to the business success of the companies who operate here.

FOCUSED: Our cluster is among the top performers in the industry and is proactively focused on innovation and efficiency in order to improve the way lottery and gaming companies do business.

OPEN: Our actions, the relationships we form, and the ventures we embark on are grounded in integrity and continually push for excellence in quality and innovation.

CURIOUS: Playfulness, ambition, and a pioneering attitude contribute to a leadership mindset that fuels our desire for development and delivery of innovative lottery and gaming products/services.

OUR GOALS

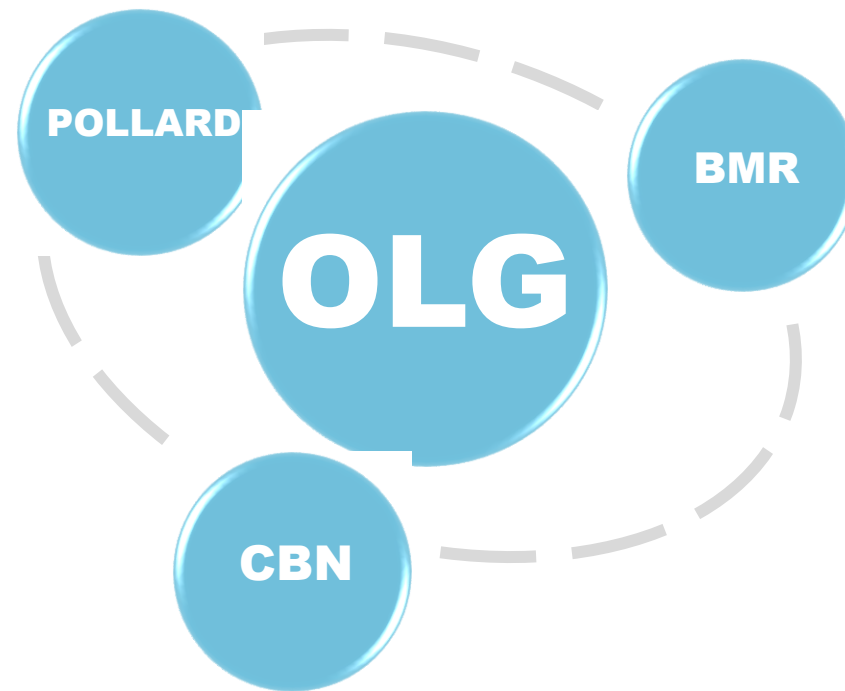


WHAT WE REPRESENT

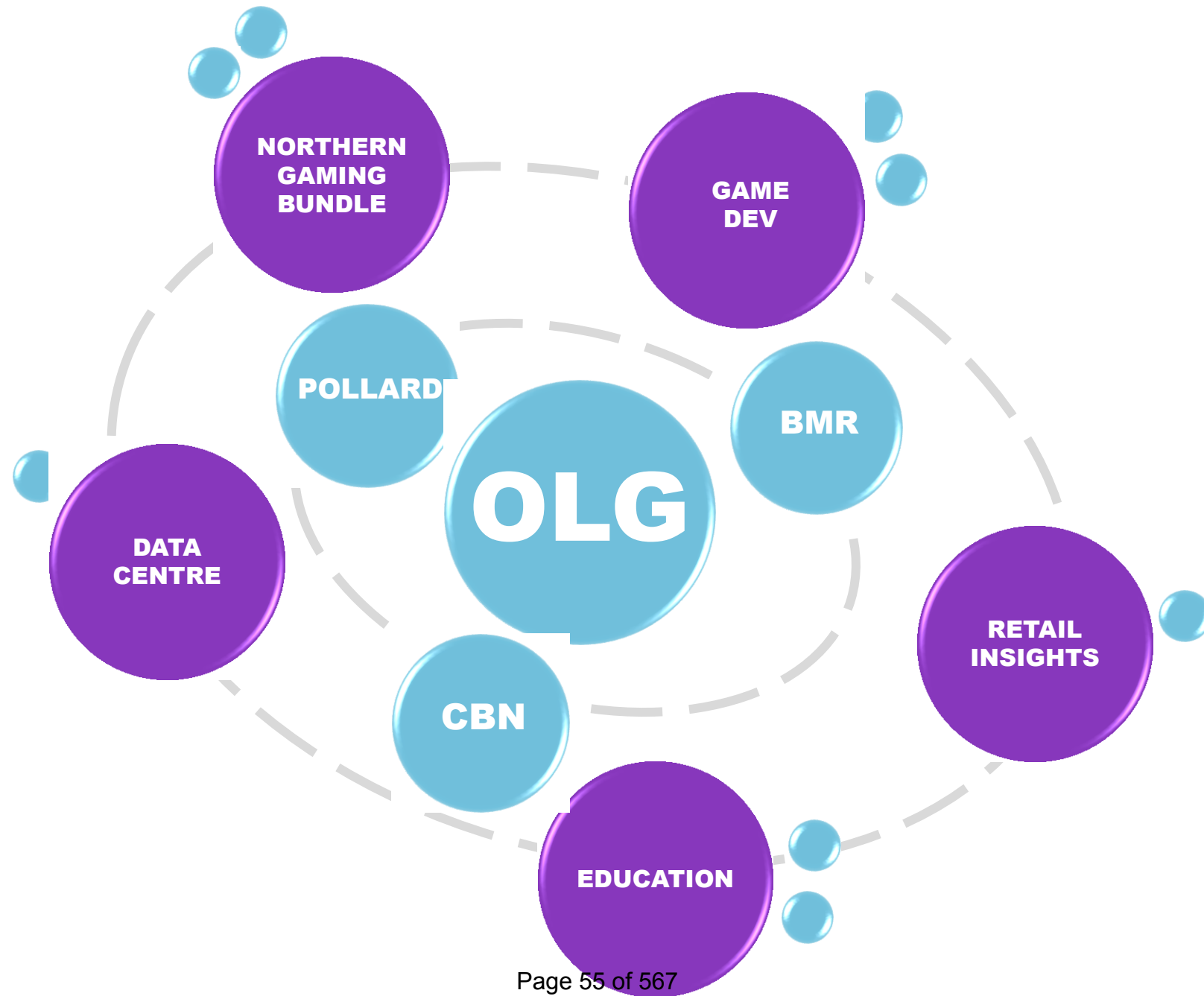
SSM VALUE PROPOSITION

- Experience
 - Over 25 years of L&G excellence
- Focused L&G Environment
 - Cluster Offering
- Talent
 - Access
 - Acquisition and retention strategies
 - Management solutions
 - Future pipeline
 - Training and development
- Funding
 - Sources of public funding for business expansion
 - R&D tax credits
- Community Fit
 - Supportive community in a thriving L&G environment

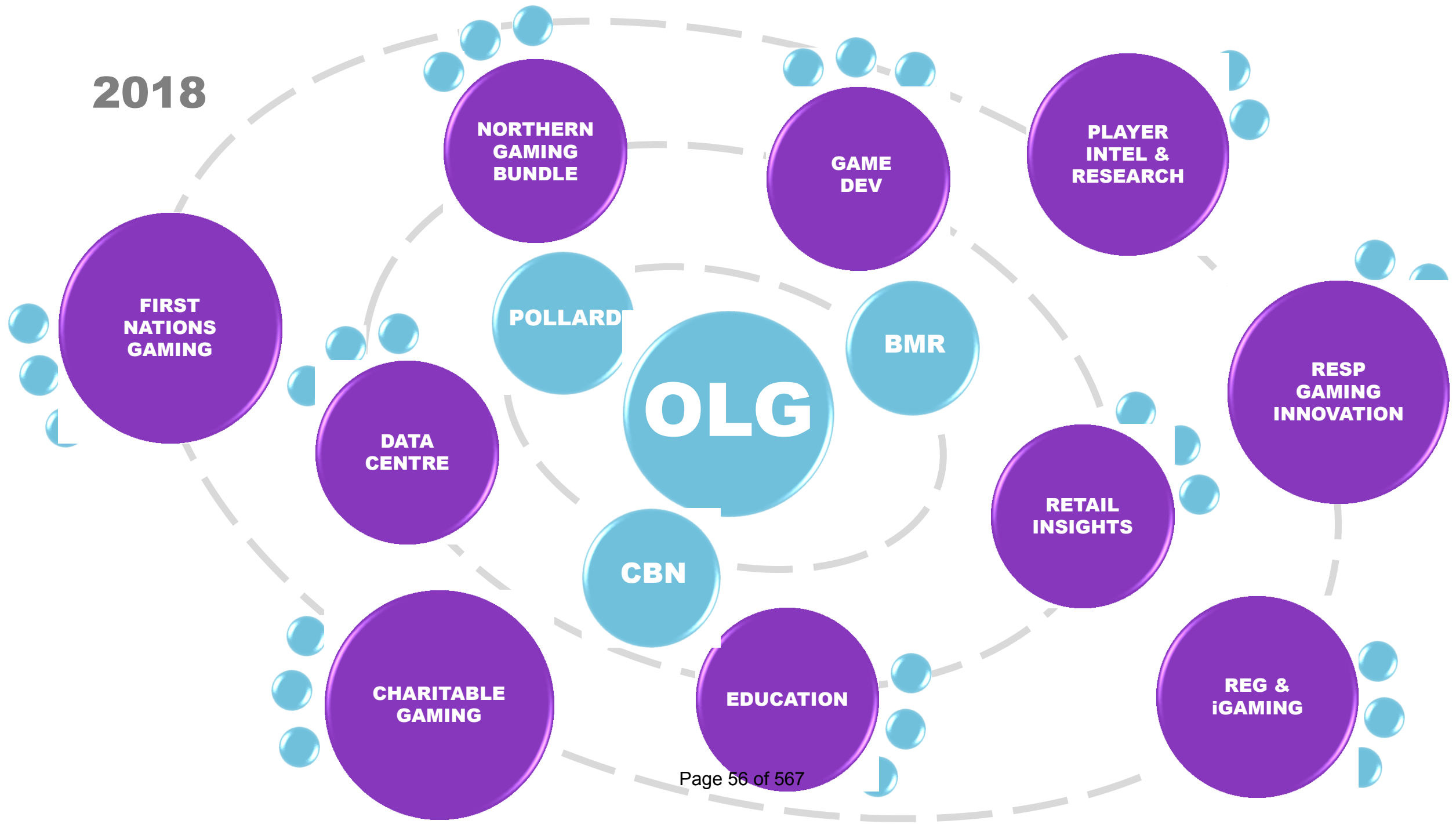
2016



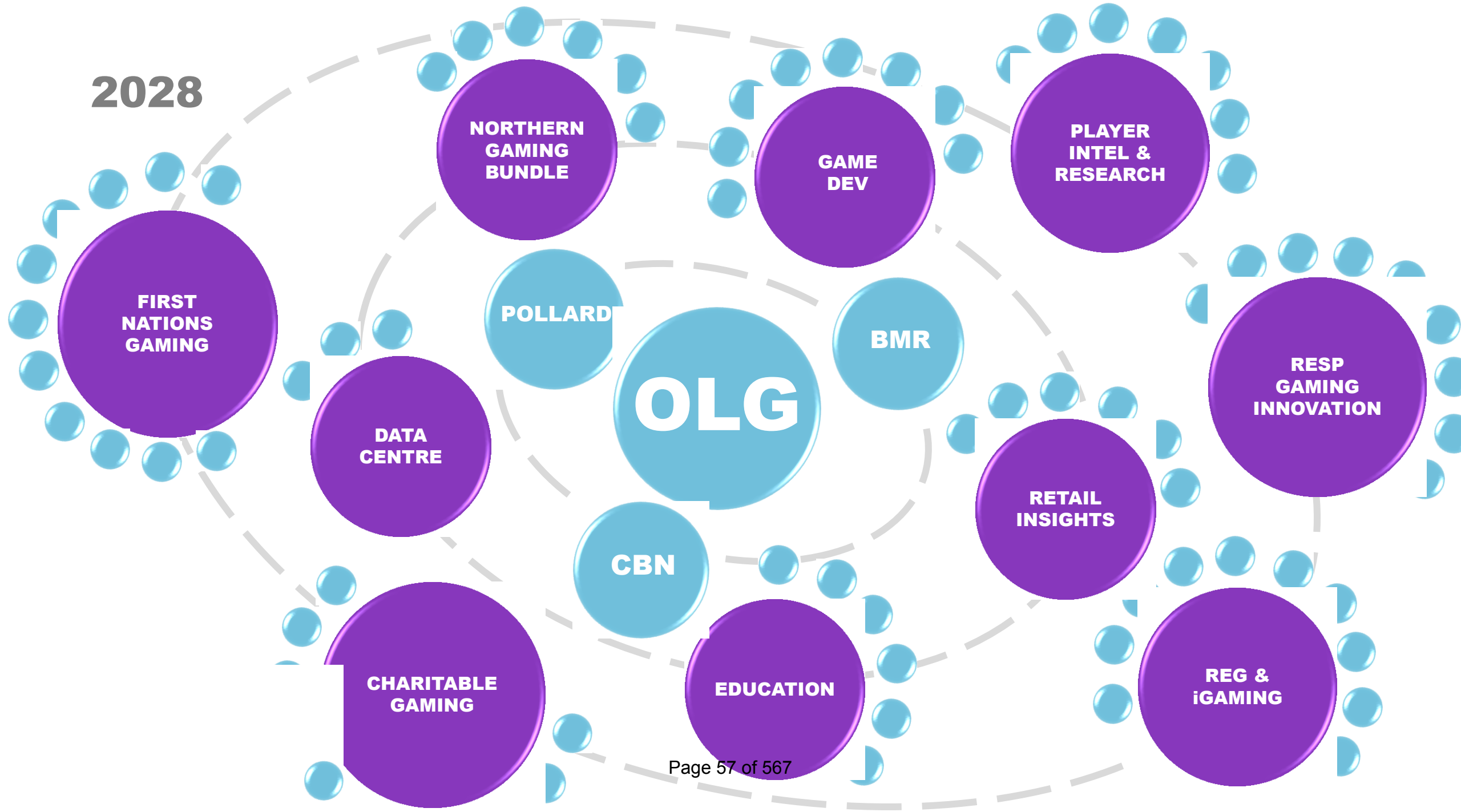
2017



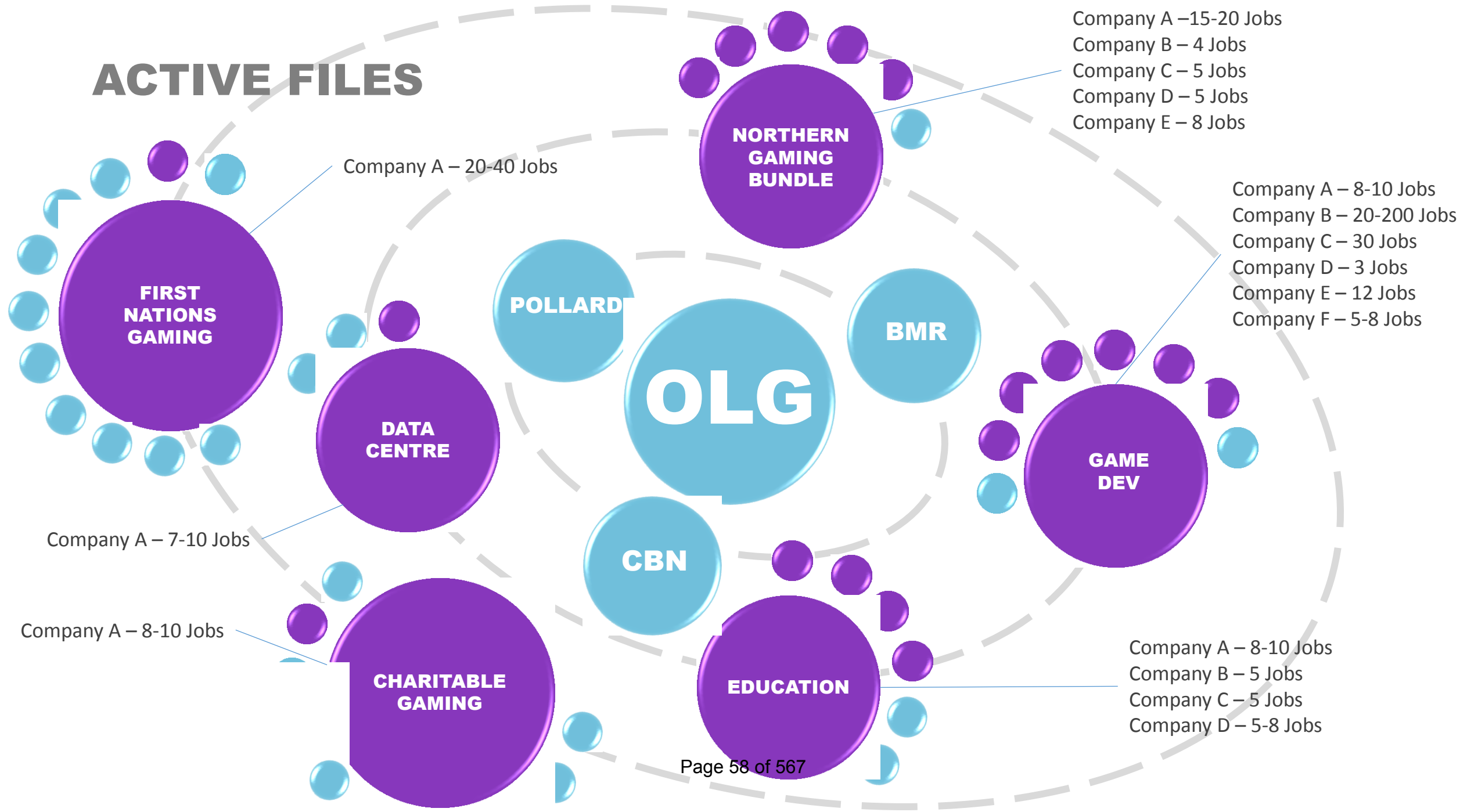
2018



2028



ACTIVE FILES



WORK UNDERWAY

IN ADDITION TO 18 OPEN FILES...

- Talent management
 - Targeted repatriation program
 - Post-secondary alumni relations
 - Post-secondary outreach
 - Talent pool database established
- Promotion
 - Campaigns in development
 - Social media strategy, pages, and content developed
 - Web page launched and full site development underway
 - Brand ambassador outreach initiated

QUESTIONS?



June 13, 2016 Council Resolution

Whereas since 1965 when the townships of Korah and Tarentorus amalgamated with the City of Sault Ste. Marie, there have been 12 city councillors representing six wards at the City Council of the City of Sault Ste. Marie; and

Whereas since 1965 the population of the City of Sault Ste. Marie has ranged from a low of approximately 70,000 in 1965 to a high of approximately 81,000 in 1980, and currently sits at approximately 75,000; and

Whereas the Council of the City of Sault Ste. Marie last considered changes to its composition in 2002, which was 14 years ago; and

Whereas it is incumbent on the Council of the City of Sault Ste. Marie to ensure both effectiveness and efficiency in all City departments, including in their own composition; and

Now Therefore Be It Resolved that the Council of the City of Sault Ste. Marie strike a committee consisting of five councillors, being Councillors Shoemaker, Myers, Hollingsworth, Christian, and Bruni as well as Mayor Provenzano with the City Clerk as a resource to the Committee, to consider and make recommendations and report on:

1. The recommended number of City Councillors for the City of Sault Ste. Marie; and
2. The best geographic division for the recommended council make-up; and
3. The foreseeable consequences, positive and negative, if a recommendation to change the current composition and geographic division is brought forward.

Current Composition

The City of Sault Ste. Marie is a single-tier municipality with a population of 75,000.

The City is governed by a Mayor (elected at large) and 12 Councillors; two from each of the six wards in the municipality. Council is elected for a four-year term. The term is defined by statute.

Historical Composition

1871 – incorporated as a village

5 member Council (reeve, 4 council members elected at large)

1887 – incorporated as a town

7 member Council (reeve, council members elected on a 2 ward / 3 per ward basis)

1912 – incorporated as a City

7 member Council (mayor, 6 council members elected at large)

1915 – 9 member Council (mayor, 8 council members elected on a 4 ward / 2 per ward basis)

1918 – amalgamation with the Town of Steelton

13 member Council (mayor, 12 council members elected on a 6 ward / 2 per ward basis)

1965 – amalgamation with Townships of Korah and Tarentorus

13 member Council (mayor, 12 council members elected on a 6 ward / 2 per ward basis)

Single Tier not Lower Tier

- ▶ Sault Ste. Marie is a single tier municipality not forming part of a regional or county system of government.
- ▶ A single-tier municipality assumes all municipal responsibilities set out under the *Municipal Act* and other Provincial legislation.
- ▶ A lower-tier municipality forms part of an upper-tier municipality (a County or Region). Municipal responsibilities are split between the upper-tier and lower-tier municipalities. (eg. Niagara Falls is lower-tier; Region of Niagara is upper-tier)

Ward vs. At Large

At-large members are elected to serve the entire City.

In a ward system council members represent a defined area of the City.

In Sault Ste. Marie only the Mayor is elected at large.

An at-large election for all of Council can weaken the representation of particular groups/wards.

There are 2 urban municipalities in Ontario that elect Council at-large (North Bay and Cornwall).

Purposes of Local Government



Service delivery – Services provided in accordance with the needs/wishes of citizens

Representation – Individuals responsible for determining those needs are democratically elected and accountable to the citizens

Allows inhabitants of a particular area to decide, through their elected council, which range and level of services is most appropriate for them

Role of Mayor

As chief executive officer of a municipality, the head of council shall,

- (a) uphold and promote the purposes of the municipality;
- (b) promote public involvement in the municipality's activities;
- (c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- (d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

s. 226.1 Municipal Act

Role of Council

It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act.

Section 224, Municipal Act

Council as a Representative

- ▶ Council members are elected to represent the views of their constituents
- ▶ Need to consider a variety of conflicting interests
- ▶ Decisions should be based on the best interests of the municipality as a whole

Council as Policy Maker

Council is the primary policy-making body of the municipality
– administration carries policy out

Steps:

- ▶ Identify issue
- ▶ Reach agreement on facts of the issue and objectives to be met
- ▶ Give direction to staff to research, identify options & report back with recommendations
- ▶ Consider information (demands on time, funding, other issues)
- ▶ Make a decision on best course of action & adopt policy
- ▶ Direct staff to implement the policy
- ▶ Work with staff to evaluate the policy – update/amend as required

Council as Steward

- ▶ To ensure that:
 - Policies adopted by Council are being implemented
 - Staff are administering services/programs as Council intended
 - Rules/regulations are being applied correctly and consistently – everyone is treated equally
 - Funds are being spent only as authorized – municipality's resources are being used as efficiently as possible
- ▶ Some standards/requirements are set out in legislation

Remuneration

- ▶ Mayor – \$70,756/year
- ▶ Councillors – \$22,738/year

Members of Council are not further remunerated for sitting on Committees of Council

Possible Actions

- ▶ Status quo – Mayor elected at large; 6 wards; 2 councillors/ward (12)
- ▶ Mayor elected at large; fewer wards; 2 councillors/ward
- ▶ Mayor elected at large; 6 wards; 1 councillor/ward (would require additional administrative assistance and dedicated office space for ward Councillor)
- ▶ Etc.



PRESENTATION TO COUNCIL
NOVEMBER 21, 2016

OUR
DOWNTOWN

SAULT STE MARIE
DOWNTOWN STRATEGY



Huron Street
Streetscape Improvements

Gore Street Reconstruction
and Streetscaping

Queen Street
Tree Replacement

Laneway Improvements

March Street Stage

Laneway Improvements

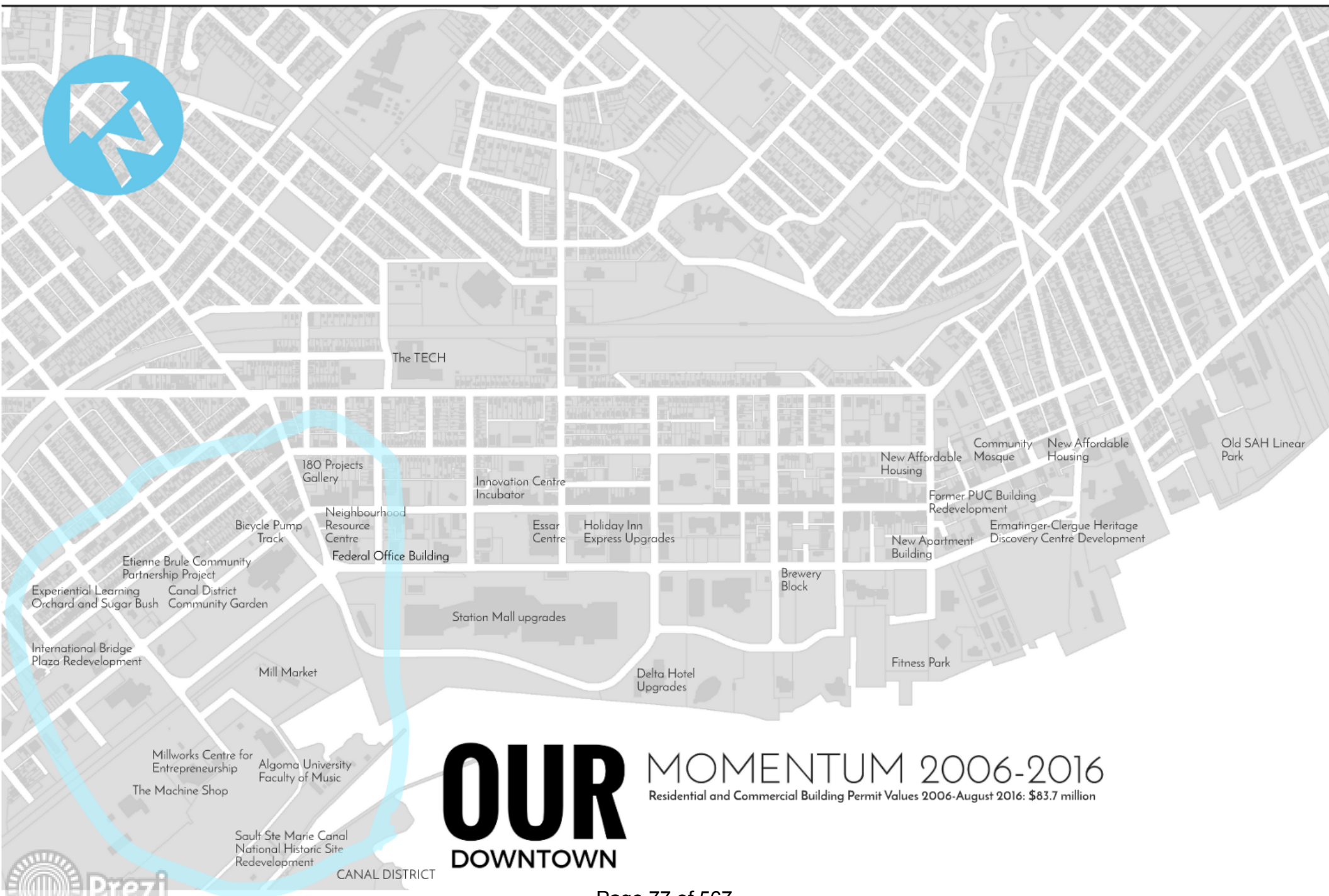
John Rowswell Hub Trail
Bay Street Extension

John Rowswell Park

Tax Rebated Brownfield
Residential Development

Tax Rebated
Residential
Development

OUR DOWNTOWN DEVELOPMENT INITIATIVES



OUR DOWNTOWN

MOMENTUM 2006-2016

Residential and Commercial Building Permit Values 2006-August 2016: \$83.7 million

EXISTING CONDITIONS



COMMUNITY ENGAGEMENT

City welcomes 'blunt, frank' comments on downtown

Online survey draws record number of responses

25

shares

Aug 12, 2016 9:00 AM by: Darren Taylor



The City of Sault Ste. Marie

July 22 · 🌐

HAVE YOUR SAY! #OurDowntown

We are developing a new downtown strategy and want your ideas and feedback! Please take 5 minutes and fill out our quick survey.



Downtown Development Survey

We are developing a new downtown strategy and want your ideas and feedback! Please take 5 minutes and fill out our quick survey.

[SURVEYMONKEY.COM](https://www.surveymonkey.com)

👍 Like

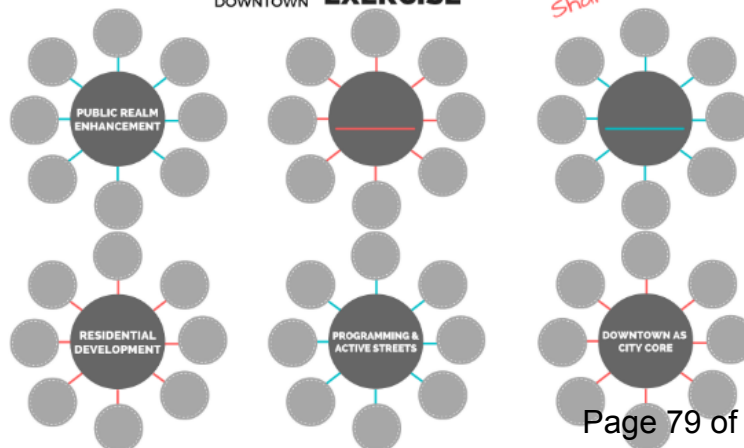
💬 Comment

➦ Share



OUR DOWNTOWN IMPLEMENTATION EXERCISE

Share your ideas!



DOWNTOWN DEVELOPMENT INITIATIVE PHASE 3

Proposed Funding Arrangement

\$600,000 - City

\$975,000 - NOHFC

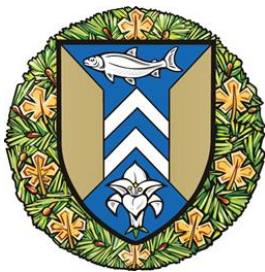
\$975,000 - FedNor

Operations - \$310,000

Capital Works - \$16.8 million



OUR DOWNTOWN DEVELOPMENT INITIATIVES



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Tim Gowans, Manager of Purchasing

DEPARTMENT: Finance Department

RE: RFP – Parking By-law Enforcement – Municipal Parking Lots & Meters

PURPOSE

This report has been prepared for Council information and consideration, on behalf of the Evaluation Committee, concerning proposals received for the provision of Parking By-law Enforcement for Municipal Parking Lots & Meters for a three (3) year period commencing January 1, 2017, as required by the Transit & Parking Division of Community Development & Enterprise Services. 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 the City's bidders list. Proposals were required to be submitted for consideration no later than 4:00 p.m. on October 28, 2016.

ANALYSIS

Proposals from four (4) proponents were received prior to the closing date:

Commissionaires Ottawa, Ottawa, ON
G4S Secure Solutions (Canada) Ltd., Mississauga, ON
Norpro Company, Sault Ste. Marie, ON
North East Regional Security Services Inc., Sault Ste. Marie, ON

The proposals received have been evaluated by a committee comprised of staff from the Transit & Parking Division – Community Development & Enterprise Services and the Purchasing Division – Corporate Services.

It is the consensus of the Evaluation Committee that the proponent scoring the highest in the evaluation process is Commissionaires Ottawa of Ottawa, ON. The Commissionaires presently provide Parking By-law Enforcement for Municipal Parking Lots & Meters.

FINANCIAL IMPLICATIONS

Based on estimated hours that Parking By-law Enforcement will be required, the cost for these services will be approximately \$188,500.00 plus HST for the first year. Sufficient funds have been budgeted within the Transit & Parking Division's Operating accounts. Firm pricing schedules have been provided for the three years of the contract, plus extension for two additional years by mutual consent.

STRATEGIC PLAN / POLICY IMPACT

This is an operational matter not articulated in the Corporate Strategic Plan.

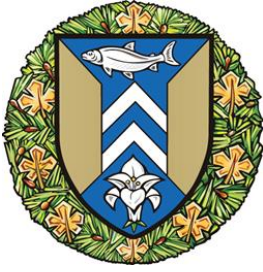
RECOMMENDATION

Resolved that the report of the Manager of Purchasing dated 2016 11 21 be received and the recommendation that the proposal submitted by Commissionaires Ottawa to provide Parking By-law Enforcement for Municipal Parking Lots & Meters, as required by the Transit & Parking Division of Community Development & Enterprise Services, be approved. The contract will commence January 1, 2017 and continue for a period of three (3) years allowing for two (2) further one (1) year extensions by mutual agreement.

Respectfully submitted,



Tim Gowans
Manager of Purchasing
705.759.5298
t.gowans@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Peter Liepa, City Tax Collector

DEPARTMENT: Corporate Services

RE: Property Tax Appeals

PURPOSE

Staff is seeking Council approval of property tax appeals as required pursuant to Section 357 of the Municipal Act.

BACKGROUND

A listing of applications received for adjustment of realty taxes pursuant to Section 357 of the Municipal Act is attached to this report.

ANALYSIS

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

FINANCIAL IMPLICATIONS

There is an annual budget allocation for tax write-offs. The decreased revenue of \$16,105.82 can be accommodated within the existing budget allocation.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the City Tax Collector dated 2016 11 21 concerning Property Tax Appeals be received and the recommendation that the tax records be amended pursuant to Section 357 of the Municipal Act be approved.

Property Tax Appeals
2016 11 21
Page 2.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'Peter Liepa', with a stylized flourish at the end.

Peter Liepa
City Tax Collector
705 759-5269
p.liepa@cityssm.on.ca

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

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

DATE: 2016 11 21
PAGE: 1 of 1

2015

ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	TAXES	INTEREST	TOTAL
050-012-037	383 Korah Rd	1347636 Ontario Ltd	RT/CT	A	15-051	5,082.40		5,082.40

2016

ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	TAXES	INTEREST	TOTAL
040-022-019	127 Gore St	City of Sault Ste Marie	RT/CT	B	16-022	735.47	78.72	814.19
040-022-020	129 Gore St	City of Sault Ste Marie	RT/CT	B	16-023	995.12	121.71	1,116.83
050-043-003	981 Peoples Rd	City of Sault Ste Marie	RT	B	16-024	1,503.76		1,503.76
050-043-004	993 Peoples Rd	City of Sault Ste Marie	RT	B	16-025	1,705.29		1,705.29
050-050-062-17	88 Crimson Ridge Dr	S&T Electrical Contractors Ltd	CT/RT	A	16-026	3,978.01	24.86	4,002.87
060-040-250	984 Second Line W	Frank Filice	RT	D	16-027	320.39		320.39
060-085-065	274 Pointe Louise Dr	Benjamin Pino	RT	D	16-028	1,536.30	23.79	1,560.09
REPORT TOTAL						15,856.74	249.08	16,105.82

- A. REALTY TAX CLASS CONVERSION
- B. BECAME EXEMPT AFTER RETURN OF ROLL
- C. RAZED BY FIRE AFTER RETURN OF ROLL

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



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jacob Bruzas, CPA, CA, Manager of Audits and Capital Planning

DEPARTMENT: Corporate Services

RE: 2017 Applications for Financial Assistance through the City's Financial Assistance Policy for Sustaining and Other Grants

PURPOSE

Applications for Financial Assistance for Sustaining and Other Grants for 2017 have been received and reviewed by the Finance Department. The purpose of this report is to provide Council with a summary of the applications and staff recommendations.

BACKGROUND

Each year, the Finance Department receives requests for Financial Assistance through the City's Financial Assistance Policy for Sustaining and Other Grants. The requests can be for monetary contributions and/or in-kind services. The Finance Department has reviewed the requests to ensure that all financial information is complete, that the eligibility criteria is met, and the assessment criteria has been applied in accordance with the Financial Assistance Policy for Sustaining and Other Grants.

The attachment (Appendix A) provides a summary of applications received and the Finance Department's recommendations.

Council approval is required for all grants. Ongoing grants are included in the preliminary budget if grant criteria is still met, and are not listed in this report. New applications will be included on the Supplementary Requests for Council approval during 2017 budget deliberations.

ANALYSIS

Those applications that do not meet the eligibility criteria of the Financial Assistance Policy for Sustaining and Other Grants yet have been provided assistance from Council in the past through this policy, will be grandfathered in as per direction of previous Council.

Two new applications for the Financial Assistance Policy for Sustaining and Other Grants were received for 2017:

Fringe North International Theatre Festival

Fringe North International Theatre Festival has submitted a Request for Financial Assistance of \$15,000 in grant money to leverage funding from Ontario Trillium Fund and other Provincial and Federal granting organizations; as well as \$15,000 towards City provided in-kind services. The Fringe North International Theatre Festival is a not for profit annual 10 day theatre festival located on the waterfront in downtown Sault Ste. Marie with the inaugural season planned for August 10-20, 2017.

The Finance Department has reviewed the request and determined that the Fringe North application meets the eligibility criteria.

The Community Development & Enterprise Services department has reviewed the request for the in-kind services portion of the application, and has had discussions with the organizers of the event. The department is willing to provide total in-kind services valued at approximately \$7,000 if Council decides to approve the application. The department is unable to accommodate the additional \$8,000 in-kind request.

Staff is recommending providing in-kind services up to \$7,000 for the event. The \$15,000 grant money request is included on the Supplementary Requests for the 2017 Budget for Council approval.

ARCH Hospice

ARCH Hospice has submitted a Request for Financial Assistance for their building expansion project. The request is for a capital contribution of \$150,000 towards the \$2.6M project.

The Finance Department has reviewed the request and determined that the ARCH Hospice application does not meet the eligibility criteria. The request was made to fund a capital project, which is specifically excluded from the Policy.

As the application does not meet the eligibility criteria of the Policy, staff is recommending the application be denied.

FINANCIAL IMPLICATIONS

Fringe North International Theatre Festival

If Council approves the in-kind services portion of the application, the anticipated potential lost revenue for the Community Development & Enterprise Services department would be \$7,000. The \$15,000 grant money request is included on the Supplementary Requests for the 2017 Budget for Council approval.

ARCH Hospice

Although the application isn't recommended, if Council should choose to proceed with supporting this organization, Council can move to include the \$150,000 capital grant request during 2017 budget deliberations.

STRATEGIC PLAN / POLICY IMPACT

The City's Financial Assistance Policy for Sustaining and Other Grants is an administrative matter and therefore not included in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Audits and Capital Planning dated November 21, 2016 concerning 2017 applications for financial assistance through the City's Financial Assistance Policy for Sustaining and Other Grants be received and the recommendations on the supporting attachment be approved.

Respectfully submitted,



Jacob Bruzas, CPA, CA
Manager of Audits & Capital
Planning
705.759.5356
j.bruzas@cityssm.on.ca

Appendix "A"

Financial Assistance Policy Grant Applications 2017

Event:	2016 Amount Received	Event or Grant	Summary	Request	Meets Eligibility Criteria?	Finance Dept. Recommendation	
PRIOR GRANTS							
Rotary Club of Sault Ste. Marie:							
1) Rotaryfest	\$ 26,000	In-Kind	Event	In kind services to present the Sault Summer Festival in July 2017.	In kind	No	Approve--- Grandfathered In
2) Santa Claus Parade	\$ 5,600	In-Kind	Event	In kind services to present the Sault Rotary Santa Claus Parade 2017.	In kind	No	Approve--- Grandfathered In
Canadian Cancer Society Relay for Life	\$ 3,000	In-Kind	Event	In kind request for Relay for Life to honour cancer survivors	In kind	No	Approve--- Grandfathered In
Bon Soo Winter Carnival Inc.	\$ 13,000	In-Kind	Event	In kind services to present the Bon Soo Event 2017.	In kind	Yes	Approve--- Grandfathered In. *** With the change in venue for the 2017 event, the City departments requested to provide in-kind services are to review the application and work with the organization to provide a level of in-kind services that is within their means.
Crime Stoppers	\$ 25,000	\$	Grant	To assist with reducing the cost of policing for SSM.	\$25,000	Yes	The request is to provide funding for tips/rewards. It is deemed that the provision of tips/rewards would provide an economic benefit to the City by helping to reduce policing costs. The total budgeted tips/rewards for 2017 are \$25,000. City Staff recommends providing up to \$25,000 in financial support to Crime Stoppers for 2017.
NEW REQUESTS 2017							
ARCH	N/A	N/A	Grant	Requesting capital contribution of \$150,000 towards ARCH Hospice Expansion project that has a total cost of \$2,617,600.	\$150,000	No	Deny - Application does not meet the eligibility criteria. Application is for capital construction which is specifically ineligible in the City's Financial Assistance Policy. If Council should choose to proceed with supporting this organization, Council can move to include the \$150,000 capital grant request during 2017 budget deliberations
Fringe North	N/A	N/A	Event	Request for \$15,000 grant and \$15,000 in-kind to host a 10 day theatre festival beginning Aug 10-20, 2017.	In kind (valued at \$15,000) and \$15,000 grant	Yes	The Community Development & Enterprise Services department has reviewed the request for the in-kind services portion of the application, and has had discussions with the organizers of the event. The department is willing to provide total in-kind services valued at approximately \$7,000 if Council decides to approve the application. The department is unable to accommodate the additional \$8,000 in-kind request. Staff is recommending providing in-kind services up to \$7,000 for the event. The \$15,000 grant money request is included on the Supplementary Requests for the 2017 Budget for Council approval



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Shelley J. Schell, CPA, CA Chief Financial Officer & Treasurer

DEPARTMENT: Corporate Services

RE: Long Term Tax Policy

PURPOSE

The purpose of this report is to seek approval of the recommendations for a long term tax policy and to provide an update of the 2017 Reassessment.

BACKGROUND

During the 2016 budget deliberations, Council recognized that a long term tax policy would be beneficial to enhance the City's competitiveness and fairness to all tax classes. The industrial and commercial tax ratios were noted as being amongst the highest in the Province. The goal to reduce the ratios is to be achieved without imposing significant tax levy shifts to other classes.

A Tax Policy Stakeholders Meeting was held on June 23, 2016 to provide additional information to stakeholders as well as to receive input. The minutes of the meeting and the presentations made are included in Appendix A.

ANALYSIS

In order to establish a long term tax policy, the goals of the policy must be within the control of the City. Property tax rates are not the main factor in determining the City's economy and competitiveness. "Policy decisions, infrastructure investment and budgeting all have an important impact on the economic prospects of a city. Economic conditions are the product of longer-term factors, such as education levels of residents, the industry mix, geographic location and links to international trade networks. "(Is Toronto Fiscally Healthy? Enid Slack/Andre Cote No. 7/2014, IMFG Perspectives). As stated in the Standard & Poor's Global Rating 2016 report for the Corporation of the City of Sault Ste. Marie, "...the city's relative remoteness from major markets continuing to impose barriers to economic growth." These factors influence Sault Ste. Marie's growth significantly more than the property taxes and thus economic

growth will likely not be realized by lower industrial and commercial tax ratios alone.

To determine how competitive and fair Sault Ste. Marie is or isn't, the City should benchmark itself to other similar sized and Northern municipalities. BMA Consulting provided an analysis at the Tax Policy Stakeholders meeting held June 23, 2016 (full presentations included in Appendix B) Some of the points summarized in their presentation were:

- The City's municipal spending per capita is amongst the lowest in the survey
- The City's assessment base on a per capita basis is very low compared to peer municipalities which results in higher tax rates, all else being equal.
- The City's residential affordability ratio is below group average (ie. property taxes as a percentage of income are lower than northern comparators)
- Tax ratios for Commercial and Industrial classes have been increasing over time and are high in comparison to the peer group
- Taxes per square foot in the standard industrial class are slightly higher than the peer average, but comparable to Thunder Bay and Timmins
- Large Industrial property taxes per square foot are low and have declined due to reductions in assessed values

BMA Consulting's review, confirmed the Commercial and Industrial tax ratios are high compared to our peers, but the taxes per square foot are relatively comparable. The taxes per square foot are a better comparator than the tax ratio from a competitive standpoint. From a fairness standpoint the tax ratios should be addressed.

The City's ability nonetheless to set a long term tax policy is complicated by significant assessment shifts that have been experienced since 2009. Large Industrial assessment has decreased 22%. If tax ratios were not adjusted, there would have been a significant tax burden shift to the residential class. Councils, past and present, have tried to keep as much of the tax burden away from the residential class using Revenue Neutral Ratios, which inevitably increased the industrial and commercial classes. The preliminary assessment figures for 2017 reflect an additional decrease of 51% in the class from 2016, which once again will require Council making a decision regarding the tax burden shift to the residential class.

It should be noted that assessment decrease in Industrial and Commercial classes was the root cause of the tax ratio inequity. The solution to the problem is growth in these sectors. If non-residential properties appreciate faster than residential, tax ratios can go down without tax shifting between classes.

2017 Reassessment

The 2017 Reassessment cycle is going to add further challenges to reducing the industrial and commercial tax ratios without shifting tax burden to the residential class. The preliminary release of the 2017 assessment figures indicates a major decrease once again in the large industrial class.

Staff has reviewed the implications of various scenarios (Appendix C)

Scenario 1-Status Quo

If the same tax ratios are used as in 2016 there will be a tax burden shift. The Large Industrial class will reduce by 49.41%, or \$3.8 million resulting in a 4.26% increase in the residential class, or \$2.8 million and a 14.64% increase in the multi-residential class, or \$715,110. The increase would be over and above any levy increase for the 2017 budget.

Scenario 2-Revenue Neutral

In past years Council has opted to use revenue neutral ratios to maintain the same relative tax burden by class as before the shift. If adopted for 2017 the tax ratio for the Large Industrial class would increase from 5.51 to 8.679 that has no year over year change in taxes paid for large industrial and maintains the tax burden for the residential and multi-residential classes. However this approach speaks to fairness.

Scenario 3-Midpoint

The midpoint of Scenario 1 and Scenario 2 is shown as an example of a possible option available which would share the tax burden shift and increase residential 2.19%, or \$1.4 million (before levy increases).

Scenario 4-Collapse Classes

Expanded tax classes were established by the City in 1998 when the new Current Value Assessment system was implemented. All municipalities were to have at least 7 realty tax classes, but could elect to establish additional classes. Council of the day approved the recommendation of staff to use expanded classes in the Commercial and Industrial broad classes due to concerns regarding the shifting of taxation within the broad commercial and industrial assessment classes. At the time, without expanded classes there would have been a tax shift to the small industrial taxpayers from the large industrial.

It has been suggested that the City collapse the expanded classes and therefore decrease the tax ratio to the large industrial class by setting them at the Industrial broad class ratio. If all the expanded classes were collapsed there would be a savings of \$4.3 million to the large industrial class. This would transfer the majority of their tax burden to residential (\$2.1 million) and to the smaller industrial taxpayer (\$1.1 million). The shift to the smaller industrial taxpayers was the reason expanded classes were implemented originally.

Some other northern municipalities that are experiencing similar decreases in their Industrial classes from the 2017 reassessment are looking at graduated tax bands within the class to limit the tax burden shift to the smaller industries from the large who have realized the most significant assessment decreases, typically mining, steel manufacturing and pulp & paper mills. Note that graduated tax bands must apply uniformly and cannot target certain areas of a municipality.

Staff will present the final recommendations and updated municipal comparators once the 2017 assessment is finalized. Staff will also incorporate the long term tax policy, if approved.

User Fees

Tax ratio reduction is not the only option to reduce the tax burden to the Industrial and Commercial classes. The City has a revenue tool available to it with the use of user fees versus property taxation for services. User fees decrease taxes to the non-residential class for services it does not use. Identifiable beneficiaries would bear the cost of the services.

Staff informed Council in its 2017 User Fee report at the November 7, 2016 Council meeting that they will be updating the user fee model and will be making recommendations to Council in 2017 as to levels of fees and the feasibility of full fee recovery.

Summary

Growth in the Industrial sector will reduce the tax ratio without shifting between classes so it is recommended that the long term tax policy objectives focus on this goal. Staff is recommending a review on the feasibility of implementing an Industrial Community Improvement Plan to encourage growth in the sector.

User fees versus property taxation will relieve the tax burden in non-residential classes for services they do not utilize. Staff is recommending that the user fee model be updated and the feasibility of full cost recovery be reviewed.

The significant decrease in industrial and commercial assessment since 2007 has led to inequitable tax ratios for those classes. Until the assessment base stabilizes and significant decreases are no longer experienced, staff is not recommending directed reductions to Industrial and Commercial tax ratios. The next reassessment is 2021 and staff recommends review at that time to determine if the assessment base has stabilized and to look at directed decreases at that time.

Upon assessment base stabilization, overall real assessment growth in excess of 1.5% should be used in part to reduce the tax ratios for Industrial and Commercial. Staff is recommending that the municipal revenue associated with

overall real assessment growth over 1% (approximate average growth since 2007) be directed to reduce the Industrial and Commercial class tax ratios. The long term goal is for the tax ratio to be equal to the Provincial Threshold levels of Industrial 2.63 and Commercial 1.98.

FINANCIAL IMPLICATIONS

The recommendations of staff will reduce the levy if additional recovery services through the user fees is approved. The actual impact will not be known until the review is completed.

Institution of an Industrial Community Improvement Plan will defer additional taxation revenue over the course of the plan. Unless the City experiences negative real net growth, there will not be an increase to the levy.

The tax ratio recommendations will not impact the budget or tax burden until such time that directed reduction is implemented upon stabilization of the assessment base.

STRATEGIC PLAN / POLICY IMPACT

This is an operational matter not articulated in the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer & Treasurer dated November 21, 2016 regarding the Long Term Tax Policy be received and the following recommendations be incorporated into the Long Term Tax Policy.

1. The next reassessment year of 2021 be reviewed for assessment base stabilization to determine if directed tax ratio reduction to the Industrial and Commercial classes can be implemented.
2. Upon assessment base stabilization, directed reduction to the Industrial and Commercial classes from overall real net assessment growth in excess of 1% until tax ratios for Industrial and Commercial classes are equal to the Provincial Threshold levels.
3. Staff investigate and report to Council on the feasibility of implementing an Industrial Community Improvement Plan.

Respectfully submitted,



Shelley J. Schell, CPA, CA
Chief Financial Officer/Treasurer
705.759.5355
s.schell@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE MARIE
TAX RATIOS AND SHIFT ANALYSIS
2017 REASSESSMENT ESTIMATES (BASED UPON 2016 LEVY)

RATIOS

	SCENARIO 1 Starting Ratios Status Quo	SCENARIO 2 Revenue Neutral	SCENARIO 3 Midpoint of scenarios 1 & 2	SCENARIO 4 Collapse Expanded Classes
Residential	1.000	1.000	1.000	1.000
Multi-residential	1.305	1.196	1.254	1.196
Commercial	2.265	2.396	2.331	2.396
Industrial	3.103	4.887	3.995	4.887
Large Industrial	5.510	8.679	7.095	4.887
Other	2.086	2.097	2.126	2.166

TAX SHIFT

	SCENARIO 1 % Change	SCENARIO 1 \$ Impact	SCENARIO 2 % Change	SCENARIO 2 \$ Impact	SCENARIO 3 % Change	SCENARIO 3 \$ Impact	SCENARIO 4 % Change	SCENARIO 4 \$ Impact
Residential	4.26%	2,795,156	0.21%	136,812	2.19%	1,439,646	3.25%	2,135,477
Multi-residential	14.64%	715,109	1.64%	80,264	8.01%	391,395	4.73%	231,285
Commercial	0.88%	209,383	2.53%	601,685	1.72%	409,421	3.46%	823,706
Industrial	3.10%	54,089	56.07%	977,861	30.11%	525,125	60.81%	1,060,556
Large Industrial	-49.41%	(3,802,529)	-23.42%	(1,802,400)	-36.16%	(2,782,645)	-55.57%	(4,276,624)
Other	4.43%	28,792	0.89%	5,778	2.63%	17,058	3.94%	25,600
		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>

APPENDIX A

MINUTES OF TAX STAKEHOLDERS MEETING

DATE: June 23, 2016

TIME: 1-3 p.m.

LOCATION: Russ Ramsay Room
3rd Level – Civic Centre

IN ATTENDANCE: Shelley Schell, Commissioner of Finance
Peter A. Liepa, City Tax Collector

Guest Speakers: Jim Burzese, BMA Consulting
: Jeremy Cormier, Account Manager, Municipal Property Assessment Corporation
: Brett McGuire, Municipal Property Assessment Corporation
: Al Horsman, CAO, Corporation of the City of Sault Ste. Marie

The meeting began with Ms. Shelley Schell, CF&T introducing City Staff and guest speakers and welcoming everyone to the Tax Policy Stakeholders Meeting.

Referring to the slideshow presentation Ms. Schell spoke of council's request to have a long term tax policy in place, having fairness to all tax classes, stakeholders concerns and plans to get to a more competitive position without sacrificing one tax class over another.

Ms. Schell explained how the tax rate is calculated, the assessment distribution and how the residential portion makes up the majority of the tax base.

Ms. Schell also mentioned the tax rates alone can be misleading and the relationship between property taxes and the city's economic conditions.

In concluding, Ms. Schell announced that all questions would be addressed at the end of the presentation.

Mr. Liepa, City Tax Collector, was asked to speak on Tax Ratios.

Tax Ratios have been around since 1998. This weighting is used as a means to balance taxes burdens between classes.

Mr. Liepa talked about the Reassessment Impact Tax Ratios and how the tax burden is redistributed creating differences in rates and the variation by individual properties and property tax classes in municipalities across the province.

In 2009, the City began using Revenue Neutral Tax Ratios to maintain the impact on each tax class & prevent shifting the tax burden from commercial & industrial to the residential. City staff is aware that this process will not be able to be sustainable on an annual basis.

Mr. Liepa spoke of the resolution approving the Expanding Classes in 1998.

Jeremy Cormier, Accounting Manager, Municipal Property Assessment Corporation (MPAC)

Mr. Cormier talked about the corporation being a not-for profit organization that is funded by the Ontario municipalities and their responsibilities, that they are trained experts in this field.

The Municipal Property Assessment Corporation,

- Determines the current value.
- Assess and Classify of over 5 million properties in Ontario.
- Respond to inquiries from tax payers and municipalities
- Deliver Assessment rolls
- Provide supplementary listings for properties that have been omitted

The Provincial Government

- Set assessment policies and determine education rates.
- Assessment Appeal Tribunal (ARB)

Municipalities

- Determine revenue
- Set tax rates
- Collect property tax to pay for municipal services

Mr. Cormier spoke of the how data is collected, residential values and site features that are considered when assessments are done and of the four year cycle.

- Residential property owners in Ontario received the 2017-2020 assessment notifications in May of 2016.
- Farm Property owner's assessments will be mailed on October 11, 2016 and Multi-Residential owners will be mailed October 18, 2016.
- Large and Special Purpose assessment will be mailed in November, 2016
- Assessment Rolls will be delivered to the municipalities in December of 2016.

Jim Burzese, BMA Consulting Management Inc.

Mr. Burzese spoke of the importance of strong assessment base, providing a solid foundation to raise taxes.

With growth, over time levies change. A good mix of residential & non- residential assessments is necessary to share tax burdens.

As a result of this growth, the composition has changed, residential assessments have increased and industrial assessments have declined

In Northern Ontario municipalities there has been a substantial reduction in the Industrial assessments.

Comparisons show that Sault Ste. Marie has a good mix of assessment. Sault Ste. Marie increase in assessment.

Sault Ste. Marie has a lower CVA than other northern cities.

Factors used to assess a property, Example: Structure, Size of property...

Questions & Answers

Q.

Mr. Moraca asked if upper & lower tier assessments were combined to come up with the statistics.

A.

Mr. Burzese, no they are not combined.

Q.

Will we look for incentives by solidifying, giving industry \$, to increase employment?

A.

Ms. Schell

No proof that would work. The City has provided for Community Improvement Plans over the years.

Q.

Mr. Ring, Chamber of Commerce,

Thanked management for the help to grasp budget.

Element is one piece of the puzzle, spoke of growth, labour costs, power and taxes being part of the assessment.

All municipalities focus on more than five factors

Q. How much taxes relate to education.

A. Only dealing with the Municipal Levy.

Ms. Schell,

Rates decline, look at creativity, look internally to plan for future to avoid residential tax base tax shifts.

Mr. Ring,

Kudos to the city.

Mr. Liepa,

Education taxes have actually increased greater than the municipal increase for Commercial properties in 2016.

Comment,

It is recognized that the trend is to put the cost on businesses.

Chamber of Commerce open to talk about finding alternate means.

Al Horsman, Chief Administrative Officer (CAO),

Agreed that the 2016 budget, collective bargaining, ... 6.6%.

The City is internally looking for ways to have success.

Essar Steel, range was set on tax ratio legislation from 2009.

Revenue Neutral – to allow the municipality to move on this, reassessment determines the Revenue Neutral base using the previous year's budget. This is done by the province.

Q.

Is there a limit to setting the Revenue Neutral?

A.

Peter Liepa, Revenue Neutral is used to take the burden off of the residential tax class.

Large Industry, drives taxes up, tax rate high, taxes paid per square feet.

Q.

Is there a different method.

A. No information.

Q.

Assessment Revenue in dollars to compared to Sault Ste. Marie.

Ability to earn revenue in Sault Ste. Marie,

Income approach, translated through assessment factored in to revenue by using square footage

Brett, Municipal Property Assessment Corporation,

Income Property Methodology is different.

Ms. Schell

Looking at performance is long term, 20-25 years measure.

Possible different method in time.

Q.

Mr. Ring

Non-residential use of municipal services decrease, Company paying for more use.

Need source to establish equity

3-8 years economic activity,

A.

Ms. Schell,

No source

Q. Mike Ward

Cost approach for usual property. Land worth more in Toronto , Markham, Thunder Bay

Different evaluation, tax competitiveness.

GM would pay more if moved to Sault Ste. Marie,

A residential property in Sault Ste. Marie with an assessment of \$100,000 pay more taxes than a Toronto assessment of \$400,000.

Cost of housing in Sault Ste. Sault Marie less than in larger cities.

Value of property is only one component.

A.

Mr. Liepa,

Essar Steel and US Steel are assessed using the same method, same for Paper Mills throughout the province.

Comment

MPAC goal is not raise assessment. It is to be done fairly across the province.

Market Adjustment to put everyone in the same playing field.
Request for Reconsideration (RFR) is used to help with method to have fair assessment.

Q.
Will the city look at usage, equity user pay, (ex. Prince Township)

A.
Larry Girardi
Townships outside of the municipality are not getting for free.

Q.
Wendy Medaglia
Is there fairness and continue improvement.

Q. Frank Fata, City Councillor,
Why does a home with an assessment done 2 years ago in an outlying area show no increase.
Compares a waterfront property taxes of a on Sunnyside Beach Rd to a home on Lake Superior where the taxes are only \$1,100.

A.
Ms. Schell,
MPAC is unable to go & look at every property.
Tax payer can apply to have it reviewed to make sure city records are correct.
With the 4 year assessments, taxes shift. Not possible to assess every property.
If you feel there is a mistake, contact the MPAC office.

Q.
Mr. Fata,
Taxes tampered with unfair. Prince Township & Sault Ste. Marie issue not resolved.
Tax rate in North Bay more than Sault Ste. Marie.
Sault Ste. Marie not healthy.
Incomes are lower & taxes too high at \$7. Per sq. ft.
Very confusing, negative and needs to be enhanced.
Long term not short term taxes. unequitable situation.

Q.
Mr. Ring,

How long before Long Term Policy?

A.
Early in the fall a report will be presented to City Council

20-25 years are needed to establish growth. Will be presented to council.
Budget input, city is open to input.

Mr. Ring- Small Business 100 employees or less in fall.

Ms. Schell- This is the wrong time. Must be submitted in the fall to be in time for budget.

How are residential taxes assessed? There are 5 factors used,
Location,
Water & Sewers,
Lot size
Age of the home.
Reference to Road conditions.
Public transit maybe a factor
Site Services, Rural

Q.
Mark Brown

Work with 20 year period, shift to residential tax payers, last year 1.9%
Commercial to 1.98%.

A.
Mrs. Schell,

We are lower for residential property taxes based on a population of 77,000 people.
Larger cities are higher get equity between classes. Property taxes have nothing to do
with income.

Q.
The city plan to attract new businesses Commercial Development.

Al Horsman CAO,

Taxes are not just about rate. We need new growth.
Tax incentives.
Grants.
Downtown & Economic Development Corporation working with Chamber of Commerce.
Flakeboard Plant is expanding.
Other groups looking to come to Sault Ste. Marie.

Growth,
Real Assessment Growth will take 20-25 years. We need to work on it, get a plan in
place, starting to align going forward.

It was suggested to target telecommunication.

A.

Al Horsman,
Chamber of Commerce looking into this.

Q.
Mike Delfre
Equity tax policy. Taxes incorporated in product.
Residential tax payers are not able to recover costs like businesses.
Equity, business, small factor to location.
Not affordable.

Ms. Schell, Agree with taxes.

Q.
Mr. Ring,
Not an advocate of city taxes, need to expand assessment base
Attract industry, environment factor

A.
Ms. Schell,

Have to make more appealing. Policy equitable tax incentive, research.

Q.
Mr. Ring,
Small Businesses must be profitable,
3-8 years economic activity.

A,
Ms. Schell,
No Source

Ms. Schell summarized the meeting.

In order to decrease non-residential ratios, the burden shifts to residential class.
New assessment growth in non-residential classes. Large industrial assessment have
decreased 24% since 2007 therefore shifting the burden to other classes.

Municipal levies have decreased significantly.

Budget-50% for salaries & wages.
Legislated levies & outside agencies. 27%
Approximately 30% of total budget is for Police & Fire Services.

Staff always looking for efficiencies and improvement.

Policy decisions, infrastructure investments and budgeting all have an impact on the the city's economy. Influenced by global market cycle.

Long term tax policy is important for competitiveness and provides fairness between tax classes.

Ms. Schell closed the meeting by thanking the guest speakers and the public for coming and for their input into the meeting.



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

Delivering the 2016 Assessment Update

City of Sault Ste. Marie
Stakeholder Meeting
June 22, 2016

Jeremy Cormier
Account Manager

WHO IS MPAC?

THE MUNICIPAL PROPERTY ASSESSMENT CORPORATION (MPAC)
is an independent, not-for-profit corporation funded by Ontario's municipalities

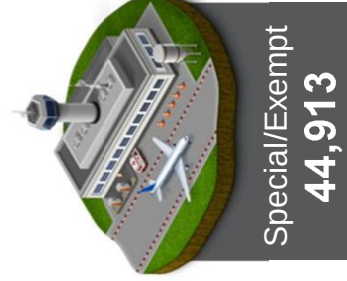
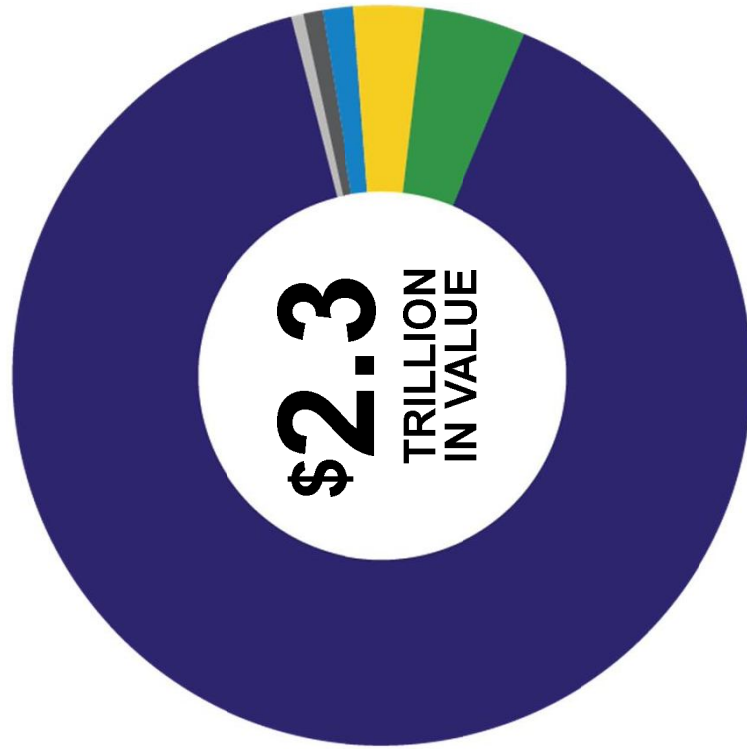
OVER 1,700
employees across
the province

OVERSIGHT
provided by the
Ministry of Finance

15-MEMBER
Board of Directors
Made up of municipal,
Provincial and taxpayer
representatives,
appointed by the
Ministry of Finance

MPAC is responsible for accurately assessing and classifying all properties in Ontario in compliance with the *Assessment Act* and related regulations set by the Ontario Government.

PROPERTIES WE ASSESS



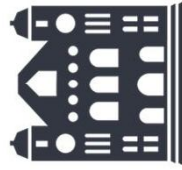
**2015 Annual Report*

PROPERTY ASSESSMENT & PROPERTY TAXES

The Ontario
Property
Taxpayer



The **Municipal Property Assessment Corporation** determines Current Value Assessments and classifications for all properties in Ontario.



The **Provincial Government** passes legislation, sets assessment policies and determines education tax rates. The Province also operates an independent assessment appeal tribunal – the Assessment Review Board (ARB).

Municipalities determine revenue requirements, set municipal tax rates and collect property taxes to pay for your municipal services.



Police and
fire protection



Roads, sidewalks,
public transit



Waste
management



Parks & leisure
facilities

OUR ROLE

Accurately
assess and
classify more than
5 million
properties

Respond to
enquiries from
property
taxpayers and
municipalities/
taxing authorities

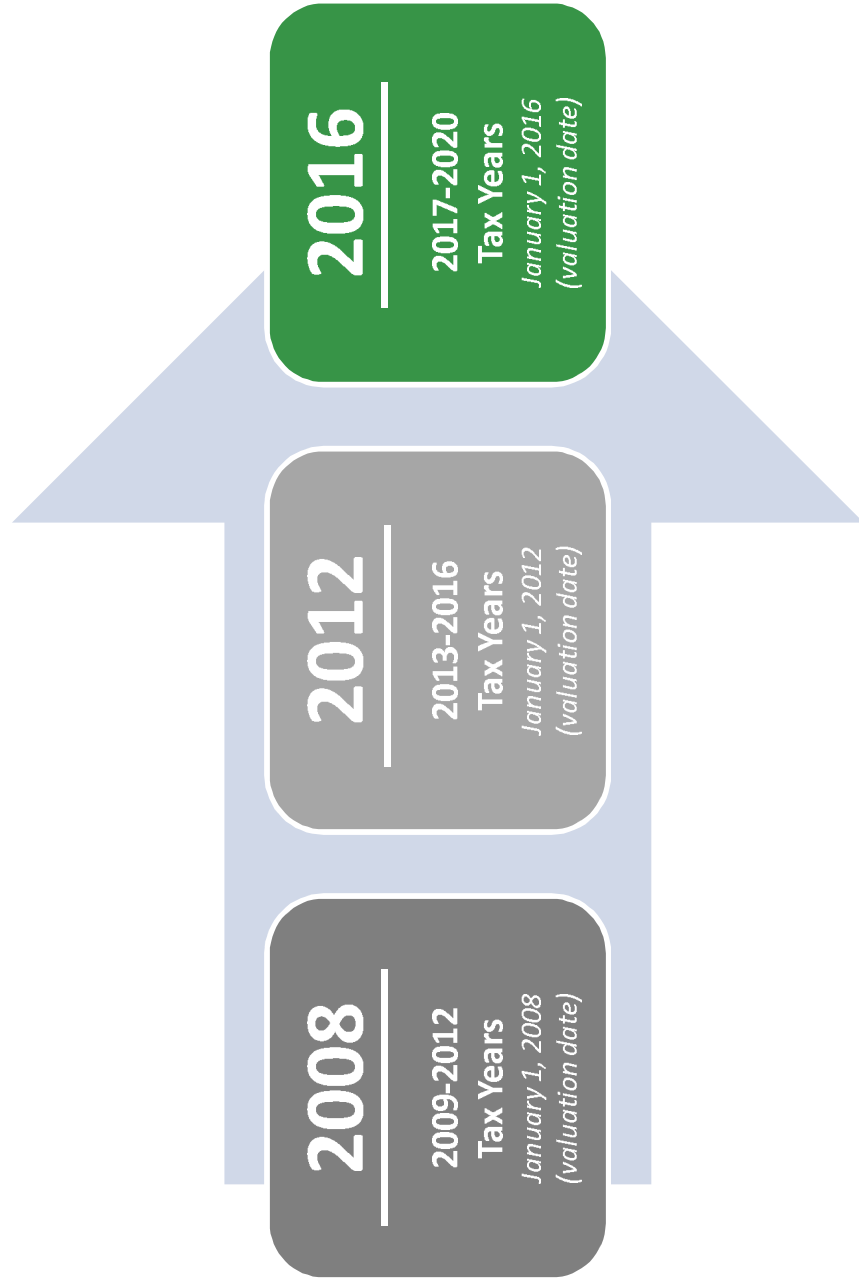
Deliver
Assessment
Rolls each year

Provide
Supplementary/
Omitted Listings
(growth)

Other legislated
products:

- Preliminary List of Electors
- Jury Duty Lists
- Population Reports

ONTARIO'S ASSESSMENT CYCLE



DATA COLLECTION & PREPARATION

Building permits

Sales reviews

Site variable update project

Farm forestry exemptions reviews

Requests for Reconsideration

Severances and Consolidations

Data integrity checks

MPAC initiated reviews

Process controls

Tax and Vacancy Applications

Municipal Requests

Appeals

Property Owner Enquiries



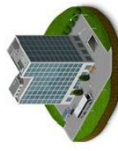
2016 PROPERTY ASSESSMENT NOTICES



Residential property owners received their Property Assessment Notices starting **May 24, 2016**



Farm Property Assessment Notices will be mailed **October 11**



Multi-Residential and Business Notices will be mailed **October 18**

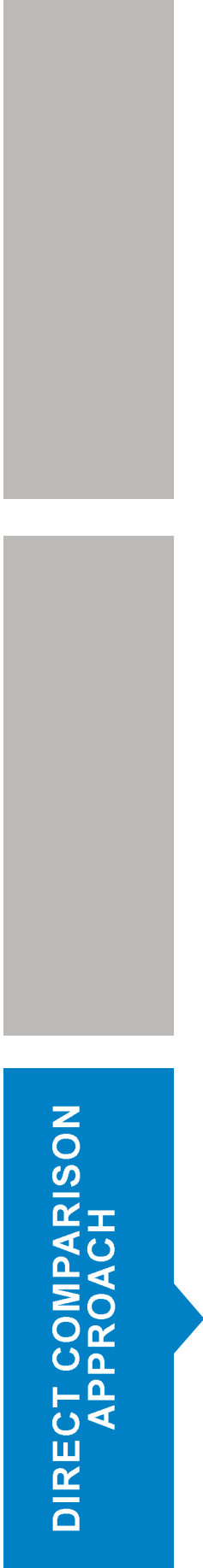
**THE NEW ASSESSMENTS WILL SERVE AS THE BASIS FOR
CALCULATING PROPERTY TAXES FOR 2017 – 2020**



ASSESSING PROPERTIES

- Our assessors are trained experts in the field of valuation and apply appraisal industry standards and best practices.
- MPAC considers the value of a property by one of three different perspectives or approaches to value:
 - **DIRECT (sales) COMPARISON APPROACH**
 - **INCOME APPROACH**
 - **COST APPROACH**

APPROACHES TO VALUE

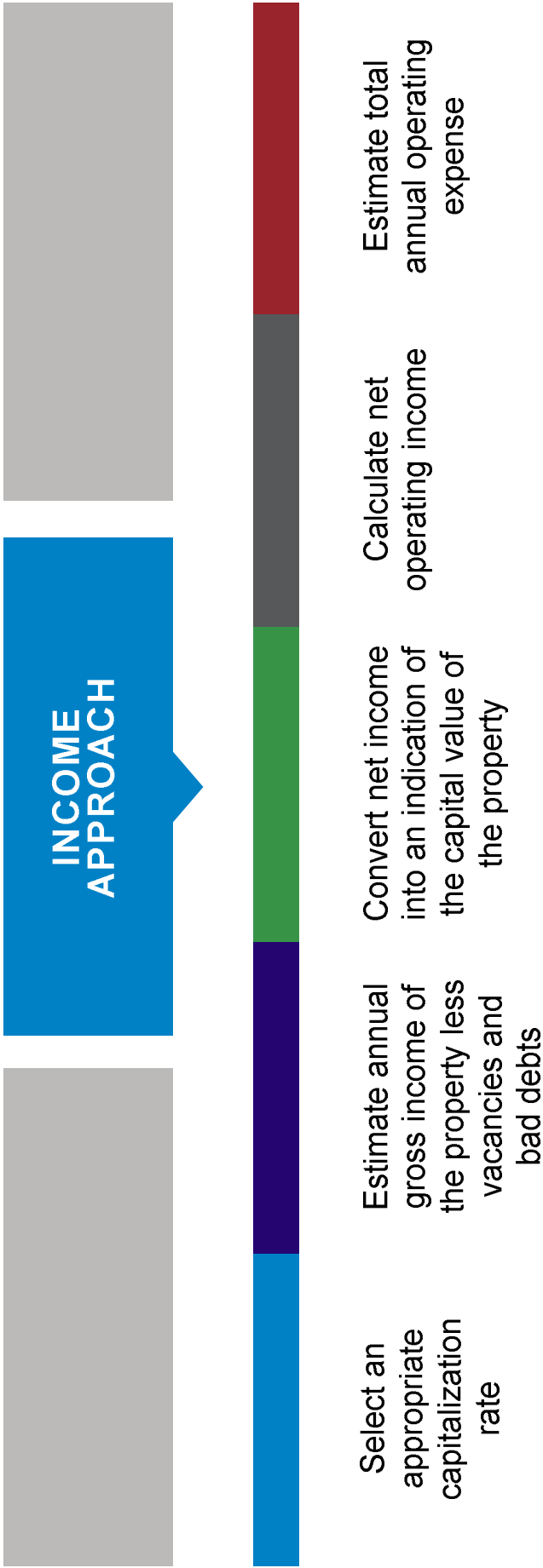


Based on the sale prices
of comparable properties

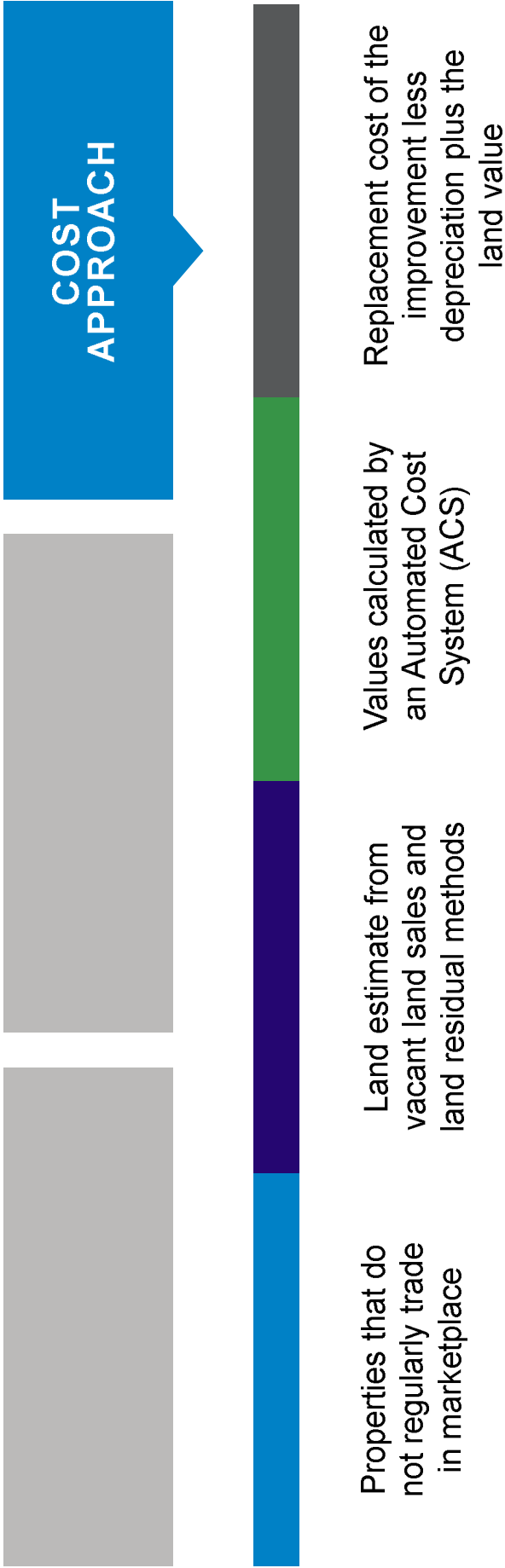
Adjustments made for
differences between the
subject and comparables

Recognized as the industry
preferred methodology to
value residential properties

APPROACHES TO VALUE



APPROACHES TO VALUE



ESTABLISHING RESIDENTIAL VALUES

Other factors which are taken into consideration include:

- secondary structures such as garages, boathouses and pools
- basement area (finished and unfinished)
- type of heating
- air conditioning
- number of bathrooms
- fireplaces

Site features can also increase or decrease the assessed value of your property, such as:

- traffic pattern
- proximity to a golf course, hydro corridor, railway or green space
- whether or not the property is located on a corner lot

ADVANCE DISCLOSURE & PRE ROLL CONSULTATIONS

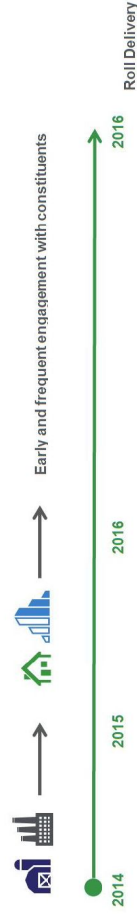
What is disclosure?

- About transparency and shared understanding
- Commitment from MPAC to share information with property owners, municipalities and stakeholders
- Sharing information early and often
- Providing opportunity for engagement ahead of roll return
- No surprises approach

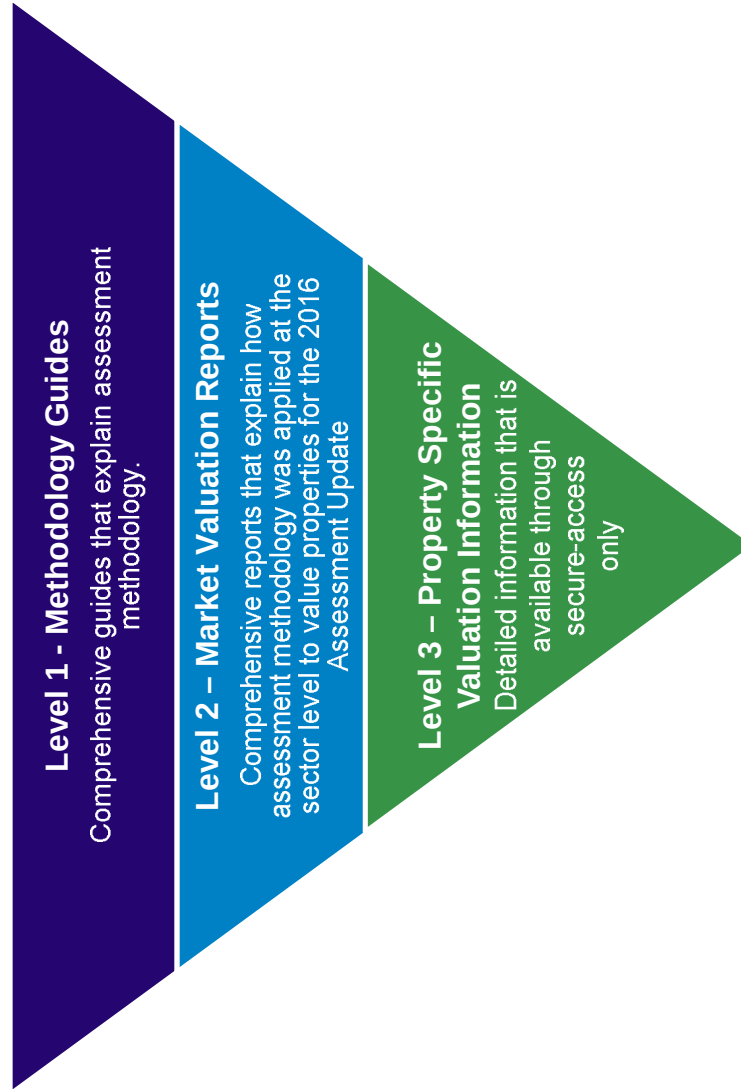
2012 ASSESSMENT UPDATE



2016 ASSESSMENT UPDATE



TRANSPARENCY AND SHARED UNDERSTANDING



BENEFITS OF ADVANCED DISCLOSURE

Benefits for municipalities:

✓ Improved roll predictability and stability

✓ Improved risk analysis

✓ No surprises

✓ Opportunity to provide feedback

Benefits for property taxpayers:

✓ Increased satisfaction and confidence

✓ Easy access to property information

✓ No surprises

✓ Opportunity to provide feedback

LARGE & SPECIAL PURPOSE PROPERTIES

- **April 2015:** Minister of Finance issued formal direction to MPAC (section 10, MPAC Act)
 - Develop detailed technical methodology guides (level 1) that will serve as a useful tool for MPAC's assessors and explain valuation procedures to stakeholders
 - Establish a new advance disclosure process (levels 2 and 3), which will enable affected municipalities and taxpayers to contribute to the determination of assessed values in advance of the preparation of assessment rolls
- **June 2015:** MPAC published 12 Methodology Guides, an Information & Data Sharing Policy and Advance Disclosure Protocol on mpac.ca following consultation sessions with affected owners, municipalities and stakeholders

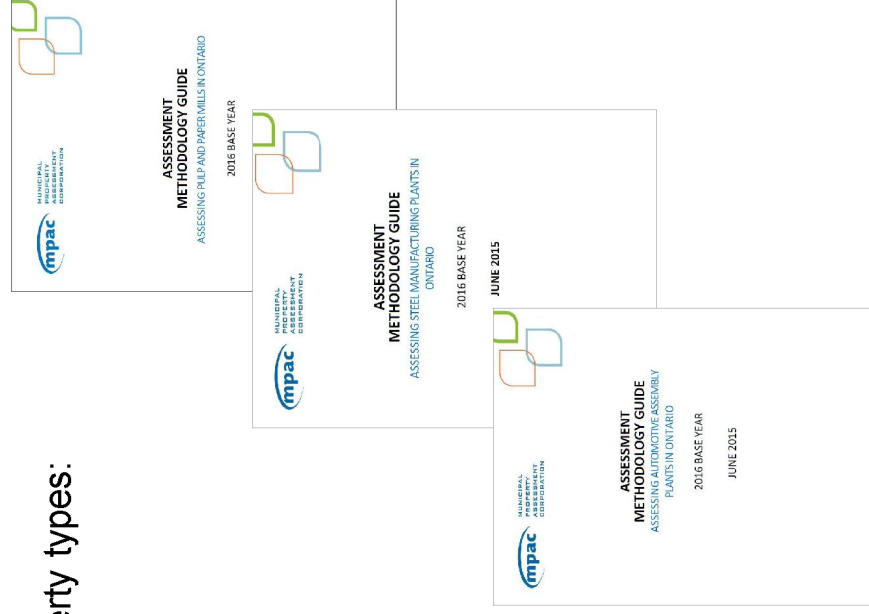
ADVANCE DISCLOSURE – TWO STREAMS

Level 1 Methodology Guides have been posted for the following property types:

- Pulp & Paper Mills
- Sawmills
- Value-Added Wood Products
- Steel Manufacturing
- Automotive Assembly
- Automobile Parts
- Pharmaceutical Manufacturing
- Chemical Manufacturing
- Oil Refineries
- Mining
- Food Processing
- Aerospace

Section 10 Sectors

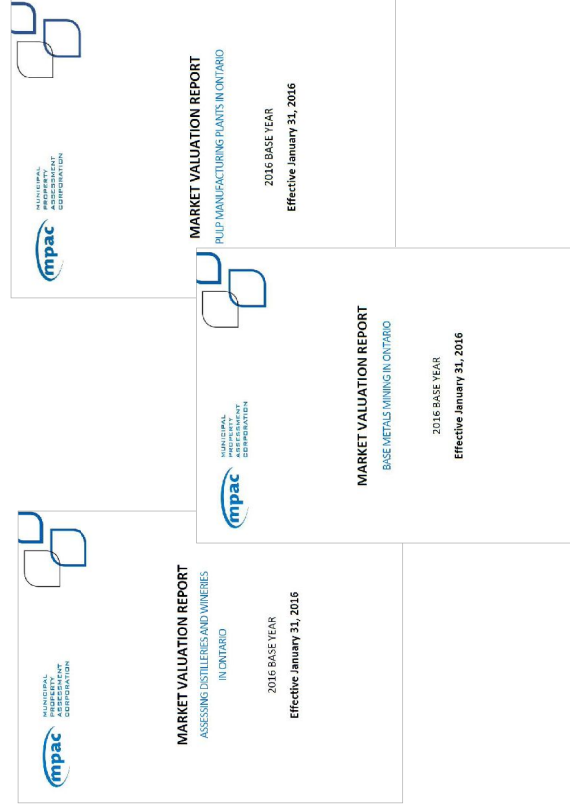
Additional sectors added



LARGE & SPECIAL PURPOSE PROPERTIES

- Consultations for Level 2 Market Valuation Reports took place September – November 2015
- **28 Market Valuation Reports** were published on mpac.ca in January 2016:

- Pulp & Paper Mills (4)
- Sawmills
- Value-Added Wood Products
- Steel Manufacturing
- Automotive Assembly
- Automobile Parts
- Pharmaceutical Manufacturing
- Chemical Manufacturing (3)
- Oil Refineries
- Mining (3)
- Food Processing (10)
- Aerospace



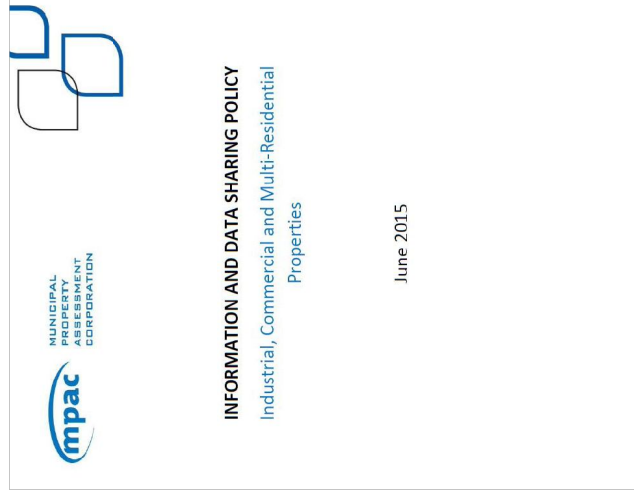
ADVANCE DISCLOSURE

MPAC is applying the same three level approach to disclosure for other property types.
Methodology Guides and Market Valuation Reports will be provided for other properties including the following:

- | | |
|-----------------------|--|
| Grain Elevators | Amusement Parks |
| Hotels | Casinos |
| Golf Courses | Offices |
| Shopping Centres | Airports - Income |
| Standard Industrial | Airports - Cost |
| Large Amusement Parks | Retirement Homes |
| Stadiums | Motels |
| Campgrounds | Long Term Care |
| Marinas | Residential – <i>now available on mpac.ca</i> |
| Farms | Multi-Residential |
| Lands in Transition | Gravel Pits |

INFORMATION & DATA SHARING POLICY

- Information & Data Sharing Policy provides an overview of the property information necessary for MPAC in order to calculate accurate assessed values for non-residential properties
- The policy also clarifies how the information, once collected, is used during the valuation process, MPAC's authority to collect the information and its responsibility to protect it
- The policy can be accessed at mpac.ca



LARGE & SPECIAL PURPOSE PROPERTIES

Advance Disclosure Protocol



LARGE & SPECIAL PURPOSE PROPERTIES



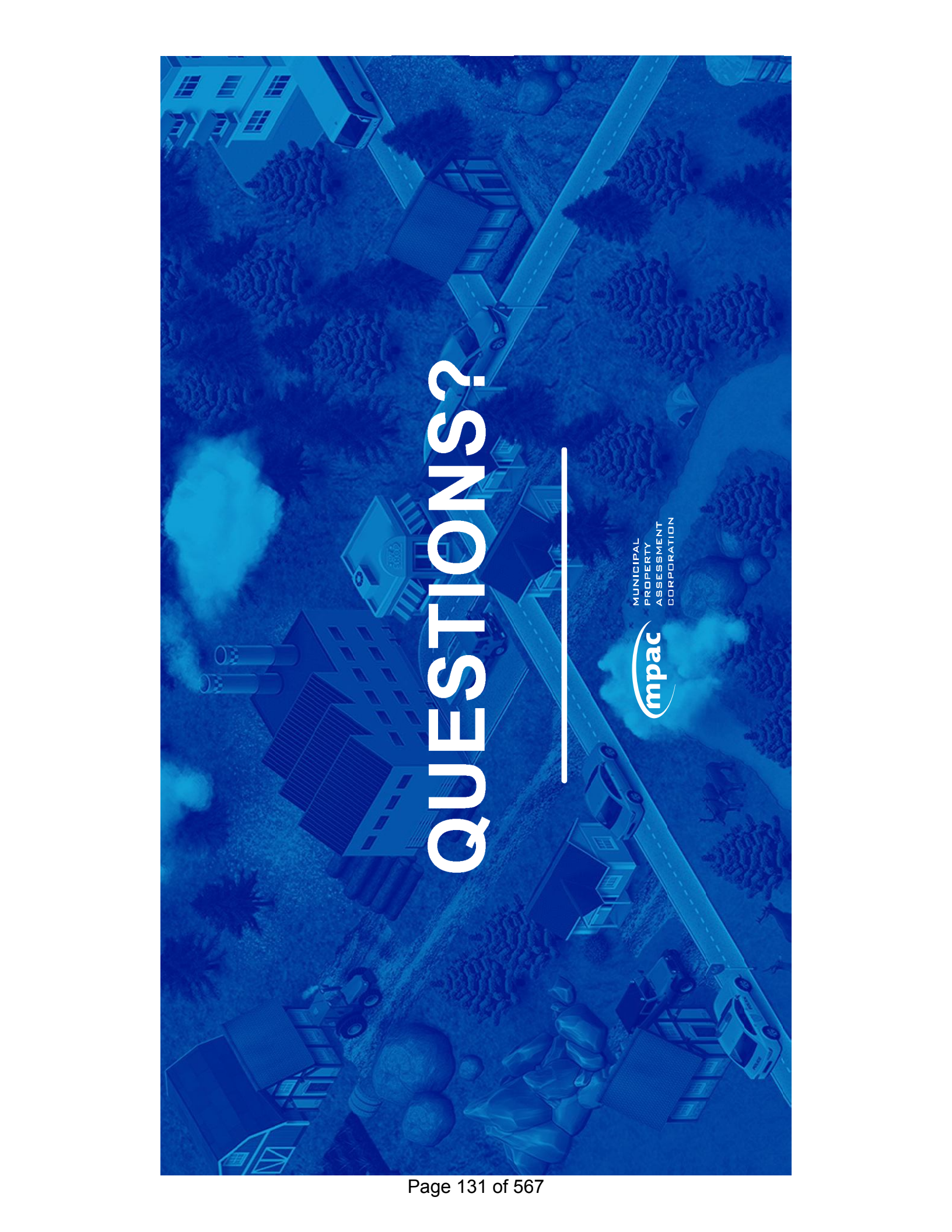
LARGE & SPECIAL PURPOSE PROPERTIES

**NOVEMBER
2016**

Property
Assessment
Notices mailed to
property owners

**DECEMBER
2016**

Assessment Rolls
delivered to
municipalities

An aerial, top-down view of a city and surrounding landscape, rendered in a monochromatic blue color scheme. The image shows various urban elements: residential houses, commercial buildings, a large industrial facility with multiple smokestacks emitting plumes of smoke, a winding road with several cars, and a body of water in the lower right. The overall scene is dense with details of city infrastructure and nature.

QUESTIONS?

MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION



Comparative Property Tax and Assessment Analysis

Presentation by Jim Bruzzese, BMA Management Consulting Inc.

{ 1 }

BMA
MANAGEMENT CONSULTING INC.

Importance of a Strong Assessment Base

- A strong, stable and well diversified assessment base provides a solid foundation upon which to raise taxes
- Assessment growth provides an indication of how the base upon which taxes are levied is changing over time
 - Is it keeping pace with other municipalities?
- Analysis of the assessment composition provides an understanding of the mix of assessment
 - Is there a good mix of residential and non-residential assessment?
- The levy per \$100,000 of assessment is compared to provide an indication of the cost of services in each municipality as well as the richness of the assessment base
- Tax policies – to what extent are tax burdens being shared across the assessment base



Assessment Composition Trend

	Residential	Multi-Residential	Commercial	Industrial	Pipeline	Total
2010	76.4%	4.5%	14.4%	4.1%	0.5%	100.0%
2015	77.7%	4.4%	15.0%	2.5%	0.4%	100.0%

- Assessment composition has changed over time as a result of assessment growth and reassessment
 - The proportion of residential assessment has been increasing over time
 - Industrial's proportion of the total assessment base has declined from 4.1% in 2010 to 2.5% in 2015, largely related to large industrial properties

Assessment Composition – Northern Municipalities Change

2010	Residential	Multi-Residential	Commercial	Industrial
SSM	76.4%	4.5%	14.4%	4.1%
North Bay	75.9%	5.2%	15.5%	1.9%
Thunder Bay	76.4%	3.7%	16.2%	3.3%
Greater Sudbury	79.0%	4.3%	12.7%	3.4%
Timmins	74.5%	2.3%	15.3%	7.1%
2015	Residential	Multi-Residential	Commercial	Industrial
SSM	77.7%	4.4%	15.0%	2.5%
North Bay	78.2%	4.4%	14.3%	1.8%
Thunder Bay	78.1%	3.8%	16.2%	1.5%
Greater Sudbury	79.7%	4.4%	12.4%	3.0%
Timmins	77.4%	2.1%	15.7%	4.1%
Difference	Residential	Multi-Residential	Commercial	Industrial
SSM	1.7%	-3.0%	3.9%	-38.3%
North Bay	3.1%	-15.7%	-7.8%	-5.7%
Thunder Bay	2.2%	3.2%	-0.3%	-55.0%
Greater Sudbury	0.9%	2.2%	-2.2%	-10.8%
Timmins	4.0%	-10.4%	2.5%	-42.2%

- All Northern municipalities experienced significant reductions in their Industrial property's proportion of assessment

Unweighted Assessment Composition Comparison

Municipality	Residential	Multi-Residential	Commercial	Industrial	Pipelines	Farmlands	Forests
Sarnia	77.4%	4.1%	13.0%	3.1%	0.7%	1.7%	0.0%
Timmins	77.4%	2.1%	15.7%	4.1%	0.5%	0.2%	0.0%
Peterborough	77.9%	6.6%	13.9%	1.4%	0.2%	0.1%	0.0%
Thunder Bay	78.1%	3.8%	16.2%	1.5%	0.4%	0.0%	0.0%
North Bay	78.2%	4.4%	14.3%	1.8%	1.2%	0.0%	0.0%
Greater Sudbury	79.7%	4.4%	12.4%	3.0%	0.3%	0.1%	0.1%
Kenora	80.5%	1.6%	13.5%	2.2%	2.1%	0.1%	0.0%
Newmarket	82.4%	1.6%	13.4%	2.4%	0.1%	0.0%	0.0%
Halton Hills	83.2%	1.1%	9.4%	2.9%	0.1%	3.2%	0.1%
Group Average	79.4%	3.3%	13.5%	2.5%	0.6%	0.6%	0.0%
Sault Ste. Marie	77.7%	4.4%	15.0%	2.5%	0.4%	0.0%	0.0%

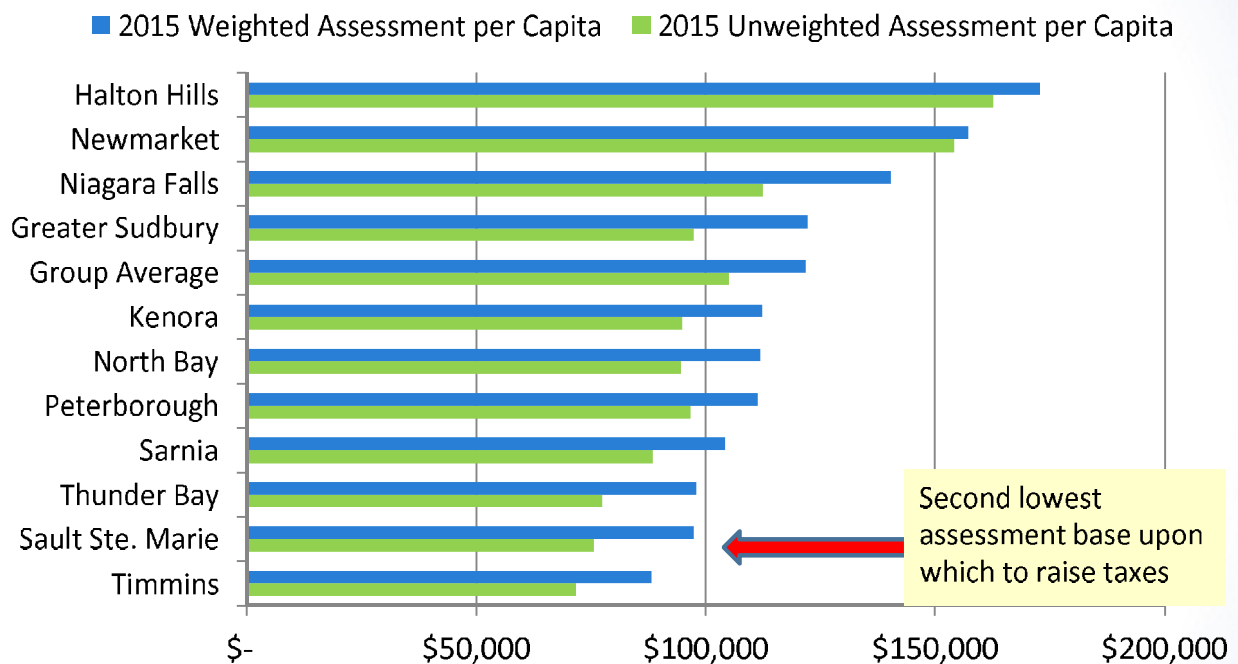
- Higher than average commercial assessment base and average industrial assessment base
- SSM has a good mix of assessment

Change in Assessment Base

Municipality	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
North Bay	7.0%	5.5%	6.1%	4.9%
Peterborough	5.6%	3.9%	3.3%	2.9%
Halton Hills	5.4%	5.4%	8.5%	6.2%
Newmarket	5.8%	6.6%	8.0%	6.3%
Sarnia	5.6%	-0.5%	2.1%	2.0%
Greater Sudbury	12.1%	5.9%	8.3%	6.3%
Timmins	3.9%	5.9%	7.1%	6.5%
Kenora	3.3%	6.0%	6.7%	6.5%
Thunder Bay	2.7%	7.2%	7.2%	7.1%
Group Average	5.7%	5.1%	6.4%	5.4%
Sault Ste. Marie	9.9%	5.9%	7.3%	6.3%

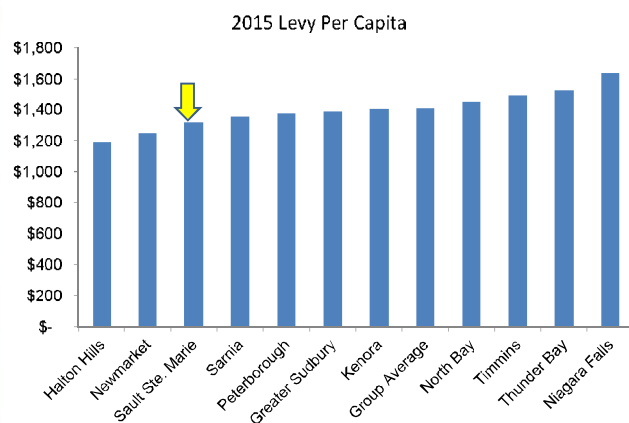
- This includes reassessment as well as growth
- SSM's assessment increases exceeded the survey average in every year, reflecting positive trends, however, as will be shown on the next slide, the richness of the assessment is low

Weighted and Unweighted Assessment Per Capita

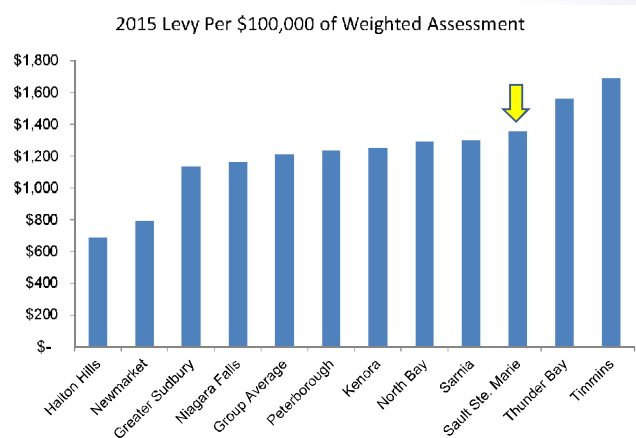


All else being equal, a lower assessment base per capita will result in higher property tax rates
SSM's assessment base is second lowest in the survey. Municipalities with stronger assessment bases have more flexibility in setting tax policies

Municipal Levy Comparison



Relatively low per capita spending in SSM, third lowest in the survey and the lowest in Northern municipalities – from 2011-2016, SSM's levy increase has been close to inflation



SSM has higher spending per assessment due to a low assessment base upon which to raise taxes

This reflects challenges in terms of the assessment base upon which to raise taxes – this will result in higher property tax rates



Tax Policies

BMA
MANAGEMENT CONSULTING INC.

SSM - Tax Ratio Trends

	Multi-Res	Commercial	Office	Shopping	Industrial	Large Industrial
2010	1.27	1.81	2.64	1.92	2.30	3.28
2016	1.30	2.20	3.22	2.34	3.10	5.51

- From 2010 to 2016, tax ratios were increased to adhere to the City's policy of revenue neutrality

Tax Policies – Tax Ratios 2010 and 2015

2010	Multi-Res	Commercial	Office	Shopping	Industrial	Large Industrial
SSM	1.27	1.81	2.64	1.92	2.30	3.28
North Bay	2.21	1.88	1.88	1.88	1.40	1.40
Thunder Bay	2.74	1.95	1.95	1.95	2.43	2.47
Greater Sudbury	2.21	2.03	2.03	2.03	2.86	3.24
Timmins	1.68	1.75	1.75	1.75	2.18	2.71

2015	Multi-Res	Commercial	Office	Shopping	Industrial	Large Industrial
SSM	1.29	2.16	3.16	2.29	2.99	5.31
North Bay	2.21	1.88	1.88	1.88	1.40	1.40
Thunder Bay	2.65	2.05	2.05	2.05	2.50	3.33
Greater Sudbury	2.18	2.14	2.14	2.14	3.10	3.52
Timmins	1.82	1.90	1.90	1.90	2.36	2.93

Difference	Multi-Res	Commercial	Office	Shopping	Industrial	Large Industrial
SSM	2%	19%	19%	19%	30%	62%
North Bay	0%	0%	0%	0%	0%	0%
Thunder Bay	-3%	5%	5%	5%	3%	35%
Greater Sudbury	-1%	6%	6%	6%	9%	9%
Timmins	8%	8%	8%	8%	8%	8%

- All Northern municipalities except for North Bay increased their commercial and industrial tax ratios



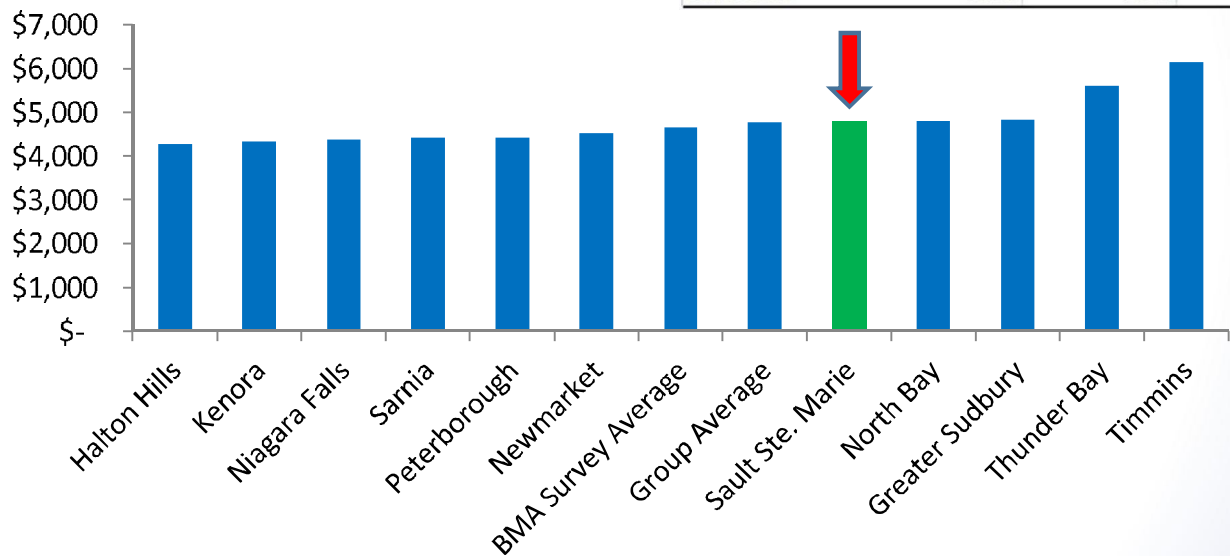
Calculating Municipal Property Tax Rates

1. $\text{Unweighted Assessment (MPAC)} \times \text{Tax Ratios (by property class – municipal decision)} = \text{Total Weighted Assessment}$
 2. $\text{Total Levy (municipal decision)} \div \text{total weighted assessment} = \text{Residential tax rate}$
 3. $\text{Residential Tax Rate} \times \text{Tax Ratio per class} = \text{Property Class Tax Rate}$
- Taxes paid by property owner = CVA (MPAC) x Property Tax Rate
 - The next illustrations reflect the importance of focusing on the taxes paid for similar properties rather the tax rate itself

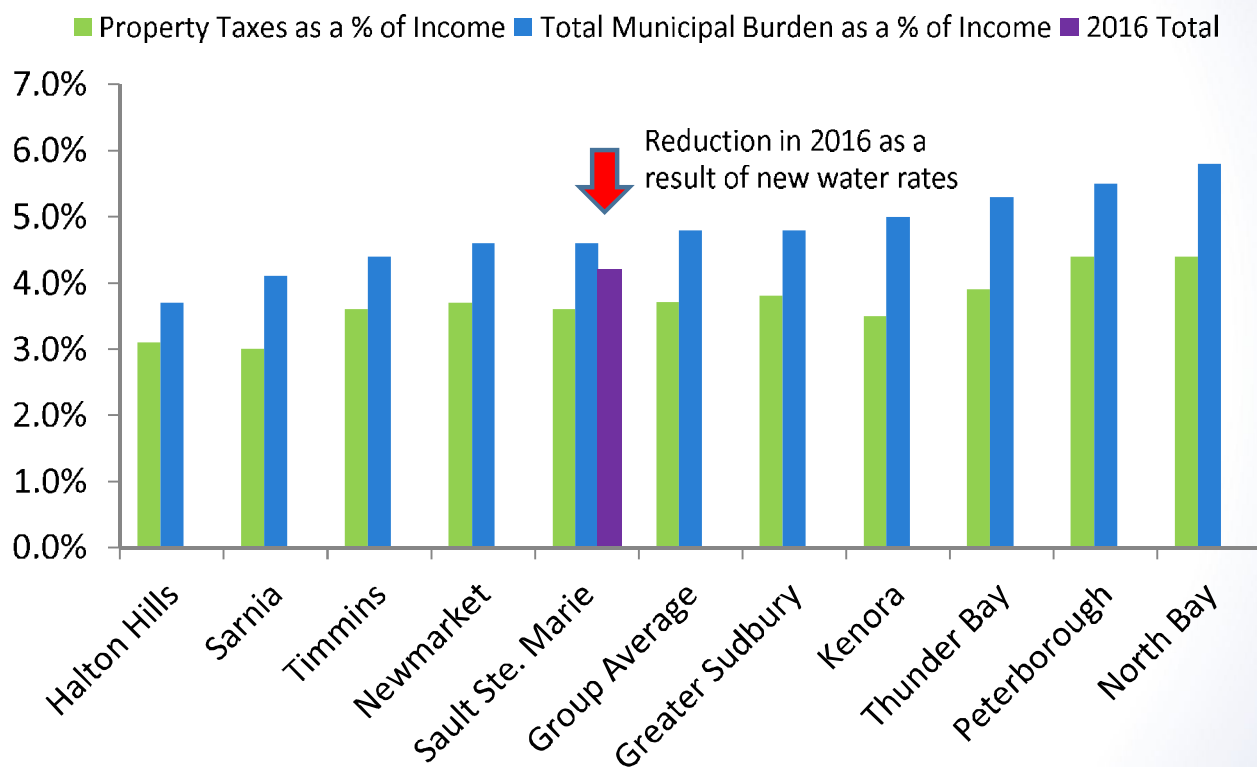
Residential 2 Storey Home - 2015

While the residential tax rate in SSM is 8.3% higher than North Bay, the CVA on a two storey home is higher in North Bay by 7.7% resulting in similar taxes paid

2 Storey House	Tax Rate	Average CVA	Property Taxes Paid
North Bay	1.4876%	\$ 322,936	\$ 4,804
Sault Ste. Marie	1.6110%	\$ 298,014	\$ 4,801
Difference	8.3%	-7.7%	-0.1%



Residential Affordability Must Also Be Considered– 2015

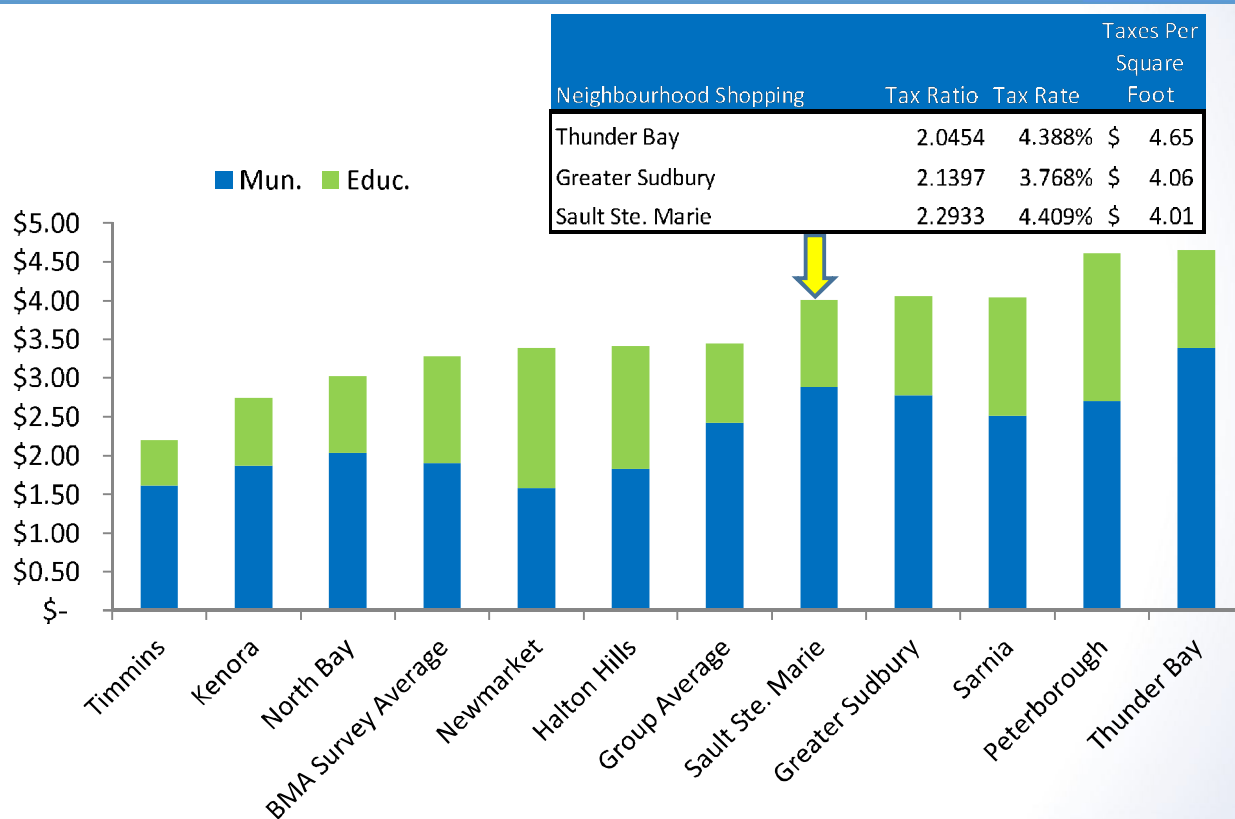


Non-Residential Property Taxes

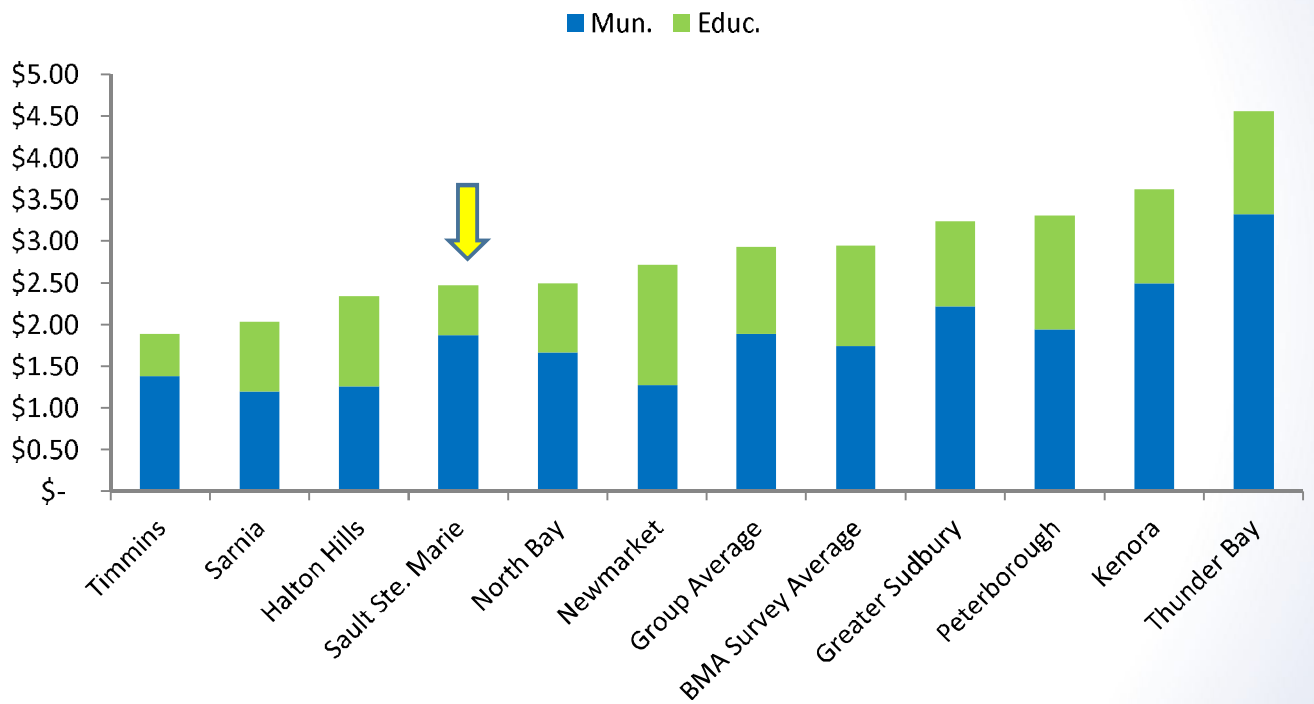
- Most studies indicate that the major location factors include:
 - Raw materials
 - Access to markets
 - Availability of water and power
 - Labour supply
 - Transportation
- Taxes are less important to most businesses in making their location decision



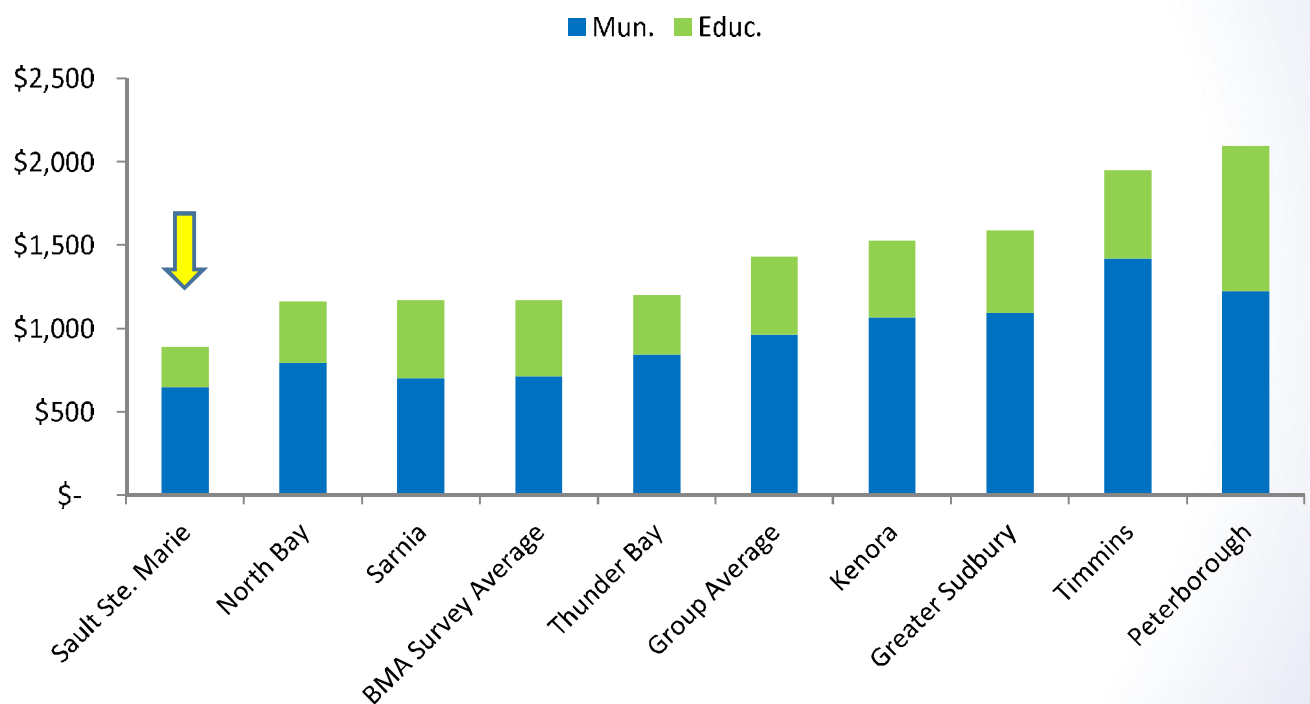
2015 Commercial Neighbourhood Shopping Property Taxes Per Square Foot



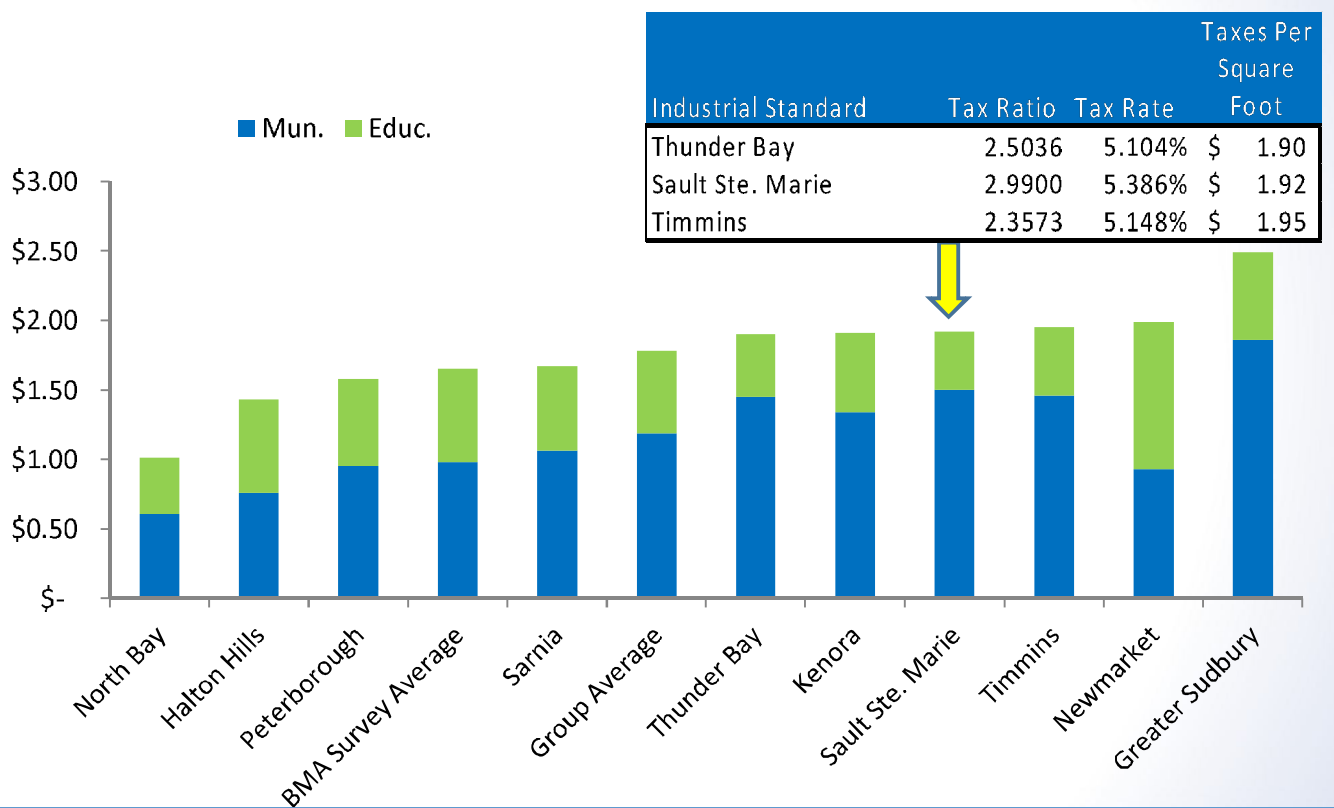
2015 Office



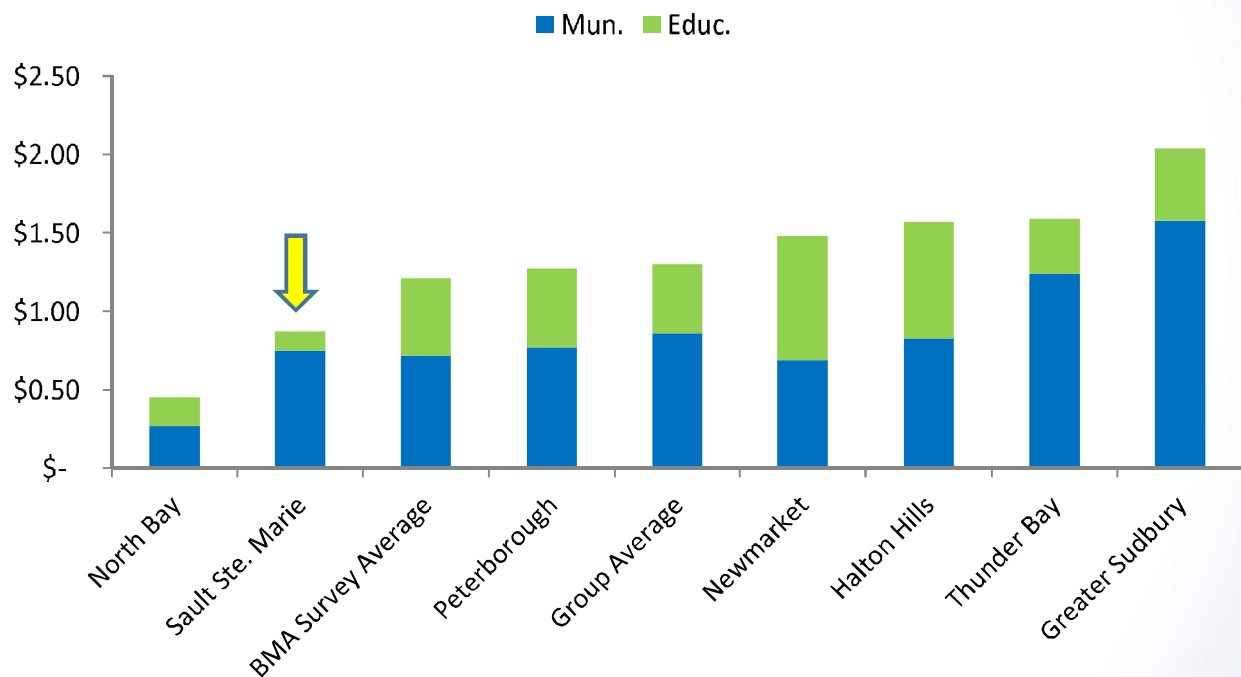
2015 Motel Property Taxes Per Unit



2015 Standard Industrial Property Taxes Per Sq.ft.



2015 Large Industrial Property Taxes Per Square Foot



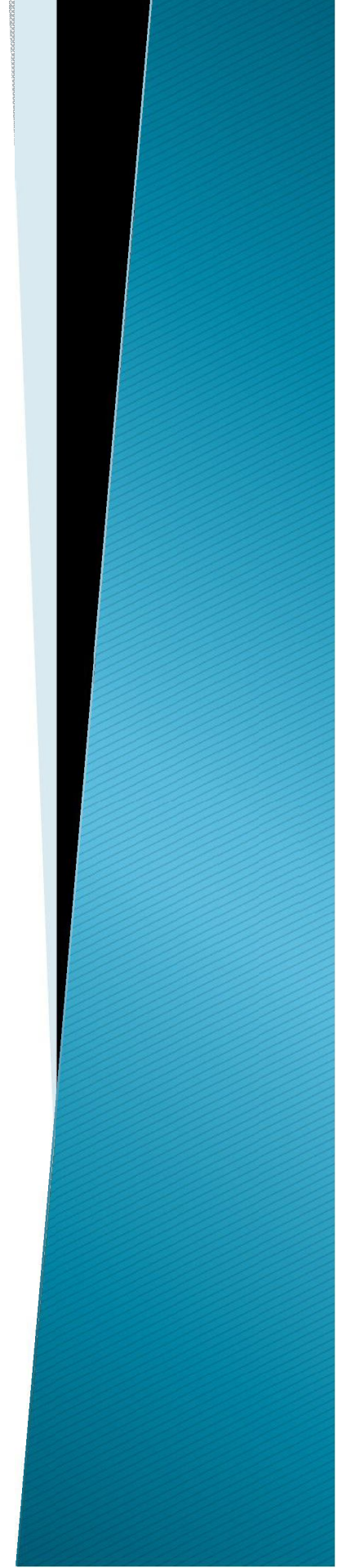
Summary

- Assessment base is growing at a rate faster than the peer municipal average
- Assessment composition reflects a good mix of residential and non-residential assessment however, there have been decreases in the large industrial and commercial classes over the past several years
- The City's municipal spending per capita is amongst the lowest in the survey
- The City's assessment base on a per capita basis is very low compared to peer municipalities – this results in higher tax rates, all else being equal
- The City's residential affordability ratio is below group average
- Tax ratios for the Commercial and Industrial Classes have been increasing over time and are high in comparison to the peer group
- The taxes per square foot in the standard industrial class are slightly higher than the peer average, but comparable to Thunder Bay and Timmins
- Commercial taxes per square foot in office are low and in Neighbourhood Shopping is slightly above the average
- Large industrial property taxes per square foot are low and have declined due to reductions in the assessed values

CITY OF SAULT STE MARIE

TAX POLICY STAKEHOLDER MEETING

JUNE 23, 2016



AGENDA

- ▶ Introduction
- ▶ How Municipal Property Taxes Are Calculated
- ▶ Tax Ratios
- ▶ Assessment Basics – MPAC
- ▶ Comparative Analysis – BMA Management Consulting Inc.
- ▶ Summary
- ▶ Questions & Answers
- ▶ Comment/Input



Introduction

- ▶ Council request for a long term tax policy
 - Enhance City's competitiveness in long term
 - Fairness to all tax classes
- ▶ What are stakeholder concerns?
- ▶ How do we get to a more competitive position without sacrificing one tax class over another?



How Tax Rate Is Calculated

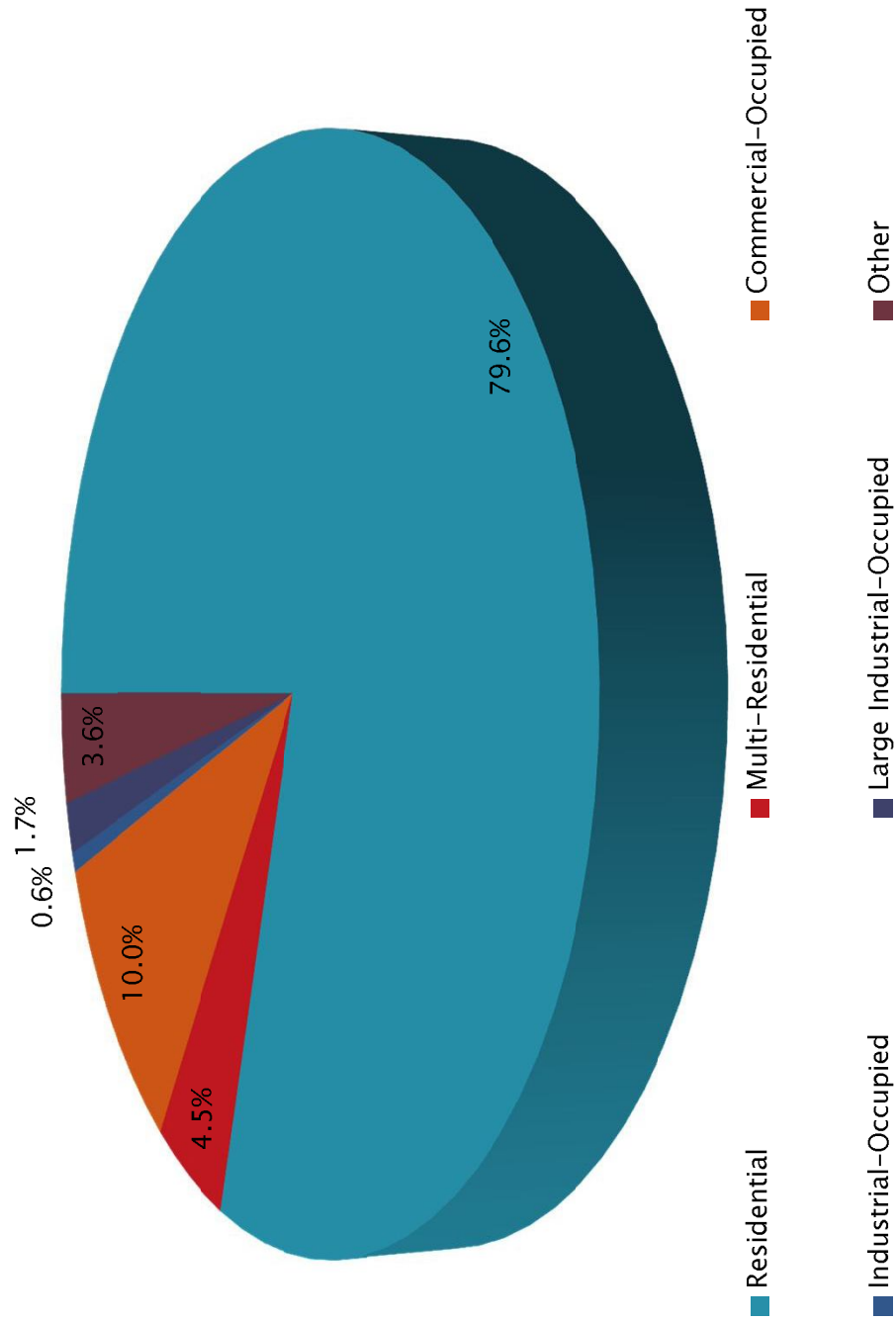
Step 1:



Step 2:

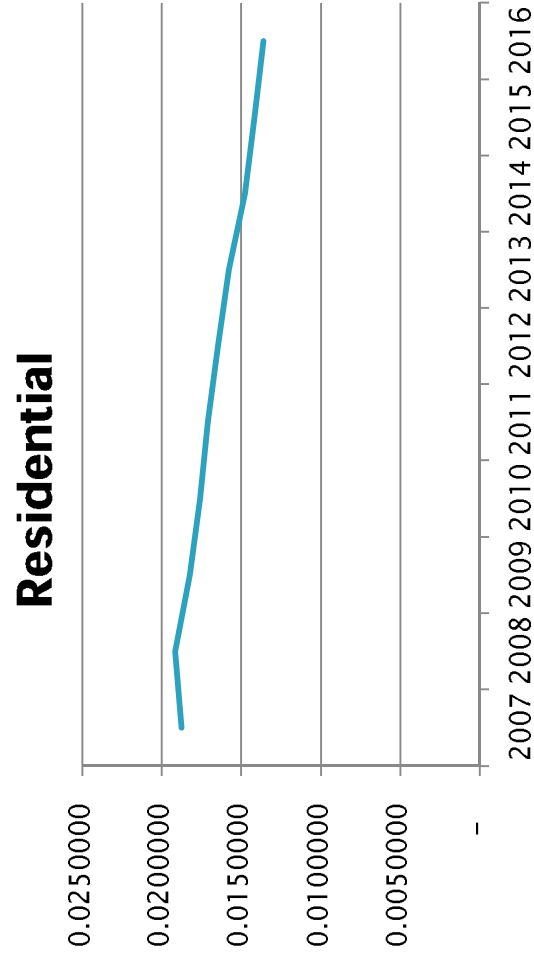


Assessment Distribution



Tax Rates

- ▶ Tax rates alone can be misleading



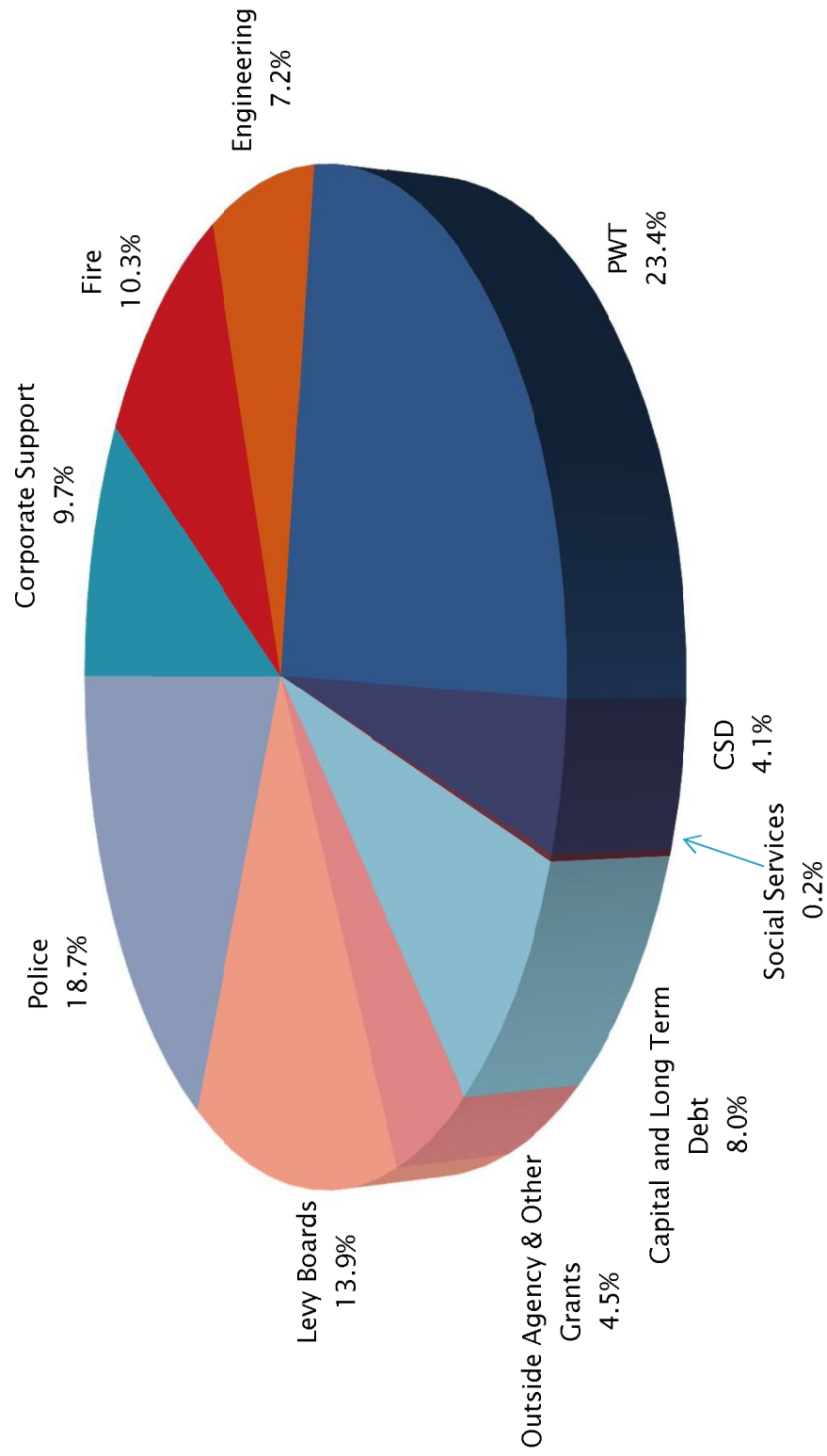
Tax Rates

- ▶ Competitiveness is not just related to property taxes
 - Some argue that business location decisions are most influenced by factors such as a city's economic conditions, transportation networks, and presence of a skilled workforce
 - Others suggest tax incentives outweigh the costs as they attract businesses that generate more in local revenues than they consume in services. Signal city is pro-business

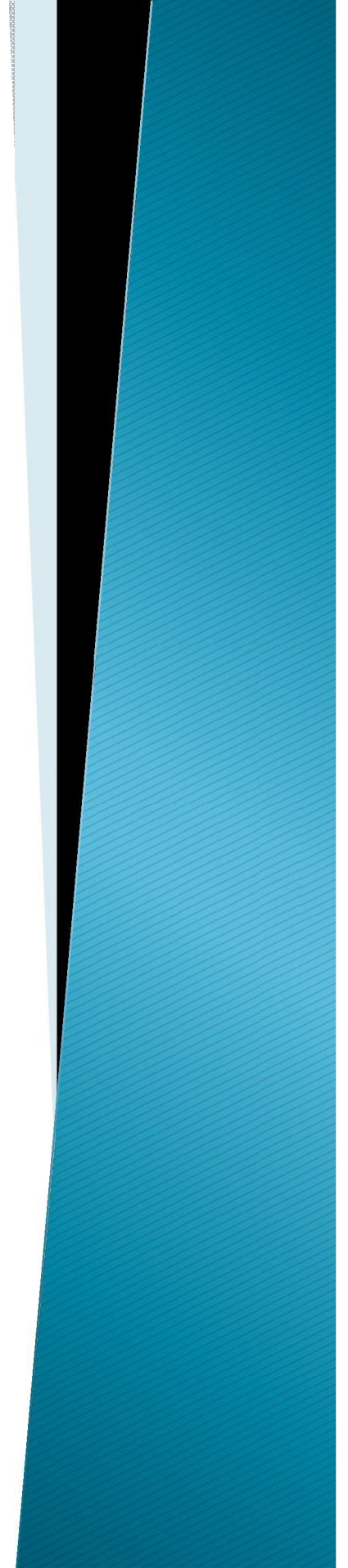
- Is Toronto Fiscally Healthy? A Check-up on the City's Finances Enid Slack and Andre Cote No. 7/2014



Municipal Levy



TAX RATIOS



What is a Tax Ratio ?

- ▶ A tax ratio governs the relationship between the rates of taxation for each class verses the rate of tax for the residential property class
- ▶ Example: if the commercial tax rate is 4% and the residential rate is 1%, the ratio for commercial properties is $(4/1) = 4$
- ▶ Residential class has a tax ratio of 1
- ▶ Tax ratios have been around since 1998 and are used to weight assessment in other classes to the residential class. This weighting is used to balance the tax burden between property classes



Reassessment Impacts on Tax Ratios

- ▶ Whenever reassessment is undertaken assessment related tax shifts are inevitable
- ▶ Tax impacts result when the tax burden is redistributed owing to differences in rates of market value appreciation and/or depreciation, which vary by individual property, class and municipality across the Province
- ▶ In 2009 municipalities were able to adopt class-neutral tax ratios to mitigate interclass tax shifts resulting from a reassessment
- ▶ The City of Sault Ste Marie has been using Revenue Neutral Tax Ratios since 2009



The Impact of Using Revenue Neutral Tax Ratios

- ▶ Revenue neutral tax ratios maintains the property tax impact on each property class and primarily prevents shifting the tax burden from the commercial and industrial property classes to the residential class
- ▶ Since 2009 the City has faced a levy increase restriction on both the commercial and industrial classes
- ▶ Staff recognizes that continuing to adopt revenue neutral tax ratios on an annual basis will become unsustainable



Expanded Classes

- ▶ City Council Resolution of July 13, 1998 approving optional tax classes in the Shopping Centre, Office Building, Parking Lots/Commercial Vacant Land & Large Industrial class
- ▶ Shopping Centre - 2016 Tax Ratio 2.339947
- ▶ Office Building - 2016 Tax Ratio 3.2194020
- ▶ Parking Lot/ Commercial Vacant Land- 2016 Tax Ratio 1.6296630
- ▶ Large Industrial-2016 Tax Ratio 5.510932



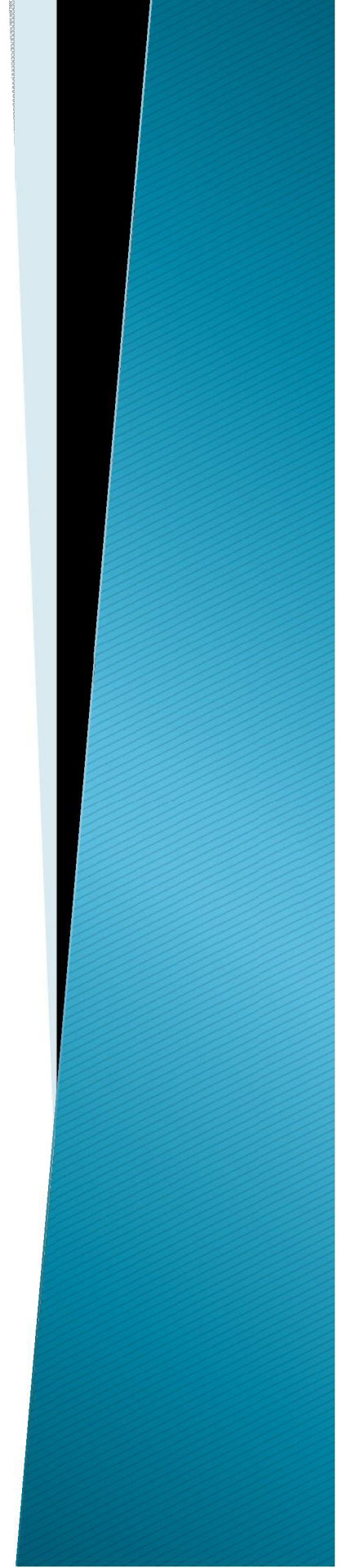
The Impact of Restating Tax Ratios

THE CORPORATION OF THE CITY OF SAULT STE MARIE									
TAX RATIO COMPARISON									
BASED ON 2016 TAX LEVY OF 104,374,376									
TAX RATIO SCENARIO'S		RESIDENTIAL	MULTI- RESIDENTIAL	COMMERCIAL	INDUSTRIAL	OTHER		AVG. RESIDENTIAL PROPERTY	
2016 Approved Revenue Neutral Tax Ratios		2.64%	4.51%	2.07%	0.31%	3.68%		1.90%	
Scenario 1 – Collapse Office/ Shopping Centre Class		3.08%	4.75%	0.67%	0.64%	4.63%		2.13%	
Scenario 2 – Reduce Broad Class Ratios by 1%		3.62%	5.17%	0.26%	-3.06%	5.09%		2.76%	
Scenario 3 – Collapse Large Industrial Class		6.05%	7.77%	5.56%	-33.34%	7.62%		5.07%	
Scenario 4 – No Expanded Classes		6.52%	8.25%	4.04%	-33.04%	8.10%		5.54%	
Scenario 5 – Move to Provincial Threshold Ratios – Commercial 1.98 & Industrial 2.63		9.82%	11.57%	-3.48%	-40.24%	10.76%		9.28%	



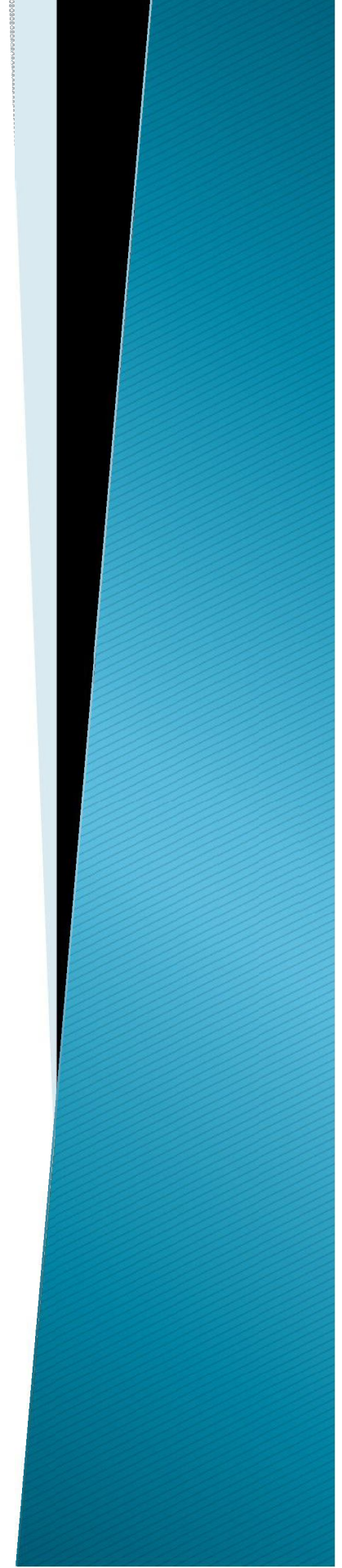
ASSESSMENT BASICS

MUNICIPAL PROPERTY ASSESSMENT CORPORATION



COMPARATIVE ANALYSIS

BMA MANAGEMENTCONSULTING INC.



Summary

- ▶ How can non-residential ratios be decreased?
 - Shift more burden on residential class
 - Size of increase in short term is politically unfavourable
 - New assessment growth in non-residential classes
 - Large industrial assessment has decreased 24% since 2007, which shifts tax burden to other classes
 - Total assessment growth in 2015 0.90%, average since 2007 0.97%
- Significant decreases in municipal levy
 - 50% of the budget is for salaries and wages, the majority of which are contractual
 - 27% of the budget is for legislated levies and outside agencies
 - Approximately 30% of total budget is for Police and Fire Services
 - Already amongst lowest on per capita basis
 - Staff continuously look for efficiencies and improvements

Summary

- ▶ How much influence do we have on the City's economy?
 - Policy decisions, infrastructure investment, and budgeting all have an important impact on the economic prospects of a city
 - Economic conditions are the product of longer-term factors, such as education levels of residents, the industry mix, geographic location and links to international trade networks
- Heavily influenced by global or national market cycles
- Is Toronto Fiscally Healthy? A Check-up on the City's Finances Enid Slack and Andre Cote No. 7/2014

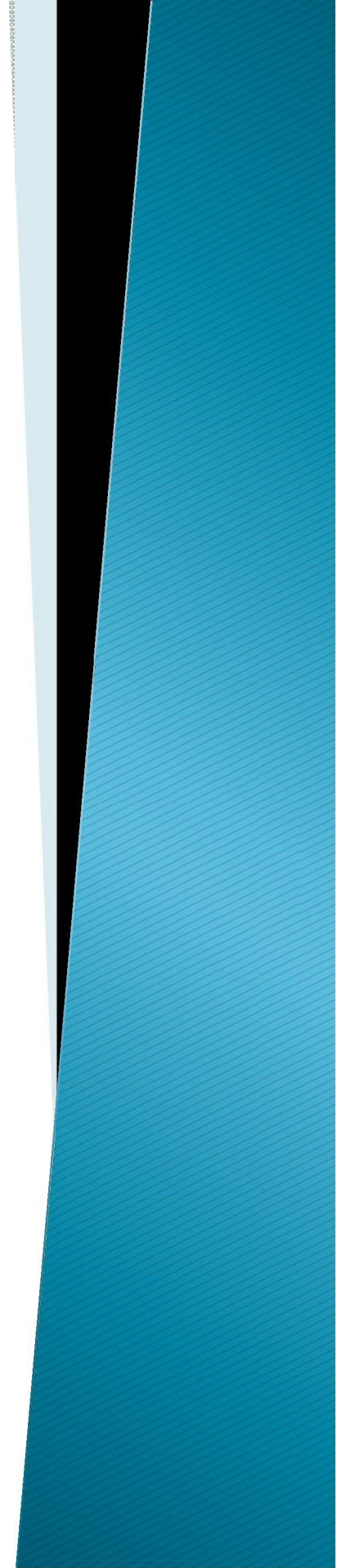


Summary

- ▶ Long term tax policy is important
 - Enhances the City's competitiveness
 - Provides fairness between tax classes
 - Use of revenue neutral ratios to reduce shifts from non-residential classes is not sustainable
- ▶ Ongoing review by staff for efficiencies
- ▶ Continue to measure the City with others
 - Careful selection of comparators and analysis of findings



QUESTIONS / INPUT





**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jacob Bruzas, CPA, CA, Manager of Audits and Capital Planning

DEPARTMENT: Corporate Services

RE: Nine Month Financial Report – September 30, 2016

PURPOSE

The purpose of this report is to provide a Nine Month Financial Report to September 30, 2016.

BACKGROUND

The report is prepared for the information of Council. It was prepared in accordance with the previous corporate structure for consistency purposes. Starting in 2017, the financial reporting will be prepared in accordance with the revised corporate structure.

ANALYSIS

Most departments are trending on budget as of September 30, 2016 except for the following material variances:

- Winter Control costs are estimated to be approximately \$165,000 under budget. While the typical winter control costs (i.e. plowing/sanding/sweeping) are trending on budget, there is a small positive variance estimated for the spring job portion of winter control (i.e. snow ditching/drainage).
- As in the prior year, landfill tipping fees continue to trend under budget due to lost commercial tonnage to another service. Although the budget was reduced for 2016, if the trend continues to year end staff are estimating a budget shortfall of approximately \$150,000.
- Cemetery cremation fees continue to decrease due to the addition of a new crematorium just outside of the City. The estimated budget shortfall to year end is \$300,000; however, this may be offset by year-end with the sales of the new mausoleum.

- Supplementary taxes are currently trending above budget. If the trend continues to year end staff are estimating a positive budget variance of approximately \$150,000.
- Even with a budgeted reduction in premium rates in 2016, the Long Term Disability (LTD) refund for 2016 is expected to be \$940,000. This can be attributed to the Human Resources Department's ongoing efforts to reduce LTD claims and return claimants to work.

The estimates noted are based upon the trends continuing through the remainder of the year. Factors such as the severity of winter conditions in November and December 2016 can greatly affect the estimate.

WSIB Presumptive Legislation- as noted during 2016 and previous years' budget deliberations, it was expected that legislation respecting job related cancer was being considered by the Province and has now been implemented in 2016. Council was made aware of the anticipated rise to WSIB costs associated with introduction of this new legislation. To September 2016, the City has paid out approximately \$1,000,000 for retroactive claims resulting from this change in legislation. It is anticipated that the City will pay out a total of \$1,500,000 to the end of 2016 for these retroactive claims. The \$1,500,000 is more significant than anticipated and exceeds the availability of the contingency reserve.

Recent legislative changes for Post-Traumatic Stress Disorder (PTSD) for all first responders will also have a financial impact on the City in the near future. As this is in its early stages, it is difficult to predict how significant that financial impact will be at this time. Like the presumptive legislation for cancer, these changes are also retroactive. However, it is only retroactive to April 2014. It is estimated that the City will pay out a total of \$250,000 to the end of 2016 for these retroactive claims. The 2017 budget will include an increase in operations for Police/Fire as well as recommended contingency for retroactive payments for presumptive legislation claims.

Considering the above, the estimated deficit (worst-case scenario) for 2016 is \$1 million, the majority of which is due to retroactive WSIB payments for Fire Services personnel presumptive cancer claims, yet offset by the anticipated 2016 Long Term Disability refund.

FINANCIAL IMPLICATIONS

Based upon the financial analysis at the end of the third quarter 2016, Finance is predicting a deficit for 2016.

Assessment growth to September 30, 2016 was 0.10%. There is very little additional assessment predicted for the remainder of the year.

Staff has implemented a deficit reduction plan aimed at discretionary operating budget expenditures to help reduce the forecasted deficit. This year along with the next couple of years will be difficult. Items such as a major industrial property non-payment of taxes and multi-million dollar payments of retroactive WSIB legislated changes for Police and Fire Services exert pressure on City resources and operating levy. Contingency reserves continue to decrease.

STRATEGIC PLAN / POLICY IMPACT

The Financial Report is an administrative matter and therefore not included in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Manager of Audits and Capital Planning dated November 21, 2016, concerning the Nine Month Financial Report to September 30, 2016 be received as information.

Respectfully submitted,



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

705.759.5356

j.bruzas@cityssm.on.ca

CITY OF SAULT STE MARIE OPERATING FUND

2016 - THIRD QUARTER ENDED
SEPT 30, 2016

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Taxation	(\$106,160,254.98)	(\$107,001,876.00)	(\$841,621.02)	0.79%	(\$104,411,017.91)	(\$104,989,219.88)
Payment in Lieu of taxes	(\$4,182,487.91)	(\$4,445,020.00)	(\$262,532.09)	5.91%	(\$4,222,072.91)	(\$4,363,763.72)
Fees and user charges	(\$31,815,509.32)	(\$39,148,855.43)	(\$7,333,346.11)	18.73%	(\$31,265,510.76)	(\$46,195,305.96)
Government grants	(\$14,089,452.13)	(\$19,399,650.00)	(\$5,310,197.87)	27.37%	(\$14,026,732.28)	(\$20,739,755.24)
Interest and Investment income	(\$3,141,117.66)	(\$4,305,000.00)	(\$1,163,882.34)	27.04%	(\$3,458,041.43)	(\$5,398,177.27)
Contribution from own funds	(\$528,568.46)	(\$2,337,840.00)	(\$1,809,271.54)	77.39%	(\$61,544.40)	(\$1,599,218.86)
Other income	(\$1,289,724.87)	(\$1,514,090.00)	(\$224,365.13)	14.82%	(\$1,313,061.30)	(\$2,246,007.52)
Prior year surplus		(\$550,000.00)	(\$550,000.00)	100.00%		(\$3,516,847.00)
	(\$161,207,115.33)	(\$178,702,331.43)	(\$17,495,216.10)	9.79%	(\$158,757,980.99)	(\$189,048,295.45)
EXPENDITURES						
Salaries	\$53,779,822.87	\$69,913,978.48	\$16,134,155.61	23.08%	\$52,803,989.81	\$71,544,952.39
Benefits	\$14,888,464.93	\$18,475,036.58	\$3,586,571.65	19.41%	\$13,666,122.56	\$18,167,800.50
TOTAL SALARIES/BENEFITS	\$68,668,287.80	\$88,389,015.06	\$19,720,727.26	22.31%	\$66,470,112.37	\$89,712,752.89
Travel and training	\$418,906.13	\$870,600.00	\$451,693.87	51.88%	\$413,921.39	\$562,262.75
Election	\$808.82	\$2,500.00	\$1,691.18	67.65%		
Vehicle allowance, maintenance and repairs	\$3,026,593.02	\$3,785,734.40	\$759,141.38	20.05%	\$3,138,842.19	\$4,480,867.71
Utilities and Fuel	\$6,707,393.40	\$10,793,370.00	\$4,085,976.60	37.86%	\$6,862,937.41	\$10,468,828.14
Materials and supplies	\$5,234,526.33	\$6,796,682.00	\$1,562,155.67	22.98%	\$4,379,595.66	\$6,319,688.64
Maintenance and repairs	\$1,821,227.26	\$2,475,770.00	\$654,542.74	26.44%	\$1,883,995.16	\$2,489,759.19
Program expenses	\$81,603.41	\$121,200.00	\$39,596.59	32.67%	\$65,719.12	\$148,929.21
Goods for resale	\$405,856.70	\$628,525.00	\$222,668.30	35.43%	\$429,768.60	\$551,387.70
Rents and leases	\$287,151.41	\$337,225.00	\$50,073.59	14.85%	\$334,513.40	\$501,601.66
Taxes and licenses	\$2,093,018.84	\$2,184,510.00	\$91,491.16	4.19%	\$1,864,288.33	\$2,298,988.99
Financial expenses	\$2,303,457.84	\$2,443,440.00	\$139,982.16	5.73%	\$2,212,571.36	\$7,436,708.37
Purchased and contracted services	\$6,429,800.13	\$9,305,965.00	\$2,876,164.87	30.91%	\$5,512,787.46	\$9,184,806.44
Grants to others	\$19,770,745.02	\$26,562,439.00	\$6,791,693.98	25.57%	\$19,522,102.39	\$25,612,696.85
Long term debt	\$1,706,941.33	\$1,980,330.00	\$273,388.67	13.81%	\$1,715,563.29	\$2,230,334.48
Transfer to own funds	\$1,477,869.17	\$21,179,664.00	\$19,701,794.83	93.02%	\$1,035,732.11	\$25,976,947.14
Capital expense	\$786,135.61	\$1,065,492.00	\$279,356.39	26.22%	\$623,710.37	\$974,926.00
Depreciation			\$0.00	0.00%		\$16,075,981.91
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		(\$69,229.40)
Clearing accounts	\$101.76		(\$101.76)	0.00%		
Less: recoverable costs	(\$258,490.06)	(\$220,130.00)	\$38,360.06	(17.43%)	(\$292,820.76)	(\$467,182.65)
TOTAL OTHER EXPENSES	\$52,293,646.12	\$90,313,316.40	\$38,019,670.28	42.10%	\$49,703,227.48	\$114,778,303.13
	\$120,961,933.92	\$178,702,331.46	\$57,740,397.54	32.31%	\$116,173,339.85	\$204,491,056.02
NET (REVENUE)/EXPENDITURE	(\$40,245,181.41)	\$0.03	\$40,245,181.44		(\$42,584,641.14)	\$15,442,760.57
Mayor and Council	\$461,168.52	\$722,520.00	\$261,351.48			
Chief Administrative Officer	\$309,997.00	\$388,285.00	\$78,288.00			
Human Resources	\$1,205,716.76	\$1,607,830.00	\$402,113.24			
Clerks	\$786,685.44	\$1,134,710.00	\$348,024.56			
Finance	\$5,177,244.63	\$6,892,555.00	\$1,715,310.37			
Legal	\$1,066,930.00	\$1,465,670.00	\$398,740.00			
Fire Services	\$9,942,592.02	\$12,993,728.00	\$3,051,135.98			
Police Services	\$17,279,829.71	\$23,852,153.00	\$6,572,323.29			
Engineering and Planning	\$8,722,488.00	\$14,681,258.57	\$5,958,770.57			
Public Works and Transportation	\$24,160,185.31	\$32,810,867.46	\$8,650,682.15			
Community Services Department	\$3,795,192.09	\$5,395,376.00	\$1,600,183.91			
Social Services	\$169,877.49	\$260,360.00	\$90,482.51			
Levy Board	\$14,269,295.13	\$19,604,808.00	\$5,335,512.87			
Outside Agencies	\$2,633,085.39	\$3,609,510.00	\$976,424.61			
Outside Agencies - Other	\$1,616,189.55	\$1,926,711.00	\$310,521.45			
Economic Diversification	\$358,435.11	\$500,000.00	\$141,564.89			
Corporate	(\$133,662,078.79)	(\$135,719,251.00)	(\$2,057,172.21)			
Capital and Debt	\$1,461,985.23	\$7,872,909.00	\$6,410,923.77			
	(\$40,245,181.41)	\$0.03	\$40,245,181.44			

****Please note that this report was prepared in accordance with the previous corporate structure for consistency purposes. Starting in 2017, the financial reporting will be prepared in accordance with the revised corporate structure.

MAYOR & COUNCIL

2016 - THIRD QUARTER ENDED
SEPT 30, 2016

	YTD Actual	Budget	Variance	Percentage Budget-Rem	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :				25%		
REVENUE						
Government grants			\$0.00	0.00%	(\$10,000.00)	(\$10,000.00)
Contribution from own funds			\$0.00	0.00%		(\$10,000.00)
	\$0.00	\$0.00	\$0.00	0.00%	(\$10,000.00)	(\$20,000.00)
EXPENDITURES						
Salaries	\$364,806.89	\$488,815.00	\$124,008.11	25.37%	\$345,703.57	\$453,850.69
Benefits	\$39,177.07	\$65,190.00	\$26,012.93	39.90%	\$35,034.15	\$46,993.14
TOTAL SALARIES/BENEFITS	\$403,983.96	\$554,005.00	\$150,021.04	27.08%	\$380,737.72	\$500,843.83
Travel and training	\$14,593.92	\$53,500.00	\$38,906.08	72.72%	\$17,036.49	\$18,652.71
Vehicle allowance, maintenance and repairs	\$24,075.96	\$36,030.00	\$11,954.04	33.18%	\$24,119.40	\$31,107.93
Materials and supplies	\$43,002.01	\$50,385.00	\$7,382.99	14.65%	\$38,743.85	\$49,574.37
Purchased and contracted services	\$512.67	\$3,600.00	\$3,087.33	85.76%	\$1,992.67	\$1,992.67
Grants to others	(\$25,000.00)	\$25,000.00	\$50,000.00	200.00%	\$12,926.51	\$32,926.51
Depreciation			\$0.00	0.00%		\$2,910.58
TOTAL OTHER EXPENSES	\$57,184.56	\$168,515.00	\$111,330.44	66.07%	\$94,818.92	\$137,164.77
	\$461,168.52	\$722,520.00	\$261,351.48	36.17%	\$475,556.64	\$638,008.60
NET (REVENUE)/EXPENDITURE	\$461,168.52	\$722,520.00	\$261,351.48	36.17%	\$465,556.64	\$618,008.60

CAO'S OFFICE

2016 - THIRD QUARTER ENDED

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :				25%	September	Year End
REVENUE						
Government grants	(\$25,000.00)		\$25,000.00	0.00%		
Other income	\$96.75		(\$96.75)	0.00%	\$192.45	\$725.11
	(\$24,903.25)	\$0.00	\$24,903.25	0.00%	\$192.45	\$725.11
EXPENDITURES						
Salaries	\$242,227.13	\$295,775.00	\$53,547.87	18.10%	\$232,584.80	\$314,227.05
Benefits	\$54,521.68	\$68,000.00	\$13,478.32	19.82%	\$25,514.60	\$44,688.41
TOTAL SALARIES/BENEFITS	\$296,748.81	\$363,775.00	\$67,026.19	18.43%	\$258,099.40	\$358,915.46
Travel and training	\$2,845.71	\$9,215.00	\$6,369.29	69.12%		\$7,788.05
Vehicle allowance, maintenance and repairs	\$3,554.46	\$4,480.00	\$925.54	20.66%	\$4,058.95	\$5,142.27
Materials and supplies	\$8,324.56	\$10,315.00	\$1,990.44	19.30%	\$6,581.34	\$8,100.51
Maintenance and repairs		\$150.00	\$150.00	100.00%		
Purchased and contracted services	\$23,426.71	\$150.00	(\$23,276.71)	(15,517.81%)		\$172.99
Capital expense		\$200.00	\$200.00	100.00%		
Depreciation		\$0.00	\$0.00	0.00%		\$1,816.15
TOTAL OTHER EXPENSES	\$38,151.44	\$24,510.00	(\$13,641.44)	(55.66%)	\$10,640.29	\$23,019.97
	\$334,900.25	\$388,285.00	\$53,384.75	13.75%	\$268,739.69	\$381,935.43
NET (REVENUE)/EXPENDITURE	\$309,997.00	\$388,285.00	\$78,288.00	20.16%	\$268,932.14	\$382,660.54

HUMAN RESOURCES

2016 - THIRD QUARTER

	YTD Actual	Budget	Variance	Percentage Budget-Rem	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :				25%		
REVENUE						
Government grants			\$0.00	0.00%	(\$1,540.00)	(\$1,540.00)
	\$0.00	\$0.00	\$0.00	0.00%	(\$1,540.00)	(\$1,540.00)
EXPENDITURES						
Salaries	\$483,351.62	\$704,555.00	\$221,203.38	31.40%	\$498,637.51	\$663,293.47
Benefits	\$414,152.87	\$493,815.00	\$79,662.13	16.13%	\$364,580.30	\$626,489.17
TOTAL SALARIES/BENEFITS	\$897,504.49	\$1,198,370.00	\$300,865.51	25.11%	\$863,217.81	\$1,289,782.64
Travel and training	\$22,957.63	\$55,800.00	\$32,842.37	58.86%	\$31,653.78	\$43,085.41
Materials and supplies	\$33,890.27	\$52,185.00	\$18,294.73	35.06%	\$28,234.95	\$30,531.06
Maintenance and repairs	\$1,187.14	\$3,300.00	\$2,112.86	64.03%	\$4,177.74	\$4,177.74
Purchased and contracted services	\$243,140.27	\$285,390.00	\$42,249.73	14.80%	\$220,087.30	\$264,080.51
Transfer to own funds			\$0.00	0.00%		\$45,886.80
Capital expense	\$7,036.96	\$12,785.00	\$5,748.04	44.96%	\$6,706.32	\$9,018.72
Depreciation			\$0.00	0.00%		\$2,467.35
TOTAL OTHER EXPENSES	\$308,212.27	\$409,460.00	\$101,247.73	24.73%	\$290,860.09	\$399,247.59
	\$1,205,716.76	\$1,607,830.00	\$402,113.24	25.01%	\$1,154,077.90	\$1,689,030.23
NET (REVENUE)/EXPENDITURE	\$1,205,716.76	\$1,607,830.00	\$402,113.24	25.01%	\$1,152,537.90	\$1,687,490.23

CLERK'S DEPARTMENT

2016 - THIRD QUARTER ENDED
SEPT 30, 2016

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$40,625.00)	(\$50,000.00)	(\$9,375.00)	18.75%	(\$39,250.00)	(\$44,625.00)
Other income	(\$1,533.91)	(\$1,800.00)	(\$266.09)	14.78%	(\$16,086.52)	(\$16,898.52)
	(\$42,158.91)	(\$51,800.00)	(\$9,641.09)	18.61%	(\$55,336.52)	(\$61,523.52)
EXPENDITURES						
Salaries	\$522,577.71	\$685,435.00	\$162,857.29	23.76%	\$471,941.57	\$638,167.78
Benefits	\$120,812.05	\$166,955.00	\$46,142.95	27.64%	\$116,667.38	\$154,245.35
TOTAL SALARIES/BENEFITS	\$643,389.76	\$852,390.00	\$209,000.24	24.52%	\$588,608.95	\$792,413.13
Travel and training	\$3,171.84	\$6,595.00	\$3,423.16	51.91%	\$2,989.57	\$6,101.32
Election	\$808.82	\$2,500.00	\$1,691.18	67.65%		
Vehicle allowance, maintenance and repairs	\$200.98	\$550.00	\$349.02	63.46%	\$313.87	\$405.34
Materials and supplies	\$62,707.63	\$114,230.00	\$51,522.37	45.10%	\$91,244.31	\$119,565.72
Maintenance and repairs	\$2,693.99	\$3,550.00	\$856.01	24.11%	\$3,280.35	\$1,538.72
Goods for resale	\$20,448.00	\$19,200.00	(\$1,248.00)	(6.50%)	\$9,600.00	\$9,600.00
Rents and leases	\$664.45	\$7,625.00	\$6,960.55	91.29%	\$1,538.72	\$7,706.91
Financial expenses	\$281.51		(\$281.51)	0.00%	\$319.31	\$420.57
Purchased and contracted services	\$93,482.77	\$112,870.00	\$19,387.23	17.18%	\$69,834.75	\$92,649.36
Grants to others	\$994.60	\$2,000.00	\$1,005.40	50.27%	\$1,764.56	\$139.56
Transfer to own funds		\$60,000.00	\$60,000.00	100.00%		\$66,205.09
Capital expense		\$5,000.00	\$5,000.00	100.00%		\$175.60
Depreciation			\$0.00	0.00%		\$2,928.46
TOTAL OTHER EXPENSES	\$185,454.59	\$334,120.00	\$148,665.41	44.49%	\$180,885.44	\$307,436.65
	\$828,844.35	\$1,186,510.00	\$357,665.65	30.14%	\$769,494.39	\$1,099,849.78
NET (REVENUE)/EXPENDITURE	\$786,685.44	\$1,134,710.00	\$348,024.56	30.67%	\$714,157.87	\$1,038,326.26

FINANCE DEPARTMENT

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :				25%	September	Year End
REVENUE						
Fees and user charges	(\$196,812.67)	(\$271,625.00)	(\$74,812.33)	27.54%	(\$241,528.24)	(\$271,771.88)
Government grants	(\$505,288.69)		\$505,288.69	0.00%		
Contribution from own funds			\$0.00	0.00%		(\$55,482.89)
Other income	(\$83,535.78)	(\$100,870.00)	(\$17,334.22)	17.18%	(\$80,008.35)	(\$110,658.03)
	(\$785,637.14)	(\$372,495.00)	\$413,142.14	(110.91%)	(\$321,536.59)	(\$437,912.80)
EXPENDITURES						
Salaries	\$2,075,878.50	\$2,912,485.00	\$836,606.50	28.72%	\$2,070,474.98	\$2,788,871.81
Benefits	\$539,560.11	\$766,985.00	\$227,424.89	29.65%	\$522,333.16	\$686,942.83
TOTAL SALARIES/BENEFITS	\$2,615,438.61	\$3,679,470.00	\$1,064,031.39	28.92%	\$2,592,808.14	\$3,475,814.64
Travel and training	\$4,375.36	\$13,800.00	\$9,424.64	68.29%	\$7,127.25	\$12,551.04
Vehicle allowance, maintenance and repairs	\$169.79	\$1,200.00	\$1,030.21	85.85%	\$381.22	\$560.77
Materials and supplies	\$110,267.87	\$24,455.00	(\$85,812.87)	(350.90%)	\$115,669.33	(\$20,949.43)
Maintenance and repairs	\$593,975.72	\$491,930.00	(\$102,045.72)	(20.74%)	\$433,245.79	\$469,170.96
Financial expenses	\$2,231,562.93	\$2,394,500.00	\$162,937.07	6.80%	\$2,157,453.17	\$6,607,414.60
Purchased and contracted services	\$321,652.00	\$531,000.00	\$209,348.00	39.43%	\$319,958.98	\$541,679.66
Capital expense	\$85,439.49	\$128,695.00	\$43,255.51	33.61%	\$62,783.66	\$74,645.56
Depreciation			\$0.00	0.00%		\$431,594.25
TOTAL OTHER EXPENSES	\$3,347,443.16	\$3,585,580.00	\$238,136.84	6.64%	\$3,096,619.40	\$8,116,667.41
	\$5,962,881.77	\$7,265,050.00	\$1,302,168.23	17.92%	\$5,689,427.54	\$11,592,482.05
NET (REVENUE)/EXPENDITURE	\$5,177,244.63	\$6,892,555.00	\$1,715,310.37	24.89%	\$5,367,890.95	\$11,154,569.25

LEGAL DEPARTMENT

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$1,800,010.14)	(\$2,178,765.00)	(\$378,754.86)	17.38%	(\$1,907,539.13)	(\$2,218,858.53)
Interest and Investment income	(\$5,673.68)		\$5,673.68	0.00%	(\$7,350.53)	(\$11,161.09)
	(\$1,805,683.82)	(\$2,178,765.00)	(\$373,081.18)	17.12%	(\$1,914,889.66)	(\$2,230,019.62)
EXPENDITURES						
Salaries	\$686,137.68	\$998,480.00	\$312,342.32	31.28%	\$649,544.90	\$943,054.48
Benefits	\$172,663.66	\$256,575.00	\$83,911.34	32.70%	\$152,551.58	\$205,539.79
TOTAL SALARIES/BENEFITS	\$858,801.34	\$1,255,055.00	\$396,253.66	31.57%	\$802,096.48	\$1,148,594.27
Travel and training	\$11,246.92	\$18,735.00	\$7,488.08	39.97%	\$11,042.58	\$12,842.59
Vehicle allowance, maintenance and repairs		\$250.00	\$250.00	100.00%		
Materials and supplies	\$53,917.83	\$76,295.00	\$22,377.17	29.33%	\$40,874.17	\$68,680.72
Maintenance and repairs		\$4,000.00	\$4,000.00	100.00%		\$7,259.40
Rents and leases	\$58,478.80	\$78,075.00	\$19,596.20	25.10%	\$60,194.33	\$75,506.27
Taxes and licenses	\$1,717,918.48	\$1,791,000.00	\$73,081.52	4.08%	\$1,495,068.94	\$1,893,362.28
Purchased and contracted services	\$170,230.74	\$305,000.00	\$134,769.26	44.19%	\$167,108.13	\$291,060.99
Transfer to own funds		\$107,025.00	\$107,025.00	100.00%		\$113,525.71
Capital expense	\$2,019.71	\$9,000.00	\$6,980.29	77.56%	\$519.62	\$2,646.92
Depreciation			\$0.00	0.00%		\$4,065.30
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$2,576.48
TOTAL OTHER EXPENSES	\$2,013,812.48	\$2,389,380.00	\$375,567.52	15.72%	\$1,774,807.77	\$2,471,526.66
	\$2,872,613.82	\$3,644,435.00	\$771,821.18	21.18%	\$2,576,904.25	\$3,620,120.93
NET (REVENUE)/EXPENDITURE	\$1,066,930.00	\$1,465,670.00	\$398,740.00	27.21%	\$662,014.59	\$1,390,101.31

FIRE SERVICES

2016 - THIRD QUARTER
ENDED SEPT 30

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$4,868,269.35)	(\$4,109,105.00)	\$759,164.35	(18.48%)	(\$3,573,488.82)	(\$4,970,483.26)
Government grants			\$0.00	0.00%	(\$1,540.00)	(\$1,540.00)
Contribution from own funds	(\$596,646.00)		\$596,646.00	0.00%		
Other income	(\$953.62)		\$953.62	0.00%	(\$882.27)	(\$1,117.83)
	(\$5,465,868.97)	(\$4,109,105.00)	\$1,356,763.97	(33.02%)	(\$3,575,911.09)	(\$4,973,141.09)
EXPENDITURES						
Salaries	\$10,873,310.00	\$12,397,940.00	\$1,524,630.00	12.30%	\$9,680,076.01	\$13,144,821.89
Benefits	\$3,640,207.97	\$3,143,815.00	(\$496,392.97)	(15.79%)	\$2,514,693.36	\$3,269,408.77
TOTAL SALARIES/BENEFITS	\$14,513,517.97	\$15,541,755.00	\$1,028,237.03	6.62%	\$12,194,769.37	\$16,414,230.66
Travel and training	\$54,589.58	\$103,205.00	\$48,615.42	47.11%	\$39,134.86	\$54,936.17
Vehicle allowance, maintenance and repairs	\$131,510.18	\$148,751.00	\$17,240.82	11.59%	\$116,783.62	\$169,914.09
Utilities and Fuel	\$219,605.70	\$287,575.00	\$67,969.30	23.64%	\$217,621.57	\$294,278.20
Materials and supplies	\$248,820.21	\$329,887.00	\$81,066.79	24.57%	\$198,216.60	\$357,666.38
Maintenance and repairs	\$142,097.70	\$208,035.00	\$65,937.30	31.70%	\$150,234.07	\$193,871.95
Rents and leases	\$1,214.52	\$1,875.00	\$660.48	35.23%	\$1,214.52	\$2,429.04
Taxes and licenses	\$49,676.00	\$46,650.00	(\$3,026.00)	(6.49%)	\$51,025.00	\$51,025.00
Financial expenses	\$2,858.94	\$2,500.00	(\$358.94)	(14.36%)	\$1,898.08	\$2,331.29
Purchased and contracted services	\$78,147.74	\$101,925.00	\$23,777.26	23.33%	\$89,198.05	\$133,370.56
Transfer to own funds		\$303,000.00	\$303,000.00	100.00%		\$374,954.37
Capital expense	\$5,702.22	\$27,675.00	\$21,972.78	79.40%	\$9,433.69	\$17,059.58
Depreciation			\$0.00	0.00%		\$392,218.52
Less: recoverable costs	(\$39,279.77)		\$39,279.77	0.00%	(\$32,311.60)	(\$47,987.57)
TOTAL OTHER EXPENSES	\$894,943.02	\$1,561,078.00	\$666,134.98	42.67%	\$842,448.46	\$1,996,067.58
	\$15,408,460.99	\$17,102,833.00	\$1,694,372.01	9.91%	\$13,037,217.83	\$18,410,298.24
NET (REVENUE)/EXPENDITURE	\$9,942,592.02	\$12,993,728.00	\$3,051,135.98	23.48%	\$9,461,306.74	\$13,437,157.15

POLICE SERVICES

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :				25%	September	Year End
REVENUE						
Fees and user charges	(\$323,363.54)	(\$338,805.00)	(\$15,441.46)	4.56%	(\$281,337.76)	(\$418,560.45)
Government grants	(\$864,096.72)	(\$1,575,165.00)	(\$711,068.28)	45.14%	(\$630,530.11)	(\$1,515,094.24)
Contribution from own funds			\$0.00	0.00%		(\$194,776.99)
Other income	(\$249,890.03)		\$249,890.03	0.00%	(\$270,937.93)	(\$351,673.74)
	(\$1,437,350.29)	(\$1,913,970.00)	(\$476,619.71)	24.90%	(\$1,182,805.80)	(\$2,480,105.42)
EXPENDITURES						
Salaries	\$12,799,222.03	\$17,410,011.00	\$4,610,788.97	26.48%	\$12,962,481.49	\$17,664,970.61
Benefits	\$3,284,234.10	\$4,415,940.00	\$1,131,705.90	25.63%	\$3,328,030.85	\$4,278,044.78
TOTAL SALARIES/BENEFITS	\$16,083,456.13	\$21,825,951.00	\$5,742,494.87	26.31%	\$16,290,512.34	\$21,943,015.39
Travel and training	\$199,409.10	\$393,270.00	\$193,860.90	49.29%	\$205,229.22	\$266,278.38
Vehicle allowance, maintenance and repairs	\$308,332.09	\$539,665.00	\$231,332.91	42.87%	\$318,537.91	\$461,280.09
Utilities and Fuel	\$285,230.40	\$380,800.00	\$95,569.60	25.10%	\$278,752.76	\$359,175.14
Materials and supplies	\$508,811.40	\$782,340.00	\$273,528.60	34.96%	\$438,229.67	\$671,966.60
Maintenance and repairs	\$210,611.05	\$270,765.00	\$60,153.95	22.22%	\$260,849.73	\$364,060.94
Rents and leases	\$103,637.41	\$120,000.00	\$16,362.59	13.64%	\$79,578.89	\$96,324.39
Taxes and licenses	\$88,118.69	\$89,825.00	\$1,706.31	1.90%	\$80,045.75	\$90,934.07
Financial expenses	\$1,297.46		(\$1,297.46)	0.00%	\$1,211.60	\$1,658.03
Purchased and contracted services	\$370,107.85	\$519,575.00	\$149,467.15	28.77%	\$233,446.45	\$395,466.77
Transfer to own funds		\$165,000.00	\$165,000.00	100.00%		\$165,000.00
Capital expense	\$558,168.42	\$678,932.00	\$120,763.58	17.79%	\$442,759.02	\$673,394.81
Depreciation			\$0.00	0.00%		\$615,970.66
TOTAL OTHER EXPENSES	\$2,633,723.87	\$3,940,172.00	\$1,306,448.13	33.16%	\$2,338,641.00	\$4,161,509.88
	\$18,717,180.00	\$25,766,123.00	\$7,048,943.00	27.36%	\$18,629,153.34	\$26,104,525.27
NET (REVENUE)/EXPENDITURE	\$17,279,829.71	\$23,852,153.00	\$6,572,323.29	27.55%	\$17,446,347.54	\$23,624,419.85

ENGINEERING AND PLANNING

2016 -THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :				25%	September	Year End
REVENUE						
Fees and user charges	(\$733,791.98)	(\$997,460.43)	(\$263,668.45)	26.43%	(\$843,981.58)	(\$984,470.86)
Government grants	\$525.90	(\$35,000.00)	(\$35,525.90)	101.50%	(\$124,711.59)	(\$440,123.23)
Contribution from own funds		(\$268,340.00)	(\$268,340.00)	100.00%		(\$272,879.56)
Other income	\$5,367.86		(\$5,367.86)	0.00%	(\$2,509.93)	(\$10,042.11)
	(\$727,898.22)	(\$1,300,800.43)	(\$572,902.21)	44.04%	(\$971,203.10)	(\$1,707,515.76)
EXPENDITURES						
Salaries	\$2,561,606.63	\$3,598,905.00	\$1,037,298.37	28.82%	\$2,529,430.54	\$3,403,488.88
Benefits	\$603,617.26	\$890,170.00	\$286,552.74	32.19%	\$595,379.28	\$787,953.74
TOTAL SALARIES/BENEFITS	\$3,165,223.89	\$4,489,075.00	\$1,323,851.11	29.49%	\$3,124,809.82	\$4,191,442.62
Travel and training	\$13,984.83	\$35,265.00	\$21,280.17	60.34%	\$29,407.65	\$35,757.99
Vehicle allowance, maintenance and repairs	\$11,409.76	\$24,200.00	\$12,790.24	52.85%	\$41,047.71	\$44,954.93
Utilities and Fuel	\$3,366,748.24	\$5,812,700.00	\$2,445,951.76	42.08%	\$3,197,735.96	\$5,468,162.03
Materials and supplies	\$135,950.92	\$305,474.00	\$169,523.08	55.50%	\$147,766.02	\$465,126.84
Maintenance and repairs	\$143,893.98	\$256,760.00	\$112,866.02	43.96%	\$188,586.42	\$226,428.19
Rents and leases	\$85,000.00	\$85,000.00	\$0.00	0.00%		\$100,000.00
Financial expenses	\$281.79	\$500.00	\$218.21	43.64%	\$496.78	\$620.54
Purchased and contracted services	\$2,420,985.92	\$3,554,945.00	\$1,133,959.08	31.90%	\$1,774,323.48	\$3,683,488.36
Grants to others	\$74,329.68		(\$74,329.68)	0.00%	\$46,118.02	\$130,045.17
Transfer to own funds		\$1,368,000.00	\$1,368,000.00	100.00%		\$1,384,504.37
Capital expense	\$32,577.21	\$50,140.00	\$17,562.79	35.03%	\$16,914.03	\$30,400.97
Depreciation			\$0.00	0.00%		\$10,433,682.59
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$151.69
TOTAL OTHER EXPENSES	\$6,285,162.33	\$11,492,984.00	\$5,207,821.67	45.31%	\$5,442,396.07	\$22,003,323.67
	\$9,450,386.22	\$15,982,059.00	\$6,531,672.78	40.87%	\$8,567,205.89	\$26,194,766.29
NET (REVENUE)/EXPENDITURE	\$8,722,488.00	\$14,681,258.57	\$5,958,770.57	40.59%	\$7,596,002.79	\$24,487,250.53

PUBLIC WORKS AND TRANSPORTATION

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$4,363,635.49)	(\$6,613,625.00)	(\$2,249,989.51)	34.02%	(\$4,277,943.96)	(\$6,530,369.39)
Government grants	(\$655,331.99)	(\$1,747,220.00)	(\$1,091,888.01)	62.49%	(\$642,125.41)	(\$1,861,541.02)
Contribution from own funds		(\$180,500.00)	(\$180,500.00)	100.00%		(\$160,912.53)
Other income	(\$87,243.64)	(\$19,500.00)	\$67,743.64	(347.40%)	(\$67,632.83)	(\$116,379.62)
	(\$5,106,211.12)	(\$8,560,845.00)	(\$3,454,633.88)	40.35%	(\$4,987,702.20)	(\$8,669,202.56)
EXPENDITURES						
Salaries	\$14,491,250.00	\$19,967,930.48	\$5,476,680.48	27.43%	\$14,821,730.80	\$19,936,546.54
Benefits	\$4,001,034.67	\$5,864,192.58	\$1,863,157.91	31.77%	\$4,103,586.94	\$5,451,645.10
TOTAL SALARIES/BENEFITS	\$18,492,284.67	\$25,832,123.06	\$7,339,838.39	28.41%	\$18,925,317.74	\$25,388,191.64
Travel and training	\$60,749.58	\$98,055.00	\$37,305.42	38.05%	\$43,700.64	\$55,094.34
Vehicle allowance, maintenance and repairs	\$2,537,415.41	\$3,010,363.40	\$472,947.99	15.71%	\$2,624,724.13	\$3,753,830.30
Utilities and Fuel	\$1,650,219.63	\$2,926,295.00	\$1,276,075.37	43.61%	\$2,184,869.55	\$2,852,069.59
Materials and supplies	\$3,002,665.26	\$3,811,951.00	\$809,285.74	21.23%	\$2,621,984.25	\$3,605,611.03
Maintenance and repairs	\$184,349.79	\$355,850.00	\$171,500.21	48.19%	\$219,720.22	\$309,700.22
Taxes and licenses	\$236,970.98	\$255,675.00	\$18,704.02	7.32%	\$237,383.51	\$262,662.51
Financial expenses	\$7,342.38	\$9,725.00	\$2,382.62	24.50%	\$7,952.51	\$10,372.59
Purchased and contracted services	\$2,439,694.47	\$3,527,145.00	\$1,087,450.53	30.83%	\$2,404,785.89	\$3,447,253.83
Transfer to own funds	\$867,789.17	\$1,751,640.00	\$883,850.83	50.46%	\$1,035,232.11	\$1,891,120.97
Capital expense	\$6,125.38	\$13,020.00	\$6,894.62	52.95%	\$5,909.01	\$9,485.72
Less: recoverable costs	(\$219,210.29)	(\$220,130.00)	(\$919.71)	0.42%	(\$260,509.16)	(\$419,195.08)
TOTAL OTHER EXPENSES	\$10,774,111.76	\$15,539,589.40	\$4,765,477.64	30.67%	\$11,125,752.66	\$15,778,006.02
	\$29,266,396.43	\$41,371,712.46	\$12,105,316.03	29.26%	\$30,051,070.40	\$41,166,197.66
NET (REVENUE)/EXPENDITURE	\$24,160,185.31	\$32,810,867.46	\$8,650,682.15	26.37%	\$25,063,368.20	\$32,496,995.10

Operations

Winter Control: Roadways and Sidewalk	4,807,267.20	6,394,997.80	1,587,730.60	24.83%
Sanitary Sewers	1,340,541.75	1,837,630.00	497,088.25	27.05%
Storm Sewers	374,552.23	536,563.06	162,010.83	30.19%
Roadways and Sidewalks	4,489,888.26	6,153,342.20	1,663,453.94	27.03%
Supervision and Overhead	35,359.20	55,000.00	19,640.80	35.71%
Traffic & Communications	1,318,503.81	1,739,820.00	421,316.19	24.22%
Carpentry	512,160.37	689,910.00	177,749.63	25.76%
Administration	1,146,367.47	1,706,340.00	559,972.53	32.82%
Buildings & Equipment	984,881.35	1,982,858.40	997,977.05	50.33%
Waste Management	1,867,955.98	2,369,951.00	501,995.02	21.18%
Parks	2,328,245.35	3,019,440.00	691,194.65	22.89%
Cemetery	215,685.83	0.00	(215,685.83)	.00%
School Guards	173,069.65	281,790.00	108,720.35	38.58%
Transit	4,544,693.16	5,842,805.00	1,298,111.84	22.22%
Parking	21,013.70	200,420.00	179,406.30	89.52%
	24,160,185.31	32,810,867.46	8,650,682.15	

COMMUNITY SERVICES DEPARTMENT

2016 -THIRD QUARTER ENDED
SEPT 30

	YTD Actual	Budget	Variance	Percentage Budget-Rem 25%	2015 Actual To: September	2015 Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$3,841,239.47)	(\$4,812,100.00)	(\$970,860.53)	20.18%	(\$3,755,411.36)	(\$5,075,642.67)
Government grants	(\$128,408.71)	(\$104,180.00)	\$24,228.71	(23.26%)	(\$132,599.77)	(\$147,446.16)
Contribution from own funds			\$0.00	0.00%		(\$1,334.44)
Other income	(\$97,675.65)	(\$41,920.00)	\$55,755.65	(133.00%)	(\$34,749.11)	(\$44,237.27)
	(\$4,067,323.83)	(\$4,958,200.00)	(\$890,876.17)	17.97%	(\$3,922,760.24)	(\$5,268,660.54)
EXPENDITURES						
Salaries	\$4,305,378.53	\$5,520,777.00	\$1,215,398.47	22.01%	\$4,052,972.72	\$5,544,618.81
Benefits	\$873,041.50	\$1,060,999.00	\$187,957.50	17.72%	\$766,859.59	\$1,023,464.88
TOTAL SALARIES/BENEFITS	\$5,178,420.03	\$6,581,776.00	\$1,403,355.97	21.32%	\$4,819,832.31	\$6,568,083.69
Travel and training	\$9,686.65	\$14,935.00	\$5,248.35	35.14%	\$3,793.88	\$6,919.94
Vehicle allowance, maintenance and repairs	\$3,737.68	\$7,335.00	\$3,597.32	49.04%	\$2,417.94	\$3,611.15
Utilities and Fuel	\$1,172,198.75	\$1,380,400.00	\$208,201.25	15.08%	\$962,628.63	\$1,467,581.94
Materials and supplies	\$215,577.70	\$377,720.00	\$162,142.30	42.93%	\$190,700.52	\$184,593.62
Maintenance and repairs	\$540,992.42	\$867,480.00	\$326,487.58	37.64%	\$622,837.91	\$912,211.34
Program expenses	\$81,603.41	\$121,200.00	\$39,596.59	32.67%	\$65,719.12	\$148,929.21
Goods for resale	\$385,408.70	\$609,325.00	\$223,916.30	36.75%	\$420,168.60	\$541,787.70
Rents and leases	\$10,085.72	\$10,250.00	\$164.28	1.60%	\$10,085.72	\$10,085.72
Taxes and licenses	\$334.69	\$1,360.00	\$1,025.31	75.39%	\$765.13	\$1,005.13
Financial expenses	\$59,832.83	\$36,215.00	(\$23,617.83)	(65.22%)	\$43,239.91	\$67,364.51
Purchased and contracted services	\$147,643.68	\$207,675.00	\$60,031.32	28.91%	\$151,763.29	\$213,382.82
Grants to others	\$22,011.43	\$14,000.00	(\$8,011.43)	(57.22%)	\$1,840.65	\$7,140.10
Transfer to own funds		\$81,735.00	\$81,735.00	100.00%	\$500.00	\$86,920.94
Capital expense	\$34,982.23	\$42,170.00	\$7,187.77	17.04%	\$29,267.67	\$58,595.08
Depreciation			\$0.00	0.00%		\$1,731,964.69
TOTAL OTHER EXPENSES	\$2,684,095.89	\$3,771,800.00	\$1,087,704.11	28.84%	\$2,505,728.97	\$5,442,093.89
	\$7,862,515.92	\$10,353,576.00	\$2,491,060.08	24.06%	\$7,325,561.28	\$12,010,177.58
NET (REVENUE)/EXPENDITURE	\$3,795,192.09	\$5,395,376.00	\$1,600,183.91	29.66%	\$3,402,801.04	\$6,741,517.04
Recreation & Culture	847,542.60	1,439,661.00	592,118.40	41.13%		
Community Centres						
John Rhodes Community Centre	946,253.79	1,325,415.00	379,161.21	28.61%		
McMeeken Centre	64,225.05	140,065.00	75,839.95	54.15%		
Essar Centre	288,869.00	592,080.00	303,211.00	51.21%		
Northern Community Centre	(85,674.28)	(70,820.00)	14,854.28	(20.97%)		
Outdoor Pools/Concessions/Locks	144,279.06	143,180.00	(1,099.06)	(0.77%)		
Administration	707,896.68	1,027,640.00	319,743.32	31.11%		
Daycare	184,374.93	361,675.00	177,300.07	49.02%		
Administration	697,425.26	436,480.00	(260,945.26)	(59.78%)		
	3,795,192.09	5,395,376.00	1,600,183.91			

SOCIAL SERVICES DEPARTMENT

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage		
	Actual	Budget	Variance	Budget-Rem	2015	2015
FISCAL YEAR REMAINING% :					Actual To:	Actual
				25%	September	Year End
REVENUE						
Fees and user charges	(\$5,553,885.78)	(\$6,322,870.00)	(\$768,984.22)	12.16%	(\$5,864,190.13)	(\$7,944,571.48)
Government grants	(\$302,358.92)	(\$603,085.00)	(\$300,726.08)	49.86%	(\$198,320.00)	(\$358,849.19)
Contribution from own funds			\$0.00	0.00%		(\$2,506.10)
Other income			\$0.00	0.00%		(\$1,000.00)
	(\$5,856,244.70)	(\$6,925,955.00)	(\$1,069,710.30)	15.44%	(\$6,062,510.13)	(\$8,306,926.77)
EXPENDITURES						
Salaries	\$4,374,076.15	\$4,932,870.00	\$558,793.85	11.33%	\$4,488,335.92	\$6,048,965.38
Benefits	\$1,129,441.99	\$1,262,400.00	\$132,958.01	10.53%	\$1,116,891.37	\$1,566,384.54
TOTAL SALARIES/BENEFITS	\$5,503,518.14	\$6,195,270.00	\$691,751.86	11.17%	\$5,605,227.29	\$7,615,349.92
Travel and training	\$21,295.01	\$68,225.00	\$46,929.99	68.79%	\$22,805.47	\$42,254.81
Vehicle allowance, maintenance and repairs	\$6,186.71	\$12,910.00	\$6,723.29	52.08%	\$6,457.44	\$10,060.84
Utilities and Fuel	\$13,390.68	\$5,600.00	(\$7,790.68)	(139.12%)	\$21,328.94	\$27,561.24
Materials and supplies	\$217,755.80	\$278,395.00	\$60,639.20	21.78%	\$182,340.34	\$244,022.17
Maintenance and repairs	\$1,425.47	\$13,950.00	\$12,524.53	89.78%	\$1,062.93	\$1,339.73
Rents and leases	\$28,070.51	\$34,400.00	\$6,329.49	18.40%	\$181,901.22	\$209,549.33
Purchased and contracted services	\$82,038.21	\$120,690.00	\$38,651.79	32.03%	\$59,346.24	\$86,686.88
Grants to others	\$98,357.67	\$359,000.00	\$260,642.33	72.60%	\$102,420.42	\$139,290.88
Transfer to own funds			\$0.00	0.00%		\$96,568.26
Capital expense	\$54,083.99	\$97,875.00	\$43,791.01	44.74%	\$49,417.35	\$99,503.04
TOTAL OTHER EXPENSES	\$522,604.05	\$991,045.00	\$468,440.95	47.27%	\$627,080.35	\$956,837.18
	\$6,026,122.19	\$7,186,315.00	\$1,160,192.81	16.14%	\$6,232,307.64	\$8,572,187.10
NET (REVENUE)/EXPENDITURE	\$169,877.49	\$260,360.00	\$90,482.51	34.75%	\$169,797.51	\$265,260.33

LEVY BOARDS

2016 - THIRD QUARTER
ENDED SEPT 30

	Actual	Budget	Variance	Budget-Rem 25%	Actual To: September	Actual Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$604,019.05)	(\$562,500.00)	\$41,519.05	(7.38%)	(\$721,348.00)	(\$721,348.00)
	(\$604,019.05)	(\$562,500.00)	\$41,519.05	(7.38%)	(\$721,348.00)	(\$721,348.00)
EXPENDITURES						
Grants to others	\$14,873,314.18	\$20,167,308.00	\$5,293,993.82	26.25%	\$14,304,202.75	\$18,992,833.50
TOTAL OTHER EXPENSES	\$14,873,314.18	\$20,167,308.00	\$5,293,993.82	26.25%	\$14,304,202.75	\$18,992,833.50
	\$14,873,314.18	\$20,167,308.00	\$5,293,993.82	26.25%	\$14,304,202.75	\$18,992,833.50
NET (REVENUE)/EXPENDITURE	\$14,269,295.13	\$19,604,808.00	\$5,335,512.87	27.22%	\$13,582,854.75	\$18,271,485.50

OUTSIDE AGENCIES - MAIN

2016 - THIRD QUARTER
ENDED SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :		2016		25%	September	Year End
REVENUE						
Fees and user charges			\$0.00	0.00%		(\$2,738.00)
Government grants	(\$108,243.00)		\$108,243.00	0.00%	(\$101,915.40)	(\$159,021.40)
	(\$108,243.00)	\$0.00	\$108,243.00	0.00%	(\$101,915.40)	(\$161,759.40)
EXPENDITURES						
Materials and supplies			\$0.00	0.00%	\$11,292.42	\$11,292.42
Purchased and contracted services			\$0.00	0.00%	\$5.94	\$5.94
Grants to others	\$2,741,328.39	\$3,529,510.00	\$788,181.61	22.33%	\$3,048,241.20	\$3,663,350.81
Transfer to own funds		\$80,000.00	\$80,000.00	100.00%		\$80,000.00
TOTAL OTHER EXPENSES	\$2,741,328.39	\$3,609,510.00	\$868,181.61	24.05%	\$3,059,539.56	\$3,754,649.17
	\$2,741,328.39	\$3,609,510.00	\$868,181.61	24.05%	\$3,059,539.56	\$3,754,649.17
NET (REVENUE)/EXPENDITURE	\$2,633,085.39	\$3,609,510.00	\$976,424.61	27.05%	\$2,957,624.16	\$3,592,889.77

OUTSIDE AGENCIES-OTHER

2016 - THIRD QUARTER
ENDED SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING% :				25%	September	Year End
REVENUE						
Fees and user charges	(\$186,899.74)	(\$200,000.00)	(\$13,100.26)	6.55%	(\$158,054.82)	(\$136,155.08)
Contribution from own funds	\$68,077.54	(\$100,000.00)	(\$168,077.54)	168.08%		(\$68,077.54)
	(\$118,822.20)	(\$300,000.00)	(\$181,177.80)	60.39%	(\$158,054.82)	(\$204,232.62)
EXPENDITURES						
Materials and supplies	\$155,169.76	\$300,000.00	\$144,830.24	48.28%	\$131,829.69	\$204,232.63
Grants to others	\$1,579,841.99	\$1,926,711.00	\$346,869.01	18.00%	\$1,598,609.41	\$2,093,746.56
TOTAL OTHER EXPENSES	\$1,735,011.75	\$2,226,711.00	\$491,699.25	22.08%	\$1,730,439.10	\$2,297,979.19
	\$1,735,011.75	\$2,226,711.00	\$491,699.25	22.08%	\$1,730,439.10	\$2,297,979.19
NET (REVENUE)/EXPENDITURE	\$1,616,189.55	\$1,926,711.00	\$310,521.45	16.12%	\$1,572,384.28	\$2,093,746.57

ECONOMIC DIVERSIFICATION PROJECTS

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
FISCAL YEAR REMAINING%				25%	September	Year End
REVENUE						
Contribution from own funds			\$0.00	0.00%	\$44,040.34	(\$117,584.07)
Other income			\$0.00	0.00%		(\$6,134.17)
	\$0.00	\$0.00	\$0.00	0.00%	\$44,040.34	(\$123,718.24)
EXPENDITURES						
Materials and supplies	\$358,435.11		(\$358,435.11)	0.00%	\$79,839.80	\$120,652.13
Transfer to own funds		\$500,000.00	\$500,000.00	100.00%		\$503,066.11
TOTAL OTHER EXPENSES	\$358,435.11	\$500,000.00	\$141,564.89	28.31%	\$79,839.80	\$623,718.24
	\$358,435.11	\$500,000.00	\$141,564.89	28.31%	\$79,839.80	\$623,718.24
NET (REVENUE)/EXPENDITURE	\$358,435.11	\$500,000.00	\$141,564.89	28.31%	\$123,880.14	\$500,000.00

CORPORATE FINANCIAL

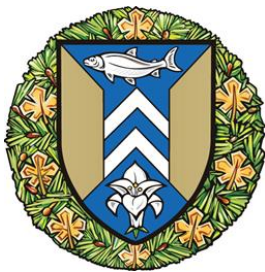
2016 - THIRD QUARTER ENDED SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
				25%	September	Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Taxation	(\$106,160,254.98)	(\$107,001,876.00)	(\$841,621.02)	0.79%	(\$104,411,017.91)	(\$104,989,219.88)
Payment in Lieu of taxes	(\$4,182,487.91)	(\$4,445,020.00)	(\$262,532.09)	5.91%	(\$4,222,072.91)	(\$4,363,763.72)
Fees and user charges	(\$9,058,001.01)	(\$12,342,000.00)	(\$3,283,998.99)	26.61%	(\$9,352,845.20)	(\$16,500,083.74)
Government grants	(\$11,501,250.00)	(\$15,335,000.00)	(\$3,833,750.00)	25.00%	(\$12,183,450.00)	(\$16,244,600.00)
Interest and Investment income	(\$3,135,443.98)	(\$4,305,000.00)	(\$1,169,556.02)	27.17%	(\$3,450,690.90)	(\$5,387,016.18)
Contribution from own funds		(\$1,789,000.00)	(\$1,789,000.00)	100.00%	(\$105,584.74)	(\$715,664.74)
Other income	(\$774,356.85)	(\$1,350,000.00)	(\$575,643.15)	42.64%	(\$840,446.81)	(\$1,588,591.34)
Prior year surplus		(\$550,000.00)	(\$550,000.00)	100.00%		(\$3,516,847.00)
	(\$134,811,794.73)	(\$147,117,896.00)	(\$12,306,101.27)	8.36%	(\$134,566,108.47)	(\$153,305,786.60)
EXPENDITURES						
Salaries			\$0.00	0.00%	\$75.00	\$75.00
Benefits	\$16,000.00	\$20,000.00	\$4,000.00	20.00%	\$24,000.00	\$26,000.00
TOTAL SALARIES/BENEFITS	\$16,000.00	\$20,000.00	\$4,000.00	20.00%	\$24,075.00	\$26,075.00
Materials and supplies	\$79,230.00	\$283,050.00	\$203,820.00	72.01%	\$56,048.40	\$199,021.87
Financial expenses			\$0.00	0.00%		\$746,526.24
Purchased and contracted services	\$38,737.10	\$36,000.00	(\$2,737.10)	(7.60%)	\$20,936.29	\$33,515.10
Grants to others	\$405,567.08	\$538,910.00	\$133,342.92	24.74%	\$405,978.87	\$553,223.76
Transfer to own funds	\$610,080.00	\$10,520,685.00	\$9,910,605.00	94.20%		\$14,893,976.52
TOTAL OTHER EXPENSES	\$1,133,614.18	\$11,378,645.00	\$10,245,030.82	90.04%	\$482,963.56	\$16,426,263.49
	\$1,149,614.18	\$11,398,645.00	\$10,249,030.82	89.91%	\$507,038.56	\$16,452,338.49
NET (REVENUE)/EXPENDITURE	(\$133,662,180.55)	(\$135,719,251.00)	(\$2,057,070.45)	1.52%	(\$134,059,069.91)	(\$136,853,448.11)

CAPITAL LEVY AND LONG TERM DEBT

2016 - THIRD QUARTER ENDED
SEPT 30

	YTD			Percentage	2015	2015
	Actual	Budget	Variance	Budget-Rem	Actual To:	Actual
				25%	September	Year End
FISCAL YEAR REMAINING% :						
REVENUE						
Fees and user charges	(\$244,956.10)	(\$350,000.00)	(\$105,043.90)	30.01%	(\$248,591.76)	(\$375,627.62)
	(\$244,956.10)	(\$350,000.00)	(\$105,043.90)	30.01%	(\$248,591.76)	(\$375,627.62)
EXPENDITURES						
Long term debt	\$1,706,941.33	\$1,980,330.00	\$273,388.67	13.81%	\$1,715,563.29	\$2,230,334.48
Transfer to own funds		\$6,242,579.00	\$6,242,579.00	100.00%		\$6,275,218.00
TOTAL OTHER EXPENSES	\$1,706,941.33	\$8,222,909.00	\$6,515,967.67	79.24%	\$1,715,563.29	\$8,505,552.48
	\$1,706,941.33	\$8,222,909.00	\$6,515,967.67	79.24%	\$1,715,563.29	\$8,505,552.48
NET (REVENUE)/EXPENDITURE	\$1,461,985.23	\$7,872,909.00	\$6,410,923.77	81.43%	\$1,466,971.53	\$8,129,924.86



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Malcolm White, Deputy CAO/City Clerk – Corporate Services

DEPARTMENT: Corporate Services

RE: Visual Identity Policy

PURPOSE

The purpose of this report is to obtain approval of a Visual Identity Policy for the City of Sault Ste. Marie.

BACKGROUND

The City has employed various symbols/emblems over its history. The issuance of a grant of armorial bearings by Governor General David Johnston on March 20, 2015, as well as adoption of the municipal flag on January 25, 2016 provided the impetus for a Visual Identity Policy to clearly outline the use of various symbols, etc.

The policy provides that the official coat of arms be used for ceremonial applications associated with the Office of the Mayor.

The City shield (extracted from the coat of arms) is for use on official internal documents such as Council reports and resolutions. It will also be used for regulatory communications (building permits, Provincial Offences Act forms, cheques, tax forms and the like).

The proposed corporate logo is an evolution of the previous “naturally gifted” logo and echoes the adaptation of the logo for the municipal flag. This logo will identify the outward facing services and programs provided by the City.

ANALYSIS

The draft Visual Identity Policy has been circulated to staff for input. Once the policy has been approved, a Visual Identity Standards Guide will be developed setting out the technicalities of placing the symbols in various media (size of image, margins, etc.).

FINANCIAL IMPLICATIONS

The Visual Identity Policy will be implemented incrementally – as inventory/supplies are replenished the new images will be adopted. It is anticipated that costs in the order of \$5,000 to \$10,000 will be incurred over a two-year period and will be managed within existing budget allocations.

STRATEGIC PLAN / POLICY IMPACT

A consistent look and feel enhances corporate communications and supports the delivery of excellent customer service, a strategic direction under the Service Delivery focus area.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO/City Clerk – Corporate Services dated 2016 11 21 regarding Visual Identity Policy be received and that the policy be approved.

Respectfully submitted,



Malcolm White
Deputy CAO/City Clerk
Corporate Services
705.759.5391
m.white@cityssm.on.ca



Subject: Visual Identity Standards
Department/Division: Corporate Services – Corporate Affairs
Source: Corporate Affairs
Date: 2016 11 21

Page: 1 of 4

Purpose

The City's corporate identity is an important asset that shapes the perceptions and attitudes of the community.

The Visual Identity Standards policy outlines parameters governing the use of visual identifiers to ensure uniformity of corporate symbols; protects the integrity of the City's visual identity; and makes certain legal protection afforded to design elements remains intact.

The policy references procedures for the consistent application and proper presentation of brand symbols, trademarks and graphic elements in all visual representations in any capacity or location – physical and electronic.

The Visual Identity Standards Guide (referred to in the policy as Guide) functions as an addendum to the policy and defines the rules governing implementation through description and examples.

The transition to a consistent corporate-wide visual identity is a process that occurs in a cost-effective manner.

Definitions

Visual identity refers to the means by which the corporation is recognizable through the design and application of visuals. Elements include the City's name, initials, logos, trademarks, element positioning, typefaces, and official colours.

Brand refers to a unique design, sign, graphic symbol, words, or a combination, used in creating an image that identifies a product, service or organization.

Scope

The policy applies to employees, members of Council, and boards and committees of Council; and relates to all instances of visual identity relating to the City including:

- corporate documents and regulatory applications



Subject: Visual Identity Standards
Department/Division: Corporate Services – Corporate Affairs
Source: Corporate Affairs
Date: 2016 11 21

Page: 2 of 4

Scope (cont'd)

- corporate identity packages (stationery, business cards, etc.)
- City website, intranet and corporate apps
- social media applications
- digital advertising and electronic communication
- print advertising, presentation materials, and promotional info
- facility, way-finding (directional) and vehicle signage
- corporate apparel and promotional items
- donor recognition

Responsibilities

The implementation and enforcement of this policy rests with the Deputy CAO / City Clerk – Corporate Services through the office of Corporate Affairs.

The Corporate Affairs Officer, or designate is responsible for the:

- development/maintenance/promotion of the Visual Identity Standards Guide defining the appropriate use of all visuals
- creation/integrity/maintenance of artwork representing the key trademarked and associated visual elements
- design/production/consistency of promotional materials that represent the City's visual identity to its external audiences
- creation/maintenance of resources relating to visual identity, and their availability to assist staff
- support of employees whose existing materials are incompatible with visual identity guidelines as they achieve compliance through revised graphics and materials

Requests for goods and services require compliant visuals prior to procurement. Work orders for in-house printing also require adherence to the policy.

Corporate Brands

The City's corporate identity is conveyed through the official coat of arms, the City shield (extracted from the coat of arms), and the corporate logo (graphic image).



The City of Sault Ste. Marie INFORMATION MANUAL

C-I-2

Subject: Visual Identity Standards
Department/Division: Corporate Services – Corporate Affairs
Source: Corporate Affairs
Date: 2016 11 21

Page: 3 of 4

Brand Design and History

Information relating to brand design and history is noted in Appendix A.

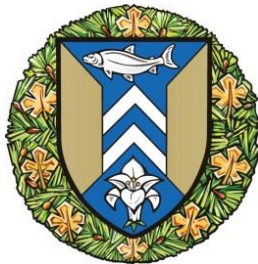
Coat of Arms



The coat of arms and motto is a distinguished and official symbol of the City with an elevated status that sets it apart from other elements of the City's visual identity.

Its usage is restricted to applications associated with the Mayor's office, such as stationery, the Mayoral Chain of Office, souvenirs and executive gifts, and other official uses (proclamations, corporate seal, ceremonial flag, Medal of Merit).

City Shield



The City shield (extracted from the coat of arms) is for use on official internal corporate documents such as Council reports and resolutions and other regulatory applications (building permits, Provincial Offences Act forms, vendor cheques, tax forms, etc.).

The words 'The Corporation of the City of Sault Ste. Marie' or 'The City of Sault Ste. Marie' shall accompany the placement of the shield to identify the document as originating from the City.

Corporate Logo



The corporate logo identifies services and programs provided by the City of Sault Ste. Marie.

The words 'City of Sault Ste. Marie' may accompany the logo for identification purposes. The Guide provides corporate formats for correct use.

The logo is an official trademark of the City of Sault Ste. Marie and, as such, enjoys all of the protections afforded by section 9 of the Trademarks Act.

Third party partners, sponsors and groups receiving City funds or in-kind support may request to use the logo. Usage exemplifies endorsement and requires compliance with the policy.



Subject: Visual Identity Standards
Department/Division: Corporate Services – Corporate Affairs
Source: Corporate Affairs
Date: 2016 11 21

Page: 4 of 4

Secondary Brands	Corporate sectors providing essential services (Fire/EMS/Police) use a secondary brand for identification purposes. Any secondary brand proposed for use by a City department or functional area requires prior approval from Corporate Affairs.
Visual Identity Standards Guide (referred to as Guide)	The Visual Identity Standards Guide provides direction and examples relating to: • brand use (coat of arms, City shield, corporate logo) • logo colour, reproduction, typography, and staging • promotional and marketing initiatives • web based platforms The Guide is available for reference in a digital format.
Flag	Departments and officials may display the City flag in accordance with the Guide. Flags are available for purchase by departments, the public and external agencies through the City Clerk's office.
Stationery and Staff Identification	The corporate logo applies to promotional initiatives including news releases, stationery, business cards, nameplates, and corporate apparel.
Email Signature	A corporate email signature template exemplifies consistency and professionalism – the Guide provides the approved format.
Website	The website is the City's primary communication tool and an important part of corporate identity. The website address saultstemarie.ca should appear on all corporate applications, whenever possible.
Policy Violations	Authorization to use the City's corporate brands is restricted to purposes within this policy. Reproduction without expressed permission is prohibited. Visual identifiers used in a manner that damages the integrity of the City shall result in immediate revocation of any permission granted under this policy.
Inquiries	Email corpaffairs@cityssm.on.ca or call 705.759.5396 for support.



Subject: Visual Identity Standards – Brand Design and History
Department/Division: Corporate Services – Corporate Affairs
Source: Corporate Affairs
Date: 2016 11 21

No. of Pages: 5

Coat of Arms



The official armorial bearings of the Corporation of the City of Sault Ste. Marie were granted by Governor General David Johnston on March 20, 2015. The blazon (or description of the elements) was approved by City Council July 15, 2013.

The coat of arms and motto is a distinguished and official symbol of the City with an elevated status that sets it apart from other elements of the City's visual identity.

As a heraldic device it is intended for ceremonial applications only. Its use is restricted to key applications tied to the Mayor's office such as the Mayor's ceremonial stationery, Mayoral Chain of Office, proclamations, seals, selected souvenirs and executive gifts and the City's Medal of Merit medal.

Local artist Eva Pilar-Cass was contracted by the Canadian Heraldic Authority to create the artistic rendition.

Arms

The shield has yellow-gold side sections and a blue center section composed of a vertical stripe that angles out at the top and bottom. On the stripe section are two white chevrons pointing upwards, one above the other, with a whitefish above and a white lily flower below them.

The arms are in the colours of the city and the background of the design makes reference to its most famous feature, the historic lock gates of the Sault Ste. Marie Canal.

The shape refers to the narrowing of the passage of water through the locks, and it also resembles the cross section of a steel girder, thus alluding to the steel industry that was an important part of the city's history.

The whitefish is a species that has been found in great numbers in the Sault rapids.

The lily is a symbol of St. Mary and thus alludes to the city's name; it also makes reference to city's French heritage.

Crest

The Clergue Block House in Sault Ste. Marie, is set in place by a wreath of twisted cloth in gold and blue.

The Block House is a distinctive local building, and one of the oldest in the city. Originally a fur trade structure used by the Northwest Company, it was acquired and expanded by Francis H. Clergue, an American industrialist who developed the city's industrial base in the 1890s.

Supporters

On either side of the shield is an Eastern, or timber, wolf in its natural grey colour, each holding the shaft of a hand crucible as used by steelworkers, in gold/yellow. They stand on a base of pine branches and gold or autumnal maple leaves, placed on white and blue waves from rapids.

The eastern or timber wolf is a powerful local animal known for its gregariousness. The crucibles, held by long shafts, are tools used by steelworkers to gather molten steel; as such, they provide another reference to the city's steel industry heritage.

The base marks the significance of the local forestry industry, with the white-capped waves a reference to the Sault rapids.

The maple leaves indicate the city's identity as a Canadian border municipality, their gold colour alluding to those in the coat of arms of Ontario.

Motto

This phrase in the Ojibway language appeared on the original emblem of Sault Ste. Marie.

It appears that Sault Ste. Marie is the first municipality in Canada to incorporate a motto in Ojibway in its coat of arms.

Sault Ste. Marie Police Service



The Sault Ste. Marie Police Service badge and flag is included in the official grant of arms.

The insignia uses the arms of the City, a trillium and a wreath of maple leaves indicative of Ontario and Canada, and the Royal Crown as reference to the Crown as the source of justice, as is standard across Canada.

It also includes the motto "Commitment – Excellence – Community".

City Shield



Created from elements extracted from the coat of arms, the City shield is wreathed in pine branches and gold maple leaves.

The shield is for use on official internal corporate documents such as Council reports and resolutions and other regulatory applications (building permits, Provincial Offences Act forms, vendor cheques, tax forms, etc.).

The words 'The Corporation of the City of Sault Ste. Marie' or 'The City of Sault Ste. Marie' must accompany the placement of the shield to identify the document as originating from the City.

City Logo



The City logo is the primary marketing symbol that identifies services provided by the Corporation of the City of Sault Ste. Marie. Created in 2016, the image was generated by extracting the graphic symbol from the Naturally Gifted logo (in use from 1993 to 2016) without the words 'Sault Ste. Marie' and without the words 'Naturally Gifted'.

The logo is described as follows:

The majestic mountains of the midwest offer winter skiing pleasure and summer hiking or mountain biking challenges. The magnificent blue-green sky reflects the sparkling crisp waters of the mighty Lake Superior and St. Marys River. These waters are a rich natural resource and a marine playground for boaters and fishing enthusiasts alike. Located on an International border at the heart of three of the Great Lakes, Sault Ste. Marie, Ontario proudly presents a Canadian maple leaf in bold reds and orange, reminiscent of the northern sunsets and autumn colours.

Approved by City Council _____, the logo is registered as an official trade mark of the City of Sault Ste. Marie and, as such, enjoys all of the protections afforded by section 9 of the Trade-Marks Act.

Former City Crest



The former city crest was replaced with the official coat of arms granted by the Governor General of Canada March 20, 2015.

The original emblem was a beaver (1871 to 1887) and the one used for the Town of Sault Ste. Marie was a view of the locks and a railway bridge (1887 to 1912). What was for years referred to as the "city crest" seems to have appeared around the time of incorporation in 1912.

In 1916, the City solicitor was asked to apply to the Dominion Government for copyright. The City's legal department has determined that it was never officially registered. On consultation with the Canadian Heraldic Authority, it appears that this is likely because Canadian municipal coats of arms were not granted at this time in

history.

There is a reference in the book “Canadian Municipal Arms” by Chapin, reviewed in The Canadian Historical Review in September 1937; however, it appears to be the author’s (or someone else’s) interpretation of the symbols, rather than an informed description.

On a barrulet the inscription “Ojibwa kitchi coming o dena” between in chief the lock of a canal palewise with at the end of it the gates of the lock and above them a ship bow on, in the higher and in base per pale dexter three goblets and sinister three pine trees.

Crest: A beaver on a log from both ends of which sprout maple leaves and above the beaver a crown.

Supporters: An Indian with a tomahawk and shield and a lock keeper with a gate key.”

The 1961 municipal handbook describes the crest as: a British crown; a Canadian beaver, maple leaves, a steelworker, steel rails, an Indian, Canadian ship canal and lock, Canadian steamer, lock, pine and hemlock trees, and the words “Ojibwa Kitchi Coming Odena” meaning “A whitefish place beside the rapids.”

In fact various Ojibwa words have been used over the years, the most recent being “Ojibwa Kitchi Gumeeing Odena” “settlement near the Ojibwe’s big lake”. First Nations language experts were consulted to confirm the proper words to be integrated into the official coat of arms – “Ojibwe Gchi Gami Odena” was confirmed to mean “settlement near the Ojibwe’s big lake”.

A January 27, 1975 Council resolution set out the colours of the emblem.

The 1990 publication “The Identifying Symbols of Canadian Municipalities” by Ian L. Campbell gives an alternate colour scheme and mentions that the “crest” was re-designed in 1975 by R.J. Burgoyne (architect) and that the “crest” and letterhead were changed in 1987 (75th anniversary of the City).

Note: R. Burgoyne was the “Interiors Consultant” involved in construction of the Civic Centre – as the “crest” appears throughout the building on door handles, etc., perhaps a re-design was required to effect a model for this.

Mr. Campbell (in a 1990 letter) explains that he used Chapin’s 1937 description as a reference.

The symbols, images, text, colours and interpretation of the City’s coat of arms have varied over its long history, even in recent years; the use of the coat of arms was inconsistent and open to a variety of interpretations (e.g. the steelworker was referred to erroneously as a lock keeper by Chapin; however, his publication was regarded as an

authority).

Former Naturally Gifted Logo

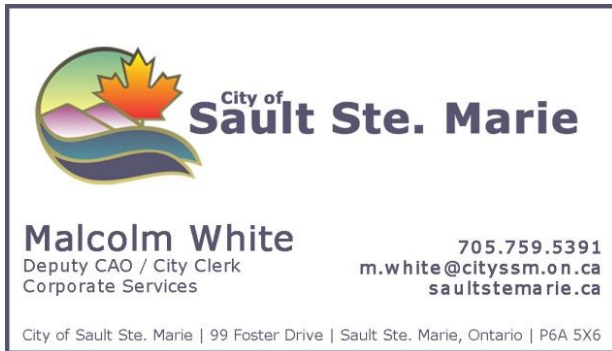


The Naturally Gifted logo was created in 1993 by Brooks Marketing Resources Inc. (Brooks).

Brooks assigned to the Corporation of the City of Sault Ste. Marie all rights, title and interest in the work; the Economic Development Corporation was then authorized by the City to enter into licensing agreements with others for use of the Naturally Gifted logo, subject to Council being satisfied that the logo was being used in an appropriate manner.

Registered as an official mark in 1996, the logo was used until 2016 for promotional and marketing purposes associated with the City of Sault Ste. Marie.

SAMPLE APPLICATIONS



WEBSITE

[Home](#)
[City Hall](#)
[Residents](#)
[Visitors](#)
[Business](#)



Household Hazardous Waste Depot Operates Year-Round
Reminder to residents that the HHW Depot operates year-round at the City landfill site. View hours of operation.

Popular Pages
(Select One)
[Browse More Popular Pages](#)

A-Z
(Select One)
[Browse More A-Z](#)

eServices
(Select One)
[Browse Online Services](#)

Latest News

City hosts inaugural event for Etienne Brule Community Orchard

Be Ready for a Winter Emergency

Remembrance Day operations for City facilities and services

WELCOME TO THE CITY OF SAULT STE. MARIE

Budget Input
How would you spend your tax dollars? We want your feedback!

City Council
View City Council information and updates.

TWITTER



Sault Ste. Marie
@CitySSM
The official City of Sault Ste. Marie Twitter feed.
Sault Ste Marie, ON, Canada
saultstemarie.ca
Joined October 2012
298 Photos and videos

Tweets 4,030 | Following 195 | Followers 3,187 | Likes 353

Tweets | Tweets & replies | Media

Early Bird Full Passes are on sale now for Pinty's Grand Slam of Curling National!
bit.ly/2bS0DLg

NATIONAL DEC 6-11, 2016
ESQAA CENTRE - SAULT STE. MARIE, ONT.
FOR TICKETS VISIT ESQAACENTRE.CA OR CALL 1-800-361-2222

Your Tweet activity
Your Tweets earned 43,803 impressions over the last 28 days
[View your top Tweets](#)

Who to follow Refresh · View all

- [Soo, Guille](#) @Soo_Guille
- [David Thompson](#) @thomp...
- [Lisa Foggia](#) @LisaFoggia
- [Arts Council of SSM](#) @SSM...

FACEBOOK



The City of Sault Ste. Marie
@CitySSM

[Home](#)
[About](#)
[Photos](#)
[Events](#)
[YouTube](#)
[Twitter](#)
[Videos](#)
[Likes](#)
[Terms of Use](#)
[Posts](#)

[Create a Page](#)



[Like](#) [Message](#) [More](#)

[Contact Us](#)

The City of Sault Ste. Marie
2 likes · 10

Early Bird Full Passes are on sale now!
Pinty's Grand Slam of Curling National - December 6-11, 2016



NATIONAL DEC 6-11, 2016
ESQAA CENTRE - SAULT STE. MARIE, ONT.
FOR TICKETS VISIT ESQAACENTRE.CA OR CALL 1-800-361-2222

Page 208 of 567
Pinty's Grand Slam of Curling National - Early Bird Passes Available Now! - City of Sault Ste. Marie
SAULTSTEMARIE.CA

Government Organization · Sault Sainte Marie, Ontario
[Open Now](#)

Search for posts on this Page

1,289 people like this
Lisa Foggia and 23 other friends

9 people have been here

Open Now · 8:30AM - 4:30PM
[Get additional info](#)

[Invite friends to like this Page](#)

ABOUT



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Malcolm White, Deputy CAO / City Clerk – Corporate Services

DEPARTMENT: Corporate Services

RE: Employee Innovation Program

PURPOSE

The purpose of this report is to respond to a council resolution and recommend a program to stimulate employee engagement.

BACKGROUND

The following resolution was passed at the 2015 07 13 Council meeting.

Whereas the employees of the Corporation of the City of Sault Ste. Marie possess a wealth of knowledge, experience and a diversity of abilities and talents; and

Whereas municipal employees are a potential source of new ideas, creative approaches and process improvements that can in turn lead to cost-savings, better service delivery and improved value for taxpayers; and

Whereas many public sector employers have now instituted formal Employee Innovation Programs to encourage workers to identify and champion ideas that can yield such beneficial outcomes; and

Whereas having an Employee Innovation Program in place can also encourage creative thinking, a proactive approach to solving problems and lead to increased employee morale and engagement,

Now Therefore Be It Resolved that City staff be requested to prepare a report explaining how Employee Innovation Programs have been implemented by other public sector employers, said report to include comments on how such a program might be initiated at the City of Sault Ste. Marie.

In responding to the resolution staff reviewed a number of programs at the Federal, Provincial and municipal level.

ANALYSIS

Programs encouraging employee innovation and idea sharing take many forms in both the private and public sector. Hallmarks of successful programs include thorough communication to elicit and report back on ideas/suggestions, openness amongst senior management and governance to consider and support the innovations that can be advanced and implemented and creative methods to engage staff and provide suitable recognition.

A review of existing public sector programs (federal, provincial and municipal) revealed that most were recognition programs, meant to highlight innovation that is already occurring on an ongoing basis. Others, such as the City of Guelph's Dragons Den approach, are very involved programs requiring significant resources and time for employees to 'pitch' suggestions to senior management in order for resources to be assigned for in-depth review. Programs such as the Treasury Board Secretariat's innovation program were limited to a specific timeframe. The City of Thunder Bay's Employee Suggestion Program illustrates a number of elements that can be incorporated into a municipal sector approach. Samples of these programs are attached to this report.

It is important to note that innovation at all levels of the corporation is an ongoing process that has resulted in service improvements, efficiencies and better value for the taxpayer. A listing of innovations and best practices that have been presented to Council over the last few years is attached to this report.

Another example of current innovative thinking by staff is represented in the number of revenue generating ideas received from staff in relation to the 2017 budget process. Many of the suggestions are promising but require further analysis and development before being recommended to Council. As indicated in the User Fees report on this agenda, this process will be undertaken early in 2017.

Notwithstanding the above, there is an opportunity to provide a program that ensures innovative ideas and suggestions from staff at all levels of the corporation are compiled and given thorough consideration. It is staff's view that a focused and time specific program will result in worthwhile employee engagement and input that, aside from providing useful ideas and suggestions, will inform staff when considering a more broadly focused and permanent program.

The current Senior Management Team (SMT), which, after our corporate realignment, has a broader functional membership than the previous SMT, and is well positioned to implement a program incorporating the elements described in the first paragraph of this section.

It is recommended that the SMT implement a three month program specifically focused on engaging staff at all levels to potential innovations and savings that will affect the 2017 budget and/or fiscal year, with a report to be provided to Council during the first quarter of 2017.

FINANCIAL IMPLICATIONS

The staff time and financial cost to implement this recommendation will not be significant and be accommodated within existing resources.

STRATEGIC PLAN / POLICY IMPACT

This item is linked to the Service Delivery focus area under the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO / City Clerk – Corporate Services dated 2016 11 21 concerning Employee Innovation Program be received and the recommendation that the Senior Management Team implement a three month program specifically focused on engaging staff at all levels to potential innovations and savings that will affect the 2017 budget and/or fiscal year, with a report to be provided to Council during the first quarter of 2017 be approved.

Respectfully submitted,



Malcolm White
Deputy CAO / City Clerk
Corporate Services
705.759-5391
m.white@cityssm.on.ca

Dragon’s Den – Guelph Edition Process

April 21 – May 31

Program Announcement

- Email
- CAO Blog
- Speak @ team meetings
- Posters
- Pay stub inserts

Idea Generation Phase

- Facilitate idea generation sessions. Cross promote with Open Govt ideation sessions. Ideas feed into online bulletin boards
- Capture ideas: Online bulletin board to share ideas, collaborate, feedback, build on other ideas, staff offer expertise to help build the pitch
- White board in crew rooms for them to post ideas & collaborate

Pitch Development

- Individuals or teams develop their idea. Supervisor/manager can be a coaching resource to them. Can access hotline to Subject Matter Experts to strengthen pitch (Financial analyst, performance specialist) and post to online board for support

June 1 - 30

Deadline to register

- Pitches are scheduled for the panel
- 6-8 minute presentation with 5 min Q&A with Dragons

Dragon’s Den

- First intake of ideas. Pitches are made to the panel of peers. Multi-media can be used in pitch
- Provide supporting documentation

Pitch Evaluation

- Pitches are evaluated on criteria
- CAO observes evaluation process

Announcement @ CAO BBQ in June. Profile Dragons, finalists and winners. Awarded funds and/or staff support. Implementation & evaluation July – December.

Idea is awarded funding

- Announcement
- Recognition

Idea implementation

Evaluate short term outcomes

Report back to Dragons.

Dragons report to CAO

Evaluate long term outcomes.

Reporting

- Report back to Dragons
- Dragons report to CAO
- Council report on outcomes of the program and results achieved

Idea requires more development.

- Awarded staff support/resource

Idea is strengthened.

- Moves into second intake.

Idea is parked.

- Work is captured for future consideration

Dragon’s Den 2nd Intake

- Pitches made to panel of peers.
- New ideas and second attempts

Ideas Go To CAO

- Further consideration for ideas due to larger implications, budget...

Cycle repeats

July – December. 2nd round in mid-September.

[Treasury Board of Canada Secretariat \(/tbs-sct/index-eng.asp\)](http://tbs-sct/index-eng.asp)

[Home](#) → [Office of the Chief Human Resources Officer](#) → [Human Resources Management](#) → Employee Innovation Program

Employee Innovation Program

Archived information

Archived information is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

Questions

1. [What was the Employee Innovation Program?](#)
2. [Wasn't the Government paying public servants extra just for doing their jobs?](#)
3. [Don't departments and agencies have their own recognition programs?](#)
4. [Was the cash award taxable?](#)
5. [If the award was given to a team of employees, was the amount be divided amongst participants?](#)
6. [Were awards given for successful proposals where cost savings could not be measured?](#)
7. [Who was responsible for administering the program and how was it administered?](#)
8. [Who was responsible for paying the cash awards?](#)
9. [Who participated in the pilot round of the program?](#)
10. [How long did the pilot program run?](#)
11. [Will employees who receive the award be publicly recognized?](#)
12. [What kind of proposals were not considered?](#)
13. [How did employees submit their proposals?](#)
14. [Were employees able to submit a proposal if their organization was not part of the pilot program?](#)
15. [Were employees able to submit proposals that had government-wide applications?](#)

Answers

1. What was the Employee Innovation Program?

The Employee Innovation Program was a pilot initiative, which aimed to find creative and practical ideas leading to tangible savings and improved services to Canadians. The goal of the Employee Innovation Program was to encourage employees to identify savings and more efficient ways, within their organization, to deliver services to Canadians.

The pilot is now complete. A new "Employee Innovation" award will now be included as part of the Public Service Award of Excellence program to recognize bold, innovative cost-saving initiatives brought forward by public servants.

2. Wasn't the Government paying public servants extra just for doing their jobs?

It is important to engage employees in reducing costs and improving services. After all, they know the business best. This pilot program was to act as an incentive for employees to come forward with innovative ideas, allowing us to improve the way we work and be more efficient.

3. Don't departments and agencies have their own recognition programs?

Departments and agencies can recognize their employees for outstanding contributions. The intent of the Employee Innovation Program was to allow us to focus on creative and practical ideas that lead to tangible savings for Canadian taxpayers as well as increased efficiencies.

4. Was the cash award taxable?

Yes. The cash award formed part of the recipient's remuneration and was therefore taxable as income in the year that the cash award was received.

5. If the award was given to a team of employees, was the amount be divided amongst participants?

Yes. Members of a team were to receive equal portions of the award, which will consist of 10% of the savings measured in the first year of implementation, with a maximum of \$10,000.

6. Were awards given for successful proposals where cost savings could not be measured?

The program allowed for recognition awards to be given instead of a monetary award where cost savings could not be measured. It was up to each organization to include this in their program.

7. Who was responsible for administering the program and how it was administered?

Organizations participating in the pilot were responsible for administering their own program, including setting up eligibility and selection criteria, establishing a selection committee and evaluating proposals submitted by its employees. The proposals were evaluated based on practicality, innovation and creativity.

Significant improvements to a government program or an internal service were also to be noted, and tangible benefits had to be observed in order to receive the award.

At the discretion of the deputy head, the award was to be given six months after the successful implementation of the proposal. The award consisted of 10% of the savings measured in the first year of implementation, with a maximum of \$10,000.

8. Who was responsible for paying the cash awards?

Awards were paid by the employee's respective department or agency. The awards came from savings observed in that organization.

9. Who participated in the pilot round of the program?

The following organizations were part of the pilot program:

1. Aboriginal Affairs and Northern Development Canada
2. Agriculture and Agri-Food Canada
3. Atlantic Canada Opportunities Agency
4. Health Canada
5. Parks Canada
6. Treasury Board of Canada Secretariat
7. Transport Canada
8. Veterans Affairs Canada

10. How long did the pilot program run?

The pilot ran for two years. It is now complete.

11. Will employees who receive the award be publicly recognized?

Recognition ceremonies were held on a departmental basis, at the discretion of the deputy head.

12. What kind of proposals were not considered?

Proposals aiming to eliminate individuals or teams, groups or activities were not considered.

Other proposals that were not be considered included those that involved:

- services or benefits over which organizations have no control;
- working conditions provided for under collective or other agreements;
- services or benefits to employees, such as vending machines, cafeteria service, parking facilities, etc.;
- amending legislation or revising central policies;
- building and grounds maintenance; and
- items already considered part of a proponent's normal job.

13. How did employees submit their proposals?

Employees in participating organizations were to contact the Employee Innovation Program Coordinator within their organization.

14. Were employees able to submit a proposal if their organization was not part of the pilot program?

Employees were encouraged to contact their Awards and Recognition Coordinator to see if a similar program exists in their organization.

15. Were employees able to submit proposals that had government-wide applications?

Proposals that required government-wide applications were to be provided to the employee's organization. The organization would then consider whether piloting the approach internally was feasible, rather than applying the proposal government-wide. In some instances, the department may have wanted to discuss the proposal with the Treasury Board of Canada Secretariat or with departments that may have had overarching responsibility for the



Employee Suggestion Program

GUIDELINES

PURPOSE OF THE PROGRAM

Encourage employees to generate ideas and suggestions that will improve efficiency and save time and money in their Department and/or the Corporation.

Provide a forum or vehicle by which employees can express their ideas.

Reward workers for their efforts in improving the workplace.

Show, as an employer, that the City is concerned about its workers and values their contributions.

ROLE OF SUPERVISORS

Create a positive work climate within your department or section whereby employees are encouraged to come forward with ideas and challenge the way they perform their jobs.

Remember that teamwork is essential and that focusing on results is the most important outcome, not who makes the suggestion.

As we strive to balance our budgets while maintaining current service levels, we are forever being challenged in terms of what we do and how we do it. Therefore, as supervisors you should objectively critique any idea submitted to you for comment by the Review Committee.

ROLE OF WORKERS

As front line personnel, you are in the best position to see how the work is done and where changes can be made.

You are in a unique position to be able to suggest what will save time and money, make it possible to perform work safely and efficiently, avoid duplication and waste, etc.

The Employee Suggestion Program provides an avenue for those ideas and recognizes and rewards you in the process.



PROGRAM RULES & DETAILS

Ideas must be submitted in writing, preferably on the program suggestion form. Provide as much information as possible about your idea that will make evaluating it much easier. For Example: compare the old and new methods, how is it better, cost savings, time savings, enclose photos, diagrams, etc. that will aid in your explanation.

One idea per form.

Answer all questions on the form. If all questions are not answered, the Program Coordinator will return the form to the suggestor to be completed in full. Attach any additional information needed to fully explain your idea.

Submit the form to the ESP Coordinator, Finance Department, City Hall.

All suggestions will be acknowledged.

Ideas submitted by employees are not restricted to their own job areas.

Suggestions submitted are subject to the terms and conditions of the Program in effect at the time of submission.

Suggestions that have been previously considered or are currently under review are not eligible for another award.

Employees will not be rewarded for ideas which would normally be part of their responsibility and authority to implement.

In the case of duplicate ideas, only the first idea received will be eligible to win a prize.

Ideas will be considered by a Review Committee comprised of staff from various departments and levels of the organization totalling no more than ten (10) individuals.

All accepted ideas become the property of the City of Thunder Bay.

Employees recognize that decisions of the evaluation committee are final and binding.

Members of the Senior Management Team and the Employee Suggestion Program Team are not eligible to participate in the program.

AWARDS/RECOGNITION



Awards for suggestions with verifiable monetary value will be 10% of the estimated first year's net savings or net increase in revenues as determined by the Department. Awards will range from a minimum of \$25.00 to a maximum of \$2,000.

Awards for suggestions which are of intangible value are determined according to their impact on City operations and range from \$25.00 to \$250.00.

City promotional gifts, recreation passes, caps, t-shirts, etc. may be presented as and when deemed appropriate.

Awards, if any, are totally at the discretion of the City of Thunder Bay as represented by the Program Review Committee.

A letter of appreciation from the City Manager will be given for each idea accepted for implementation.

Awards will be presented to the employee by their immediate supervisor or manager.

Names of the winners and their ideas will be announced through the City Voice and may be used to promote the program.



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Virginia McLeod, Manager of Recreation and Culture

DEPARTMENT: Community Development and Enterprise Services

RE: Mayor's Committee on Celebrate Canada 150 - Update

PURPOSE

This report is to provide City Council with an update on Mayor's Committee on Celebrate Canada 150 (hereinafter referred to as the Committee).

BACKGROUND

At the July 13, 2015 meeting Council passed the following resolution:

"Whereas the Country of Canada will be celebrating our 150th anniversary in 2017; and

Whereas Sault Ste. Marie is a city that recognizes and celebrates our rich heritage in Canada;

Now therefore be it resolved that a Committee of Council be established known as the Mayor's Committee on Celebrate Canada 150 to develop a Celebrate Canada 150 plan; and

Further be it resolved that the appropriate staff from the City Clerk's Department, Community Services Department and the Finance Department along with the members of City Council be part of the committee to be chaired by a member of City Council on behalf of the Mayor."

Councillors Judy Hupponen and Susan Myers are co-chairs of the Committee.

At the January 25, 2016 meeting Council passed the following resolution:

"Resolved that the report of the Manager of Recreation and Culture on behalf of the Mayor's Committee on Celebrate Canada 150 regarding reallocation of funds be received and that: \$5,000 be reallocated from the

Community Development Fund in each of 2016 and 2017 and \$20,000 be reallocated from the Community Development Reserve Fund to the Mayor's Committee on Celebrate Canada 150."

ANALYSIS

In 2017 Canada will mark the 150th anniversary of Confederation and the Committee is in the process of planning a variety of events for the community. Part of the celebrations will include the creation of a mural mosaic in February, unveiling of the mosaic on Multi-Cultural Day and festivities will culminate on Canada Day with enhanced programming. The Committee is also hoping to launch a legacy project.

FINANCIAL IMPLICATIONS

The Committee has submitted a number of grant applications to both Federal and Provincial levels of government. The following grant applications have been submitted to date:

1. Ontario 150 Community Celebration Fund
2. Ontario 150 Partnership Fund
3. Celebrate Canada Program Funding

If successful the Committee will be able to further enhance the celebrations. Currently, staff have earmarked \$28,000 of the \$30,000 allocation to support the 2017 events.

STRATEGIC PLAN / POLICY IMPACT

This matter is not specifically addressed 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 on behalf of the Mayor's Committee on Celebrate Canada 150 be received as information.

Respectfully submitted on behalf of the
Mayor's Committee on Celebrate Canada 150,



Virginia McLeod
Manager of Recreation & Culture
705.759.5311
v.mcleod@cityssm.on.ca

CC. Mayor Provenzano
Susan Myers
Judy Hupponen

Report to Council from the Mayor's Committee on Celebrate Canada 150

At it's July 13, 2015 meeting, City Council passed the following resolution:

Whereas the country of Canada will be celebrating our 150th anniversary in 2017; and

Whereas Sault Ste. Marie is a city that recognizes and celebrates our rich heritage within Canada;

Now Therefore Be It Resolved that a Committee of Council be established known as Mayor's Committee on Celebrate Canada 150 to develop a Celebrate Canada 150 plan; and

Further Be It Resolved that appropriate staff from the City Clerk's Department, Community Services Department and the Finance Department along with members of City Council be part of the committee to be chaired by a member of City Council on behalf of the Mayor.

Councillor Susan Myers volunteered to chair this committee and Councillor Judy Hupponen volunteered to co-chair.

Virginia McLeod from CSD is the staff lead for the Canada 150 Committee.

The approach taken by the Canada 150 Committee of Council can best be described as Partnership.

The committee met Sept 9 and Dec.3, 2015 and January 14, 2016.

Discussion centered around:

- potential events
- four signature Canada 150 events being celebrated across Canada at the same time,
- recognition of the 25th Anniversary of astronaut Dr. Roberta Bondar's Space flight,
- committee budget
- funding programs
- development of a web based community calendar
- the mosaic project.

The four signature events that the Canada 150 Committee would like to highlight for the community are:

National Aboriginal Day – June 21, 2017

St. Jean Baptiste Day - June 24, 2017

2./

Multicultural Day – June 27, 2017

Canada Day – July 1, 2017

The committee has engaged with each of the coordinators of the abovenamed events and offered our support by promoting their event. We can do that by announcements at City Council and on a community calendar that will reside on the City's website. We have asked the coordinators if the City can partner up by encouraging our community to participate in attending their celebrations and we will support their event. Each one was pleased that we did reach out with this approach.

Our primary responsibility is the City led Canada Day activities on July 1. We are planning to enhance this year's celebrations with a yet to be named special guest as Honorary Community Ambassador for Canada Day to join the Mayor and other dignitaries at the Opening Ceremonies and by stepping up the entertainment and fireworks.

We are also working closely with other organizations to insure the events of that day are coordinated and do not "rob" attendance from one another. For example, Parks Canada is planning a full schedule of activities and City staff will plan Canada Day activities to work in tandem vs. compete.

Next steps:

Early in 2017 the Committee will hold an information update meeting for all community partners in order to establish the linkages and insure information can be directed to the Committee for inclusion on the City's website.

It is our hope that any organization or group planning celebrations for Canada 150 in 2017, will provide us with some information so we can be a central portal for the community to see what is happening throughout the year.

Submitted by:
Councillors S. Myers and J. Hupponen
Mayor's Committee on Canada 150
November 21, 2016



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Public Works and Engineering Services

RE: River Road Pump Station Modifications

PURPOSE

The purpose of the report is to obtain approval to award Contract 2016-15E River Road Pump Station 2016 Floor Modifications.

BACKGROUND

The valve associated with the sluice gate at the River Road Pump Station requires repair. The gate is an essential operating feature of the pump station. In order to gain access, modifications to the floor are required. As part of the engineering review, it was identified that the stairs within the wet well also require replacement. Therefore, new stairs have been included as part of the scope of work.

ANALYSIS

Two (2) tenders were received, and were found to be complete. The results are summarized in the attached report. The tenders that were received, excluding HST, are as follows:

- \$62,488.00 was received from Commercial Concrete Limited, and;
- \$60,160.00 was received from George Stone & Sons Inc.

The consulting engineer recommends entering into a contract with George Stone & Sons Inc.

FINANCIAL IMPLICATIONS

When recoverable HST is removed the City's cost to complete the construction is projected to be approximately \$62,000, to be funded from the sanitary sewer account. The project is within the annual emergency fund budget allowance.

STRATEGIC PLAN / POLICY IMPACT

This report links to the Strategic Plan focus area of infrastructure, and specifically maintaining existing infrastructure.

RECOMMENDATION

It is therefore recommended that Council take the following action:

The relevant By-law 2016-195 is listed elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,



Catherine Taddo, P. Eng.
Land Development and Environmental Engineer
705.759.5380
c.taddo@cityssm.on.ca

October 31, 2016

STEM Project No. 16094
Municipal Project No. 2016-15E

Corporation of the City of Sault Ste. Marie
P.O. Box 580
Sault Ste. Marie, Ontario
P6A 5N2

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

Subject: Contract 2016-15E – River Road Pump Station – 2016 Floor Modifications

On Friday October 28, 2016, tenders were received for **Contract 2016-15E – River Road Pump Station – 2016 Floor Modifications.**

Present at the opening were:

STEM Engineering Group – Danny MacNeill,
Shawn Sikorski,
Mark Coleman

A total of two bids were received and following are the total tender prices (Base Bid + Separate Price Item) as called out at the opening:

Commercial Concrete.....	\$ 62,488.00
George Stone & Sons Inc.	\$ 60,160.00

The tenders have been checked for correctness and inclusion of all required submissions.

We have previous experience working with George Stone & Sons Inc. and feel confident that they will complete the work in a satisfactory manner in the time allotted.

Accordingly, we recommend George Stone & Sons Inc. be awarded the contract.

Please contact me if you have any questions or concerns.



Shawn Sikorski
Designer

Attachments



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Public Works and Engineering Services

RE: Engineering Agreements – Fort Creek Aqueduct and Sackville Road Extension

PURPOSE

The purpose of this report is to request Council approval to authorize engineering agreements with Kresin Engineering, and STEM for their respective 2016 engineering assignments.

BACKGROUND

At the 2016 11 07 meeting, Council provided approval to enter into agreements with engineering consultants for engineering services for these two projects scheduled in the 2017 Capital Road Reconstruction Program.

ANALYSIS

It is routine procedure for the Engineering Division to seek Council's approval to authorize agreements for engineering services for the approved projects in the upcoming year. These consultants were procured through a Request for Proposal as per the City Procurement Policy.

FINANCIAL IMPLICATIONS

The impact to the budget is the engineering fee estimates for the 2017 projects:

- Kresin Engineering Corporation – Sackville Road Extension (\$283,000)
- STEM Engineering – Fort Creek John Street Diversion Aqueduct (\$452,330)
- The Sackville Road Extension amount is covered within the allowance of the 2017 Capital Road Construction Plan for this project which was approved by Council on June 27, 2016.
- The Fort Creek Aqueduct John Street Diversion is covered under the Small Communities Fund (SCF) portion of the Build Canada Fund for the reconstruction of the Fort Creek Aqueduct which includes the City, the province and the federal government each contributing \$10.42M.

STRATEGIC PLAN / POLICY IMPACT

This report is linked to the new infrastructure focus area of the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Bylaws 2016-192 (Kresin) and 2016-193 (STEM) authorizing the execution of the agreements can be found elsewhere on this evening's agenda.

Respectfully submitted,

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

Carl Rumiel, P. Eng.
Design and Construction Engineer
705.759.5379
c.rumiel@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Public Works and Engineering Services

RE: Young Street and Main Pump Station Modifications

PURPOSE

The purpose of the report is to request Council approval to authorize an engineering agreement with AECOM Engineering for design and contract administration services for electrical modifications to the Young Street and Main pump stations, and to proceed with a tender for the proposed work.

BACKGROUND

Electrical modifications are required at both the Young Street and Main pump stations. The modifications will generally include replacement of the automatic transfer switch, changes to the motor control centre, provisions of SCADA monitoring, accommodations for load bank testing, and relocation of existing devices to accommodate the new equipment.

ANALYSIS

Due to the importance of the proposed work, engineering design has commenced with CAO approval. The automatic transfer switch permits a change in the power source to a back-up generator when a power failure has occurred. The transfer switch supports continued operations which enable protection of property. In order to continue with the required tendering and contract administration an Engineering Agreement is required, and approval of fees.

FINANCIAL IMPLICATIONS

When recoverable HST is removed, the City's estimated cost to complete this project including engineering is approximately \$350,000 to be funded from the sanitary sewer account. The engineering fee for design and contract administration is \$43,320 excluding HST. The project is within the 2016 emergency fund budget allowance.

STRATEGIC PLAN / POLICY IMPACT

This report links to the Strategic Plan focus area of infrastructure, and specifically maintaining existing infrastructure.

RECOMMENDATION

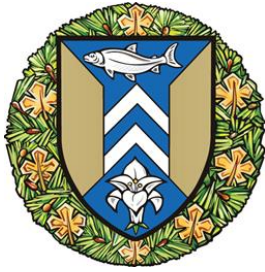
It is therefore recommended that Council take the following action:

The relevant By-law 2016-194 is listed elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,



Catherine Taddo, P. Eng.
Land Development and Environmental Engineer
705.759-5380
c.taddo@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Carl Rumiel, Design and Construction Engineer

DEPARTMENT: Public Works and Engineering Services

RE: McNabb Street – Pim Street Drainage Improvements

PURPOSE

The purpose of this report is to obtain Council approval to retain a consultant to provide engineering services for the design and contract administration of the above-mentioned project that is planned for 2017.

BACKGROUND

There is a storm sewer within an easement from McNabb Street to Pim Street. It follows an alignment between Algoma Family Services and the YMCA, through Poplar Park and then across the Canadian Motor Hotel property.

As part of a drainage study to investigate recurring flooding in the area and an environmental assessment completed in 2016, it was recommended that the existing storm sewer be replaced and upsized to accommodate current design standards as well as a storm water retention pond be incorporated into the ravine on the west side of Pim Street behind Great Lakes Honda. This project has been included in the 2017 Capital Construction Plan.

ANALYSIS

In accordance with the City's procurement policy for retaining consultants, a Request for Proposal was sent to engineering consultants that are on the City's current Vendor of Record list for the Linear Municipal Infrastructure category. The Corporation received proposals from the following firms:

- WSP
- Kresin Engineering Corporation
- STEM Engineering Group
- GHD
- R.V. Anderson Associates Limited
- Tulloch Engineering
- AECOM

All proposals were reviewed by a committee of engineering staff. The committee followed a detailed scoring system that considered consulting team, detailed methodology, schedule and fees.

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

FINANCIAL IMPLICATIONS

Tulloch Engineering's fee estimate included in their proposal submission is \$440,530 excluding HST. Based on the contents of their proposal, the Engineering Department will work with Tulloch to develop an engineering agreement that will be brought to Council at a later meeting.

The Federal and Provincial governments recently announced the intake for Phase I of the Clean Water and Wastewater Fund (CWWF). The City has applied for this grant which, if successful, would be used for this project. The project will only proceed if the funding is approved.

STRATEGIC PLAN / POLICY IMPACT

This report is linked to the new infrastructure focus area of the strategic plan.

RECOMMENDATION

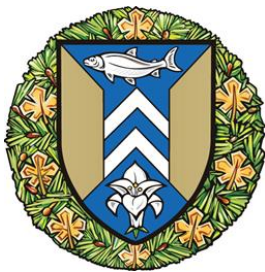
It is therefore recommended that Council take the following action:

Resolved that the report of the Design & Construction Engineer dated 2016 11 21 concerning the McNabb Street to Pim Street Drainage Improvements consultant selection be received, and that Council authorize entering into an agreement for engineering services with Tulloch Engineering.

Respectfully submitted,



Carl Rumiel, P. Eng.
Design and Construction Engineer
705.759.5379
c.rumiel@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Mike Figliola, Fire Chief

DEPARTMENT: Fire Services

RE: Fire Services Organizational Realignment Plan Update

PURPOSE

This report is provided for information to update the progress of the Fire Services Organizational Realignment Plan approved by Council at its meeting of October 26, 2015 and previously updated to Council at its April 11, 2016 meeting.

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 Firefighters 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 greater fiscal and liability concerns provided the rationale for the recommended realignment that Council approved at its October 26, 2015 meeting at no net change to the tax levy.

This report provides an update on progress to date regarding implementation of the Realignment Plan under the Ministry of Community Safety and Corrections Services (MCSCS) Guidelines administered through the Ontario Fire Marshal's Office.

ANALYSIS

The Fire Services Realignment initiative continues to be in transition and should be fully operational by late 2018 as was scheduled in the original plan. At that time a comprehensive risk assessment can be undertaken to review all aspects

of the new model and assess risk. In the meantime, simplified risk assessments and on-going reviews of fire and EMS activities are undertaken regularly for those changes that have been instituted and are included as part of the legislatively required reporting to the Office of the Ontario Fire Marshal. This update describes the a) human resources (staffing); b) operational; c) financial; and d) consultative activities taken as part of the transition plan. In each of these descriptions, the report outlines data collected as well as the steps necessary to fully implement the plan and thereby achieve a comprehensive risk assessment profile.

Human Resources (staffing)

The operational changes implemented to date since the plan was approved on October 26, 2015 include the attrition of eight (8) firefighter positions that have been reallocated to EMS to provide for the hiring of an additional four (4) Paramedic Supervisors and four (4) additional paramedic positions. These include two (2) Fire and Safety Public Educators as well as one Mechanical Officer and one Emergency Planning and Research Officer which are in the process of being recruited now in Q4 of 2016. The changes are summarized below:

Fire and Life Safety Public Educators in newly formed and constituted Fire and Life Safety Public Education Division	2
Mechanical Officer	1
Emergency Planning and Research Officer	1
8 EMS Equivalents based on 50-50 cost share; 4 Paramedic Supervisors, 4 Paramedics	4
Total:	8

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. The addition of 4 Paramedics were fully operational by June 2016 to further reduce ambulance wait times and provide ambulance availability at all times. Currently the funding has been provided from District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB). A funding application to the Ministry of Health and Long Term Care for full 50-50 funding of the additional complement of 4 Paramedic Supervisors, the 4 Paramedics and an additional 4 Paramedics has

been submitted by the DSSMSSAB as part of the their 2017 budget. Additionally the Garden River EMS base continues to be funded 100% by the province with 8 Paramedics and the station on a 24/7 operating basis. The vacancies by attrition increase to 8 by June 30, 2016.

A comprehensive risk assessment also requires data relating to the education and prevention programs. These latter resources are planned to be fully operational in 2017 after which time data can be collected to complete the full assessment of the realignment plan.

Operations

The impact on operations arising from staffing changes are described in the following sections as including tables relating to response time, call frequency and personnel totals.

Table A – Fire Response Time Information 2014-2016

	2014	2015	2016*
On Duty Firefighters	17	17	13
Average Response Time	4.33	4.07	3.36
Initial Firefighters on scene	10	10	10
Average of Total Firefighters on scene	15	16	16
Number of Call Ins to Backfill		3	7
Average No. Firefighter per Call In		7	6
Number of Significant Residential Fires (\$25,001 or greater)	16	14	12
Total Calls	2616	2482	2400

*Projected

First, as seen in Table A Fire Services has not been adversely affected by the changed crew size. In short, calls for fire services relate to a number of incidents of which actual residential fires is only a small part. In the past decade total calls have been consistently declined by about 2.5% per year and are currently projected to number approximately 2,400 in 2016 which is a drop of 82 calls, or 3.3% from 2015. Actual significant residential fires valued at \$25,001 or more dropped from 16 in 2014 to 14 in 2015 and are expected to drop even further in 2016 with an estimate of 12 based on experience to date extrapolated to year

end 2016. Total residential fires numbered 38 in 2014, 51 in 2015 and 46 in 2016.

Municipalities similar to Sault Ste. Marie provide service levels of on duty firefighters ranging from 4-21 based on the management of the local risks as set by Councils per the Fire Protection and Prevention Act (FPPA) Standards identified in the MCSCS Ministry guidelines. This varying degree of service can be explained by a proactive focus on the modern Enterprise Risk Management framework present in all organizations as opposed to a reactive focus on past incidents, a narrow view with lack of context. For 2016, the number of on duty firefighters has been reduced to 13 in 2016 versus 17 prior to the realignment. Despite this, the number of initial firefighters on scene remains at 10 as seen in Table A, during which period response times have not been impacted and in fact have gone down. Service levels therefore have not been impacted by the change.

While service frequency is important, worker/community safety and quality of service are also key considerations. On this front, Table B below summarizes reported injuries that suggest no significant change in lost time injuries although a slight increase in bruises and other minor injuries. Worker safety is therefore also relatively unaffected by the realignment although Fire Services continues to work diligently to improve even further on its safety records.

Table B - Injuries from Firefighting Operations

Type	Year		
	2014	2015	2016
Trip	2	1	1
Bruises/cuts		1	1
Burns			2
Strains	2	2	4
Fractures		1	
Lost time		1	1

Second, on the EMS side of the equation, the increased number of paramedics and supervisory personnel has markedly improved service levels and reduced what have been critical risk levels. As found in Table C, response time has gone down by almost 10%. At the same time, the percentage of times the 8 minute response standard has been met has risen from 70% to 80% while delays per month have dropped to 20 from 60 and 53 in 2014 and 2015 respectively. Most important unavailability of ambulances has dropped to zero per month in 2016 compared to 15 in 2015 and 30 in 2014.

Table C – EMS Response Time Data 2014-2016

	2014	2015	2016
Number of calls	12,093	12,778	13,300
Average Response Time	7.42	7.12	7:06
Goal of 8 Minute % Met	70	70	80
Delays per Month	60	53	20
Unavailable per Month	30	15	0

In short, reallocation of the firefighter positions to EMS has significantly reduced risk and liability relating to rapidly increasing EMS call volumes at no increase to the budgeted property tax levy.

Financial

There are a couple of considerations from a financial perspective that are important here including budget, insurance premiums and property damages. From a budget perspective, the initial phase in of the new model has realized a net annual savings of \$385,000. This represents a reduction of 4 firefighter positions at approximately \$400,000 offset by roughly \$15,000 in call back time. In simple terms, prior to October 26, 2015 a total of 13 firefighters would respond to a call leaving 4 firefighters at the hall for call in if required. Under the new model implemented post October 26, the 4 firefighters are no longer stationed at the hall. Instead, increased firefighters are dispatched (if necessary) to a call through a call back system paid through premiums on an as required basis. Major fires would be tackled by seeking assistance from neighbouring jurisdictions; an occurrence that has not taken place in over 2 decades. For 2016, the call back cost is projected at \$15,000 against the \$400,000 in savings from 4 less firefighters.

Regarding insurance and property damage, Table D below summarizes fire loss costs of the various property classes in 2016. As context, total fire loss has remained constant over the last thirty years with an average of \$2,000,000. The years where there has been a marked increase, 1993, 1998, 2007, 2009, 2011 and 2013 is due to the isolated large loss Industrial / Commercial Fires which occur infrequently, that show an average of \$3,200,000. A \$2,000,000 loss in 1986 is equivalent to approximately \$10,000,000 in 2016 given the time value of money, an 80% decrease. Insurance rates have not changed.

Table D - November 2015 - September 30, 2016 Property Damages

Type	Number	Loss / Range	Overtime
Residential	12	\$0	
	12	\$1 - \$2,500	
	10	\$2,501 - \$25,000	
	8	\$25,001-\$100,000	
	4	\$100,001-\$385,000	
Total	46	\$1,295,610	\$9,550
Other Property	23	\$78,171	\$0-\$45,000
Vehicles	16	\$70,400	\$0-\$25,000
Commercial Industrial	5	\$1,683,500	\$50-\$930,000 \$5,284

As fire loss costs have not changed significantly over the last 30 years, insurance premiums have equally not increased for other than industry inflation factors. The new model therefore does not impact premiums although the City will be working with the Fire Underwriters Insurance Corporation to assess values once the plan is fully implemented.

Consultation

As approved by Council at its meeting of October 26, 2015 staff continue to consult with various stakeholders for their input regarding the new model and transition plan. This includes the collective bargaining units Unifor and Sault Ste. Marie Professional Firefighters Association (SSMPFFA), as well as officials at Sault Area Hospital, the DSSMSSAB, Emergency Management Office the Province of Ontario Fire Marshal's Office and various municipal departments. On the whole, the dialogue has been positive with the one exception of the SSMPFFA that continues to express a preference to return to the previous delivery model. Since the plan was approved, the Association has filed 11 grievances relating to the plan and has consistently resisted engaging with senior management in proactive, progressive consultations. Staff nonetheless continues to make outreaches to work with this valued partner whose constructive input is important to an even more successful implementation.

In conclusion, from a staffing, operational and financial standpoint the new model has to date decreased EMS risk with no impact on fire services or the tax levy. At full implementation, the realignment is expected to further improve community safety and risk with no layoffs or impact on the tax levy. Administration nonetheless continues to monitor and report on the implementation activities with

consultative input from key stakeholders and will complete the comprehensive risk assessment by the final year of the transition.

FINANCIAL IMPLICATIONS

The realignment to date has realized a \$385,000 net savings in Fire Services staff costs that is being reallocated to increased EMS services. The staff complement in 2016 before and after implementation as well as that planned at full build out is as follows:

Department	Pre Realignment 2015	Interim Realignment 2016	Post Realignment 2017-2018
EMS	32	44	48
Fire Suppression	88	80	68
Public Education	0	2	2
Emergency Management	1	2	2
Mechanical	2	3	3
Training			1

Further reallocations will be undertaken in 2017 and 2018 as attrition occurs per the approved plan. These will be reported to Council as part of the 2017 and future year operating budgets as well as be considered in the ongoing simplified risk assessments conducted and reported on annually to the OFM office as well as the comprehensive risk assessment contemplated at full implementation.

STRATEGIC PLAN / POLICY IMPACT

The Fire Services Realignment plan complements the Quality of Life and Service Delivery key strategic focus areas identified in the 2016-2020 Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report dated 2016 10 07 concerning the Fire Services Realignment Update be received as information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mike Figliola', with a stylized, cursive script.

Mike Figliola

Fire Chief

705.759.5273

m.figliola@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Melanie Borowciz-Sibenik, Assistant City Solicitor/Senior Litigation Counsel

DEPARTMENT: Legal Department

RE: Property Purchase 125 and 143 Gore Street

PURPOSE

The purpose of this report is to request Council's authorization to purchase 125 and 143 Gore Street, Sault Ste. Marie, Ontario to assist with the Downtown Development initiatives in the Gore Street area.

BACKGROUND

At a City Council Caucus meeting held on September 26, 2016, Planning Staff recommended that the City pursue the acquisition of 143 Gore Street to improve the sightlines at the intersection, given the reconstruction of Gore Street. Planning Staff also recommended the acquisition of 125 Gore Street, as it abuts two recently acquired properties at 127 and 129 Gore Street and this acquisition could be used for a combination of landscaping and parking or sold for a new business.

ATTACHMENT

Attached as Schedule "A" is a copy of a drawing which identifies 125 and 143 Gore Street.

ANALYSIS

The property located at 125 Gore Street is assessed at \$87,000 presently. It contains six rental units and the owner of the property derives rental income from same. The property located at 143 Gore Street is assessed at \$46,751 for 2017, with continued yearly incremental increases of \$5,750 until it reaches the value of \$64,000 in 2020. The owner of 143 Gore Street presently utilizes the building for storage of materials and will be required to relocate same.

The Legal Department negotiated the sale of 125 Gore Street for \$110,000 and 143 Gore Street for \$73,000. The property owner shall be responsible for all of his own legal fees for the closing of both properties and further, all tax arrears related to the properties shall be paid to date.

Further, with respect to 125 Gore Street, given that it is occupied by tenants, the City is required to abide by the notice and payment requirements set under the *Residential Tenancies Act* for those tenancies that are active on closing. Presently, three (3) units are occupied, specifically Units 1 and 5 are each renting for \$500 per month inclusive of utilities and Unit 3 is renting for \$500 per month plus utilities. The City would therefore be responsible to provide the required notice and payment to existing tenants, totalling approximately \$4,500.

FINANCIAL IMPLICATIONS

There are sufficient funds in the Property Purchase Reserve Fund to acquire the two recommended properties and demolish both buildings. It should be noted that both properties are in tax arrears. As stated, this amount will be deducted from the sale price.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That City Council authorize the acquisition of 125 and 143 Gore Street and all costs related thereto to assist with the Gore Street reconstruction project.

By-law 2016-198 authorizing same appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor/Senior
Litigation Counsel

MBS/sp

כ
ה
ה
ה

STREET

STREET

STREET

WEST

STREET

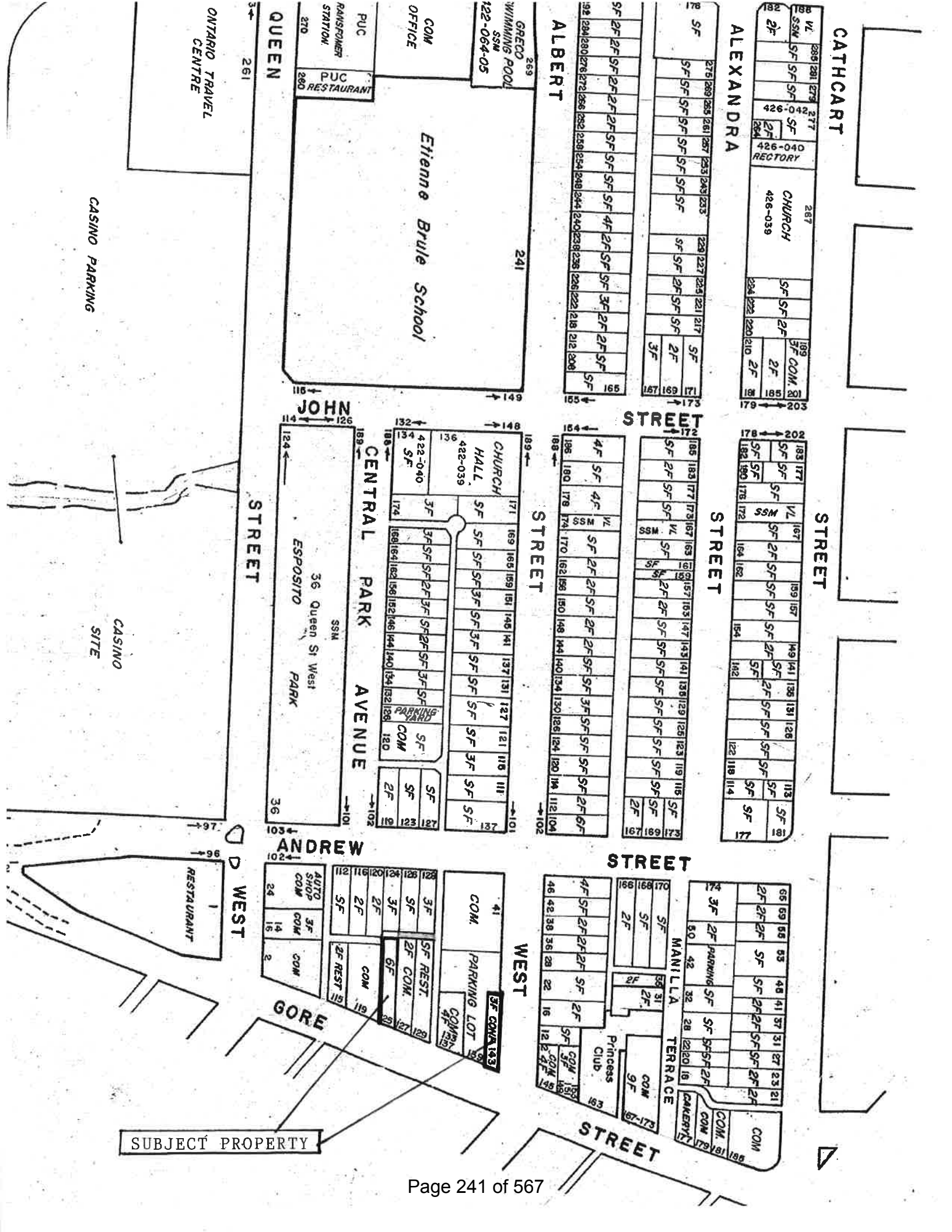
ANDREW

WEST

GORE

SUBJECT PROPERTY

Page 241 of 567





**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor/Senior Litigation Counsel

DEPARTMENT: Legal Department

RE: Licence to Occupy City Property Agreement for the International Bridge Lands

PURPOSE

The purpose of this report is to request Council's approval of a Licence to Occupy City Property Agreement ("Licence Agreement") between the City, the Federal Bridge Corporation Limited ("FBC") and the International Bridge Administration ("IBA") to permit the occupation and use of the City lands designated to be transferred to the FBC until such time as the land transfers are complete.

BACKGROUND

At a previous Caucus meeting, Council authorized the transfer of various portions of City lands to the FBC ("Subject Property") for the construction of the new International Bridge Plaza and accompanying infrastructure. The new facility has been constructed and is ready for use and occupancy. Given the potential for variations onsite with construction, the Reference Plans were prepared in draft by the FBC and are now being finalized. Thereafter the Subject Property will be transferred.

In the interim, the FBC and IBA have requested a Licence Agreement to facilitate the use and occupation of the Subject Property. This is required as the facility is now ready for use and occupancy and for insurance purposes.

ATTACHMENT

Attached as Schedule "A" is a map depicting the Subject Property.

ANALYSIS

The Licence Agreement confirms that the FBC and the IBA have permission to construct, occupy and use the Subject Property for the purposes of the International Bridge Plaza and all matters necessary thereto until such time as

the land transfers for the Subject Property is complete. The Licence Agreement further contains indemnification clauses such that the FBC and IBA shall be responsible for any costs, expenses and liabilities that in any way result from same. Furthermore, the Licence Agreement requires that the FBC and IBA maintain insurance. The Licence Agreement shall expire in one (1) year or at such time as the land transfers comprising all of the Subject Property is complete, whichever occurs first.

FINANCIAL IMPLICATIONS

There is no significant financial impact associated with this matter.

STRATEGIC PLAN / POLICY IMPACT

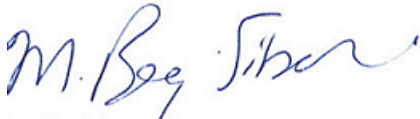
No impact on the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2016-201 authorizing the execution of the Licence to Occupy City Property Agreement appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

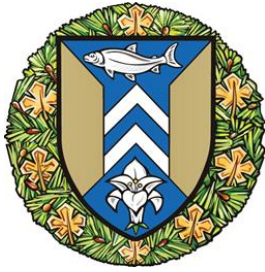
A handwritten signature in blue ink, appearing to read "M. Borowicz-Sibenik".

Melanie Borowicz-Sibenik
Assistant City Solicitor/Senior
Litigation Counsel

MBS/da

Attachment

LEGAL\STAFF\COUNCIL REPORTS\2016\LICENCE TO OCCUPY CITY PROPERTY AGREEMENT FOR THE INTERNATIONAL BRIDGE LANDS.DOCX



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jeffrey King, Solicitor/Prosecutor

DEPARTMENT: Legal Department

RE: Streets By-law - Housekeeping

PURPOSE

The purpose of this report is to recommend that City Council repeal various by-laws which amend By-law 69-150, which has since been repealed.

BACKGROUND

On July 7th, 2008 City Council passed By-law 2008-131. This by-law outlines the regulations surrounding streets in the City of Sault Ste. Marie. This by-law also repealed By-law 69-150, which previously dealt with those issues. A further review has determined that there are a number of by-laws that remain in force which amend By-law 69-150. Streets By-law 2008-131 remains in force.

ANALYSIS

With the repeal of By-law 69-150, the by-laws which amend it should be repealed for accuracy.

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2016-188 which appears elsewhere on the agenda, being a by-law to repeal various by-laws, is recommended for your approval.

Streets By-law - Housekeeping

2016 11 21

Page 2.

Respectfully submitted,



Jeffrey King
Solicitor/Prosecutor

JK/mw

S4 \\CITYDATA\\LEGAL\\STAFF\\COUNCIL REPORTS\\2016\\STREETS BY-LAW
HOUSEKEEPING.DOCX



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jeffrey King, Solicitor/Prosecutor

DEPARTMENT: Legal Department

RE: Amendments to the Peddler By-law to address aggressive solicitation

PURPOSE

The purpose of this report is to advise Council of the numerous cases of aggressive door-to-door solicitation reported to the Sault Ste. Marie Police Service and to recommend that City By-law 2003-53 be amended to combat future occurrences.

ATTACHMENT

Attached is a copy of a letter from the Chief of Police, Sault Ste. Marie Police Services, dated October 7, 2016.

BACKGROUND

The Sault Ste. Marie Police Service made the Legal Department aware of citizen complaints regarding aggressive door-to-door solicitation during the summer of 2016. Similar complaints were received in 2015.

The City has By-law 2003-53, being a by-law to licence, govern and regulate peddlers (the "By-law") in Sault Ste. Marie. The Legal Department reviewed the By-law and concluded that there was not a mechanism in the By-law to revoke licences from aggressive peddlers, nor was there any mechanism to generally discourage their tactics.

In a letter to the Legal Department from October 7, 2016 attached hereto, City Police asked that a resolution be brought to City Council to address this issue by authorizing an amendment to the By-law as follows:

"WHEREAS City By-law 2003-53 governs and regulates the licencing of peddlers in the City but does not provide a process of licence revocation or standard of behaviour,

AND WHEREAS citizens have expressed discomfort to the City Police about certain licencees' aggressive tactics,

NOW THEREFORE be it resolved that City Council direct the Legal Department to review By-law 2003-53 and report back to City Council within one month with any recommendations to amend the By-law."

ANALYSIS

In the attached letter from City Police, Chief of Police Robert Keetch indicates that 69 complaints were received from members of the public regarding aggressive or unwanted solicitation since January 1, 2016. Complaints included cases of physical intimidation and an unwillingness to leave a property when asked by the homeowner.

The Legal Department's review of the By-law revealed a significant void, whereby the City had no grounds to revoke a licence or penalize bad behaviour. Due to this void, City Police was unable to utilize the by-law to respond to the 69 complaints received.

The Legal Department recommends that the By-law be amended. The proposed amendments to the By-law are two-fold. First, they include enumerating grounds for licence revocation where previously there were none. The proposed grounds mirror similar provisions from Sudbury and Newmarket's peddler licensing by-laws. Second, the amendments include a general prohibition of physically aggressive tactics. The amendments give City Police a means to address legitimate complaints to protect vulnerable citizens

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2016-189 being a by-law to amend By-law 2003-53 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Jeffrey King
Solicitor/Prosecutor

JK/md

R1.57 \\Citydata\\legal\\Staff\\COUNCIL REPORTS\\2016\\Peddler By-law Amendment.docx



SAULT STE. MARIE POLICE SERVICE

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

ROBERT A. KEETCH
Chief of Police

EMERGENCY DIAL TELEPHONE	9-1-1 705-949-6300
EXECUTIVE FAX OPERATIONS FAX	705-949-3082 705-759-7820

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

OCT 13 2016

LEGAL DEPARTMENT

October 7th, 2016

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

Dear Ms. Kenny

Re: Aggressive Door-to Door Solicitation

The issues associated with aggressive door-to-door sales have been a recent challenge to our police service and concern to members of our community. Since January 1st, 2016 the Sault Ste. Marie Police Service has responded to sixty-nine (69) complaints from members of the public regarding aggressive or unwanted solicitation. Many of these complaints involve elderly homeowners and aggressive out of town companies.

Sgt. Jason Rains has been researching the issue and working with the City Legal Department regarding By-law 2005-53. In discussions with the legal department, it has identified that the City has no authority under the present bylaw to revoke a licence where the sales persons are aggressive or not acting in accordance with the best interests of our community.

A proposed solution has been developed in consultation with your department which requires that the present by-law be amended by City Council. The proposed revisions would provide the ability to revoke the licence which would reduce unwanted, aggressive sales and reduce calls for service by police.

I am suggesting that the following resolution be brought forward for City Council to consider which would enable potential By-law amendments early in January 2017 to address this situation.

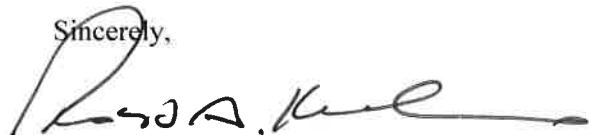
WHEREAS City By-law 2005-53 governs and regulates the licencing of peddlers in the City but does not provide a process of licence revocation or standard of behavior,

AND WHEREAS citizens have expressed discomfort to the City Police about certain licencees' aggressive tactics,

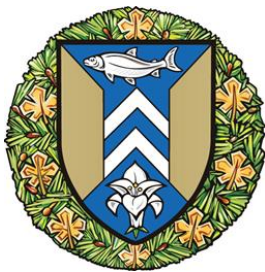
NOW THEREFORE be it resolved that City Council direct the Legal Department to review By-law 20056-53 and report back to City Council within one month with any recommendations to amend the By-law.

Thanks in advance for your consideration of this matter.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robert A. Keetch", with a long horizontal flourish extending to the right.

Robert A. Keetch
Chief of Police



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jeffrey King, Solicitor/Prosecutor

DEPARTMENT: Legal Department

RE: Firearms By-law - Housekeeping

PURPOSE

The purpose of this report is to recommend that City Council repeal various by-laws which amend By-law 70-359, which has since been repealed.

BACKGROUND

On September 22, 2008 City Council passed By-law 2008-168. This by-law outlines the regulations surrounding firearms in the City of Sault Ste. Marie. This by-law also repealed By-law 70-359, which previously dealt with those issues. A further review has determined that there are a number of by-laws that remain in force which amend By-law 70-359. Firearms By-law 2008-168 remains in force.

ANALYSIS

With the repeal of By-law 70-359, the by-laws which amend it should be repealed for accuracy.

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2016-182 which appears elsewhere on the agenda, being a by-law to repeal various by-laws, is recommended for Council approval.

Firearms By-law - Housekeeping

2016 11 21

Page 2.

Respectfully submitted,



Jeffrey King
Solicitor/Prosecutor

JK/mw

R1.41 \\CITYDATA\LEGAL\STAFF\COUNCIL REPORTS\2016\STREETS BY-LAW HOUSEKEEPING.DOCX



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: DSSAB Lease Agreement 540 Albert Street East

PURPOSE

The purpose of this report is to request Council's approval of a Lease Agreement (the "Lease") between the City and the District of Sault Ste. Marie Social Services Administration Board (the "Tenant") to lease part of the property of the City at 540 Albert Street East.

BACKGROUND

The Tenant has operated its business using part of the property of the City located at 540 Albert Street East. Given the Tenant's transition effective September 25, 2016, the Tenant now requires the Lease to continue to occupy the property.

ANALYSIS

The Lease is for a period of five (5) years expiring September 24, 2021. The Lease contains provisions for two five (5) year extensions, namely from September 25, 2021 to September 24, 2026, and from September 25, 2026 to September 24, 2031.

The Lease sets out the rent payable during the term. The Lease further contains indemnification clauses and requires the Tenant to maintain insurance over City Property.

FINANCIAL IMPLICATIONS

The City would receive an annual rent of Three Hundred Ninety Thousand (\$390,000) Dollars, payable in monthly installments, plus all applicable taxes, for the first two years of the term. After the first two years, rent will be increased annually based on a rolling average of Consumer Protection Index Ontario "All Items" of the previous three years.

STRATEGIC PLAN / POLICY IMPACT

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

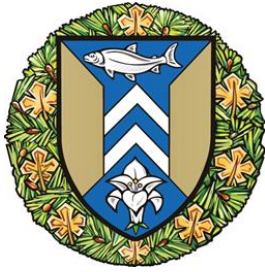
By-Law 2016-196 authorizing the execution of the Lease Agreement between the City and the District of Sault Ste. Marie Social Services Administration Board appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Nuala Kenny
City Solicitor

NK/md



**The Corporation of the
City of Sault Ste. Marie**

C O U N C I L R E P O R T

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Freddie Pozzebon, Chief Building Official
DEPARTMENT: Community Development and Enterprise Services
RE: 2017 User Fee Bylaw – Building Division Permit Fees

PURPOSE

The purpose of this report is provide Council with information regarding the 2017 Permit Fees portion of the User Fees By-Law as presented at the meeting of 2016 11 07.

BACKGROUND

The Ontario Building Code Act (the Act) lays out the legislative framework governing the construction, renovation, demolition and change of use for buildings in Ontario. The Ontario Building Code (OBC) is a regulation made under the Act that sets out the technical and administrative functions necessary to comply with the statutory requirements. The Act defines the purpose of the OBC to prescribe the requirements for public health and safety, structural sufficiency, fire protection, energy conservation, water conservation, environmental integrity, and barrier free accessibility of buildings.

The Act further prescribes that Municipal permit fees do not exceed “the anticipated reasonable cost to administer and enforce the Building Code during building construction that is consistent with the practices in most Ontario municipalities.” The regulation also includes an enabling provision for a municipality to establish a reserve to offset and manage in a sustainable manner any resource costs caused by economic fluctuations (upward/downward trends).

For Sault Ste. Marie, the Building Division holds responsibility for administering the Building Code in compliance with the Act. Per the Act, the Building Division operates on a full cost recovery basis whereby revenues generated from fees are used to offset expenditures related to the administration and enforcement requirements of the Act. To accomplish this and be revenue neutral, the City’s permit fee structure uses a service index charge for each square meter of new or altered floor space. This service index charge covers the cost of administration and enforcement including the direct costs such as review of complete and

incomplete permit application submissions, the inspections of buildings and the indirect costs such as overhead and support.

As described in the Act, municipalities are responsible for administering and enforcing the Building Code in prescribed ways and within specified time frames. For Sault Ste. Marie, Table A below summarizes the activities undertaken in the past 7 years 2010-2016 to meet its responsibilities for the City Sault Ste. Marie.

Table A

Year	Number of Permits Issued	Number of Inspections Completed	Total Number of Permits and Inspections	Permit Fees Collected (millions)	Construction Value (millions)
2010	2005	5313	7318	\$1.02	\$150.79
2011	1897	5760	7657	\$1.08	\$169.24
2012	1839	5935	7774	\$0.59	\$84.54
2013	1540	6820	8360	\$1.06	\$122.21
2014	1466	6915	8381	\$0.68	\$93.51
5 Year Average	1749	6149	7898	\$0.89	\$124.06
2015	1630	6290	7920	\$0.78	\$125.60
2016	1542	6422	8067	\$0.80	\$62.60

Values for 2016 are current to 2016-10-31

ANALYSIS

At the meeting of 2016 01 25 Council was presented with a 5-year projected plan with staff recommendation to increase permit fees in order to maintain the Division's service level over the next 5 years.

The above projected plan was again presented in a Public Open House on 2016 09 12 and resulted in no objections moving forward as presented.

Based on revised total actual revenue for 2016, it has been projected that a contribution from the Building Division Reserve Fund will be lower than the 2016 budget of \$268,340 and is now estimated at \$223,345. The estimated reserve fund balance at the end of 2016 is projected to be \$219,782. The 2017 budget estimates \$22,560 contribution from the reserve fund, with the reserve fund balance being slightly less than the 5 year projection. The permit fee increase of 26% as noted on Table B and as indicated in the previous report to Council, will meet the Building Division's anticipated expenditures.

2017 User Fee Bylaw – Building Division Permit Fees

2016 11 21

Page 3

Table B below, represents the 2015 budget summary and 5-year projection showing the financial trends the Building Division will likely experience in the coming years. Growth trends set at 0.5 % for permit revenue and inflation rates of 1.485 for expenditures have been incorporated in the calculations.

Table B

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES - BUILDING DIVISION						
	2015	28% Increase	26% Increase	7% Increase	0.5% Increase	0.5% Increase
	Actual	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TOTAL REVENUE	(\$784,409.57)	(869,117.77)	(1,098,699.74)	(1,180,959.31)	(1,192,728.25)	(1,204,615.18)
TOTAL EXPENDITURES - NO INDIRECT COSTS	\$971,016.56	1,067,064.00	1,084,847.74	1,102,954.79	1,122,757.47	1,140,625.05
GRAND TOTAL INDIRECT AND DIRECT COSTS	\$1,020,529.20	1,107,463.26	1,125,929.89	1,204,732.25	1,175,295.36	1,193,849.05
RESERVE FUNDS BEGINNING OF YEAR	\$679,247.25	\$443,127.62	\$219,782.14	\$207,551.98	\$198,779.04	\$221,211.94
TRANSFER FROM (TO) RESERVE FUND	\$236,119.63	\$223,345.48	\$12,230.16	\$8,772.94	(\$22,432.89)	(\$15,766.13)
RESERVE FUNDS END OF YEAR	\$443,127.62	\$219,782.14	\$207,551.98	\$198,779.04	\$221,211.94	\$236,978.07

Projected Revenues are based on 0.5% growth each year

Projected Expenses are based on 1.48% inflation each year

2016-11-09

FINANCIAL IMPLICATIONS

As indicated in the Engineering and Planning Department's spending review presentation to Council on 2015 11 09, and the Chief Building Official's report of 2015 12 07, reserve funds have been used to cover the operation of the Building Division and maintain expected levels of service with minimal increases to permit fees. Based on our projected analysis for 2015 & 2016, if permit fees are not increased by the recommended amount of 26% in 2017, our expenditure costs will exceed reserve levels, resulting in the balance to be withdrawn from the general property tax levy.

As indicated in the above noted analysis, increasing permit fees by 26% would follow the current budgetary strategic plan in place for the Building Division. This means that the Building Division would remain self-sustaining and not require funding from the municipal levy, thereby providing the least impact to the Corporation.

Table C below, compares fee structure associated with permits between 2016 and 2017.

2017 User Fee Bylaw – Building Division Permit Fees

2016 11 21

Page 4

Table C

Proposed 2017 Budget - Permit Fees are increased by 26% for all categories while continuing to provide the expected service level to the permit user and exploring efficiencies in our operations to reduce costs such as the best practice initiative Permit Tracking System and the future implementation of online permit applications. Permit increases for subsequent years will be 7% for 2018, 0.5% for 2019 and 0.5% for 2020.			
Building Type	Current Fee Structure 2016	Proposed Fee Structure 2017	Difference
Single Family Dwelling 1500 ft ² (140 m ²) house \$250,200 Construction Value	\$2,935.75	\$3,699.25	\$763.50
Office Building 6,157 ft ² (572m ²) building \$1,400,000 Construction Value	\$13,090.74	\$16,497.70	\$3,406.96
School 190,440 ft ² (1,769m ²) building \$35,385,000 Construction Value	\$410,883.61	\$517,904.44	\$107,020.83
Industrial 4,209 ft ² (391 m ²) building \$551,590 Construction Value	\$4,308.52	\$5,427.86	\$1,119.34
Minimum Permit Fee	\$90.00	\$113.40	\$23.40
Permit fees for typical home improvements such as fencing, siding, roofing, pools, and decks	\$90.00	\$113.40	\$23.40
Advantages to the Corporation (PROS)		Liabilities to the Corporation (CONS)	
• Current service level is maintained for both plans examinations and inspections • The building division will continue to operate as a self-sustaining business unit that would not require additional funding from the municipal levy • Municipality will continue training staff in order to meet the mandatory provincial requirements • The Municipality will continue to receive revenue from the building division in the form of rent • The proposed increase will lead to a balanced budget for the building division by 2019 • Permit fees are collected as user fee and therefore only those that are using the services of the building division are paying these fees and not the general public. Increasing the fees by 26% will result in no direct cost being incurred by the municipality		• Contractors and homeowners will pay higher fees to maintain the current service level • Higher permit fees may lead to persons opting to begin construction without the benefit of a permit, however there are penalty fees for those that are found working without a permit • Training of staff will be completed over a number of years in an effort to reduce the training budget • Senior staff will play a greater role in mentoring new staff over longer periods • Additional funds may be required for the demolition of unsafe buildings	

STRATEGIC PLAN / POLICY IMPACT

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

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Building Official dated 2016 11 21 concerning an increase to the 2017 Permit Fees be received as information in support of the User Fee Bylaw, be approved.

Respectfully submitted,

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

Freddie Pozzebon, CBCO
Chief Building Official
705.541.7151
f.pozzebon@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Scott, Manager of Transit & Parking

DEPARTMENT: Community Development and Enterprise Services

RE: City By-Law Enforcement Officers

PURPOSE

The purpose of this report is to update By-law 2001-127, which appoints municipal By-law enforcement officers.

BACKGROUND

By-Law 2001-127 is a By-law appointing municipal By-Law enforcement officers and is amended from time to time.

ANALYSIS

Not applicable.

FINANCIAL IMPLICATIONS

There is no budgetary impact.

STRATEGIC PLAN / POLICY IMPACT

This is an operational activity not articulated in the strategic plan.

RECOMMENDATION

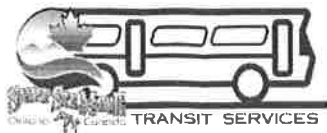
It is therefore recommended that Council take the following action:

By-law 2016-191 appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'D. Scott'.

Don Scott
Manager of Transit and Parking
705.759.5848
d.scott@cityssm.on.ca



Mr. Don Scott
Manager of
Transit and Parking

Community Development &
Enterprise Services
Transit and Parking Division
111 Huron St.,
Sault Ste. Marie, ON P6A 5P9
Tel: (705) 759-5320
Fax: (705) 759-5834

2016 11 02

Nuala Kenny , City Solicitor
Legal Department
Civic Centre

RE: MUNICIPAL BY- LAW ENFORCEMENT OFFICERS

By-law 2001-127 is a by-law to appoint by-law enforcement officers to enforce the by-laws of the Corporation of the City of Sault Ste. Marie.

We request that Schedule "A" be amended to include:

Edmund, Badu	- 100
Jason, Levesque	- 101

Also that the following officers be deleted :

Rene Vanderklift	- 72
Alex Martin	- 99

A new Schedule "A" is attached.

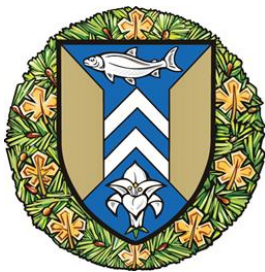
Thank you.

Yours truly,

Don Scott
Manager Transit and Parking

SCHEDULE "A"

Don Scott	1
Sam Piraino	3
David Etchells	51
Frank Jolicoeur	72
Alan Smith	81
Dave Devoe	84
Edward Pigeau	89
George Robinson	94
Bill Long	96
Edmund Badu	100
Jason Levesque	101



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Victoria Prouse, Project Coordinator
Downtown Development Initiative

DEPARTMENT: Community Development and Enterprise Services

RE: Downtown Strategy

PURPOSE

This report outlines a proposed strategy for the next phase of Sault Ste. Marie's Downtown Development Initiative. It informs Council of the engagement process conducted to develop the strategy and required resources for implementation. The Planning Division requests Council approve the strategy, refer budget requests to the budget process, authorize staff to prepare a Community Improvement Plan, and explore alternative funding opportunities including, but not limited to, NOHFC and FedNor.

BACKGROUND

The City launched its first Downtown Development Initiative in 2006. The City and BIA developed the following vision for downtown Sault Ste. Marie:

- More than a 'main street' – a true neighbourhood
- An authentic place
- A '24/7' neighbourhood
- Entertainment and cultural centre of the city
- Marketplace shopping experience
- Well-connected place
- Safe place

Assessing past revitalization efforts reveals considerable progress over the past ten years. The City has invested a total of \$585,000 in the Downtown Development Initiative in the first (2006-2009) and second (2014-2017) phases. This investment has yielded significant returns through private sector development. Specifically, the value of residential and commercial building permits totalled approximately \$84 million, with over \$40 million directly facilitated through financial incentives and tax rebates associated with the DDI's previous

phases. This demonstrates that public investment through past downtown strategies has fuelled tremendous momentum generating significant private investment.

Downtown revitalization is of critical importance to our community. A healthy downtown sends a message to citizens, potential investors, and tourists that our City is thriving. The enduring challenges facing our downtown detract from Sault Ste. Marie's ability to lure industry, jobs, and skilled workers. A community's appearance plays a major role in attracting newcomers and creating community pride for existing residents.

ANALYSIS

Developing the Strategy

Figure 1 illustrates the planning process utilized for the development of the strategy. The strategy is rooted in an evaluation of past revitalization initiatives and an analysis of existing conditions. Community engagement produced a feedback loop to validate identified challenges and current attitudes towards downtown.



Figure 1 Planning Process

Community Engagement

Planning staff implemented a comprehensive engagement program to obtain input on downtown issues and opportunities and determine community support for the resultant strategy. Feedback was instrumental in identifying priority projects, policy directions, and defining strategic priorities. The following section describes the diverse engagement opportunities and summarizes the

community's feedback. Appendix A also provides a snapshot of existing conditions and a summary of the planning process provided to individuals attending the open house.



Figure 2 Pop up Engagement Booth at Mill Market



Figure 3 Draft Strategy Open House, November 3

1. Online survey

Approximately 1300 people completed the online survey. Half of respondents were between the ages of 18 and 39: a traditionally difficult age group from which to elicit feedback. Paper copies of the survey were distributed to the Senior Citizens Drop-In Centre and the Neighbourhood Resource Centre. Survey questions focused on downtown strengths and challenges and asked participants to rank proposed strategic directions and transformative projects according to perceived level of importance.

2. 'Pop up' Engagement Booths

Planning staff hosted three pop-up engagement booths at the Downtown Street Party, Station Mall, and Mill Market. These booths sought to raise awareness of the downtown strategy among individuals not typically 'tuned in' to municipal events and processes. Furthermore, Planning staff sought to promote the online survey and have informal, non-intimidating conversations about the downtown. Passersby's were invited to participate in a mapping analysis of the downtown's physical attributes, opportunities, and weaknesses.

3. Open House events

The engagement process incorporated three open house events: two at the Downtown Association office and one at the Neighbourhood Resource Centre.

Approximately 30 people attended the two initial open houses. A final open house presenting the draft strategy was held at the BIA Office in early November. Approximately 60 people attended to ask questions and offer comments about the draft strategy. The purpose of these events was to obtain feedback on proposed projects, policies, and implementation strategies that were developed by existing downtown conditions and findings extrapolated from surveys. They also served as a valuable forum for questions and emphasized the importance of community partnerships in making the strategy a success.

4. Mayor's Downtown Forum

Twenty five downtown stakeholders attended this focus group meeting to discuss the challenges, opportunities, and implementation strategies for achieving the community's vision for the downtown.

5. Social Media



Figure 4 Engagement through social media

Social media, specifically Facebook, was a valuable tool to allow us to promote and obtain input. It also increases the accessibility for citizens wishing to contact City staff with questions and concerns.

Summary of engagement

This extensive consultation process demonstrates that Sault Ste. Marie citizens are passionate about our downtown, its people, and its potential. Sault residents are excited by increasing momentum in the downtown, but want to see transformational changes with the City taking a leadership role. Survey comments and discussions with individuals at each event show broad support for the aforementioned vision and strategic directions as well as the draft strategy in its entirety. Specifically, the community identified hosting more activities and events downtown and facilitating beautiful streets and open spaces as the most important priorities moving forward with a new strategy. The overwhelming number of responses received throughout the planning process show Sault residents are enthusiastic about the future of the downtown.

The Strategy

The resultant strategy is attached (Appendix B). It is a comprehensive action plan to address the downtown's systemic challenges and build on the growing momentum of downtown investment. The strategy is organized by the following key directions identified by City staff and the public as overarching objectives that, when combined, will help to develop a resilient and prosperous downtown neighbourhood and city overall.

- Preserve downtown as commercial, administrative, and cultural core
- Develop a vibrant residential neighbourhood
- Facilitate beautiful streets and open spaces
- Encourage active use of downtown spaces
- Improve mobility and linkages
- Ensure strong, cohesive leadership and collaborative action

Implementation

Each strategic direction possesses **action items** describing the implementation process. Action items (described in detail in Appendix B and identified in Appendix C – Proposed Project Funding Breakdown – and D – Momentum Map of Identified Projects) were selected based on public opinion, local feasibility, staff support, and potential for external funding opportunities. Though categorized by key direction, these actions serve multiple purposes. Action items are diverse and many involve partnerships with City departments and outside organizations. The following categories describe each type of action item included in the strategy.

- a. *Incentives:* Implementing grants and tax rebate programs catalyzes private sector investment. These programs incorporate private sector dollars which helps to build investment momentum. The following incentive programs are incorporated in the Downtown Strategy:
- Façade Improvement Grant
 - Building Improvement Grant for vacant buildings
 - 2nd Floor Residential Conversion Grant
 - Tax Rebates for new private sector commercial, administrative, and cultural facilities downtown totalling investment greater than \$500,000
 - Tax Rebates for infill residential development downtown, i.e., Multiple attached and apartments (excluding single detached) totalling investment greater than \$500,000
- b. *Operational Considerations:* The following items have been identified as priority activities and processes that should be allocated resources annually and accepted as an operational item for the corporation and/or involve an adaptation to existing protocol:
- Streamlining sidewalk patio application and approval process
 - Streamlining event/street closure application and approval process
 - Identifying a Liaison Officer and programming activity budget
 - Adopting a larger role in downtown event planning
 - Increase enforcement of property standards
 - Reviewing city protocol for downtown traffic planning and management
- c. *Studies:* Items identified for further investigation will yield a study identifying the feasibility, required resources, and action plan for implementing these projects. These include:
- Complete Streets and two-way traffic evaluation
 - Gateway Park Environmental Assessment
 - James Street Hub Trail Extension
 - Esposito Park ice pad
 - Signage and Wayfinding Strategy
 - Intra-Downtown Transit Assessment
- d. *Public Realm Projects:* These projects will yield a significant improvement to the quality of downtown public spaces through optimizing user experience and enhancing the physical appearance.
- Queen Street Tree Replacement and Street Furniture
 - Bay Street Lane Reduction and Multiuse Trail
 - Landscaping in public parking lots
 - Pilot Projects (e.g., Queenstown Commons)
 - Neighbourhood Infrastructure (e.g., Splashpad)

- Suncor Site
 - Implement the Cycling Master Plan
- e. *The Community Improvement Plan:* The Community Improvement Plan (CIP) is a tool legislated by the Provincial government that enables municipalities to set priorities and implement specific incentive programs in a particular area. The Downtown CIP will serve as the technical implementation manual for the Downtown Strategy, providing specific program parameters for incentive programs, and outlining strategic public realm improvements.
- f. *Downtown Taskforce:* A taskforce of downtown stakeholders will be established to monitor progress of the Downtown Development Initiative and deal with emergent issues that requires collaborative action among the City, other organizations, and the private sector.

FINANCIAL IMPLICATIONS

Appendix C provides a funding strategy for the projects identified for implementation. Projects are categorized as items to be implemented either through the City directly (i.e., through the capital budget), or through leveraging funding from senior levels of government.

Projects proposed for funding through capital budget will be included in future budget deliberation requests. Planning staff recognize that 2017 is a difficult budget year. Consequently, staff are recommending Council approve funding to proceed with the necessary studies to move ahead with construction projects in the following years. It is recommended that staff proceed with implementing tax rebates, incentive programs and small scale interventions in 2017 as well.

In order to implement the downtown strategy quickly and effectively, additional funding is required to implement projects outside of the City's operational budgets. In consultation with both NOHFC and FedNor, staff has identified a number of key projects that align with the mandates of these two funding agencies. These projects (identified in Column 1 in Appendix C) are estimated to cost approximately \$2,550,000.

Staff has recommended \$600,000 over three years as a supplemental request included in the 2017 budget deliberations. This funding will be used to support funding applications to both NOHFC and FedNor for \$975,000 each to cover the estimated \$2,550,000 required to implement the identified projects.

A portion of the above requested funding will be utilized for financial incentive grants. These grants will be based on matching funds provided by applicants, and will result in immediate impact through direct investment into existing buildings. This in turn yields a positive impact on assessment values, generating increased assessment revenue for the municipality.

As previously mentioned in this report, past revitalization initiatives have fuelled significant private sector development momentum. Rehabilitation of buildings, brownfield redevelopment, and jobs in construction and business expansions are examples of by-products of public sector investment over the past ten years. This increase in private investment makes a strong case for the continued public investment into the downtown

Project Phasing

Planning staff are recommending the implementation of incentive programs and operational considerations as soon as the Community Improvement Plan is approved by Council and funding is made available. Studies and assessments required for capital works projects/public realm enhancements should also proceed once funding is secured, with respective projects occurring in subsequent years.

STRATEGIC PLAN / POLICY IMPACT

The Corporate Strategic Plan's priorities were taken into account throughout the development of this strategy. This strategy is an action plan for Council to facilitate "vibrant downtown areas": a primary objective in the Corporate Strategic Plan. The holistic nature of this strategy ensures that implementation incorporates enhancing the Corporate Strategic Plan's focus areas – Quality of Life, Infrastructure, Community Partnerships, and Service Delivery.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Project Coordinator, Downtown Development Initiative be accepted and that Council:

- a) Approve the Downtown Strategy
- b) Authorize staff to develop a Community Improvement Plan
- c) Authorize staff to establish a Downtown Taskforce
- d) Authorize staff to explore alternative funding including NOHFC and FedNor

Respectfully submitted,



Victoria Prouse, Project Coordinator
Downtown Development Initiative
705.759.5373
v.prouse@cityssm.on.ca

Downtown Strategy

2016 11 21

Page 9.

Attachments:

Appendix A – Existing Conditions and Proposed Strategy Snapshot

Appendix B – Downtown Strategy

Appendix C – Proposed Project Funding Breakdown

Appendix D – Momentum Map

Appendix E – Presentation Slides

OUR DOWNTOWN

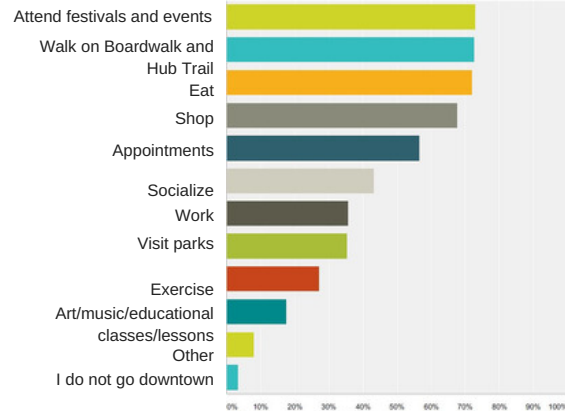
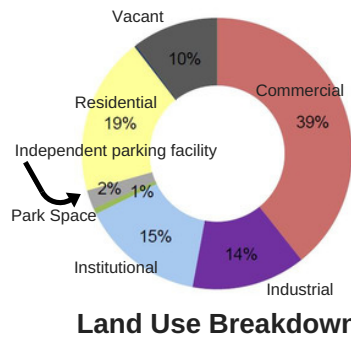
Who lives downtown?

Population	3150 (4% of city's overall population, 13% of the city's population lives within 500m of the downtown)
Proportion of low-income residents	44% (14% citywide)
Proportion of residents over 65	28% (19% citywide)
Proportion of residents under 19	12% (20% citywide)
Proportion of residents who moved within the past year	51% (10% citywide)
Proportion of residents living alone	42% (14% citywide)
Proportion of residents who walk to work	23% (6% citywide)
Proportion of residents who take public transit to work	18% (4% citywide)

Statistics derived from 2011 Census and National Household Survey

Snapshot of Existing Conditions

What do people do downtown?



What has the City done to facilitate downtown revitalization?

The Downtown Development Initiative was launched in 2006. Over the past ten years, downtown strategic planning efforts have focused on **public realm enhancements** and **catalyzing private investment through property improvement grants**.



Examples of facade improvement projects



Examples of public realm projects

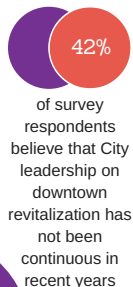
What does our community think about downtown?

What would enhance your downtown experience?

- Increased cycling infrastructure
- Beautification
- Pedestrian-oriented roads and traffic planning
- More frequent and direct transit
- More/fewer parking spaces
- Improved conditions of dilapidated buildings (increased enforcement)

Why do you live downtown?

- Walkability
- Affordability, lower taxes
- Close to work, services, Hub Trail
- Heritage housing
- No choice, elsewhere too expensive
- Lots of rental housing



What factors would make you consider moving downtown?

- Downsizing
- Feeling safer
- Affordable housing
- Less garbage
- More activities and things going on
- Places for kids to play

What has been the most significant change in downtown in recent years?

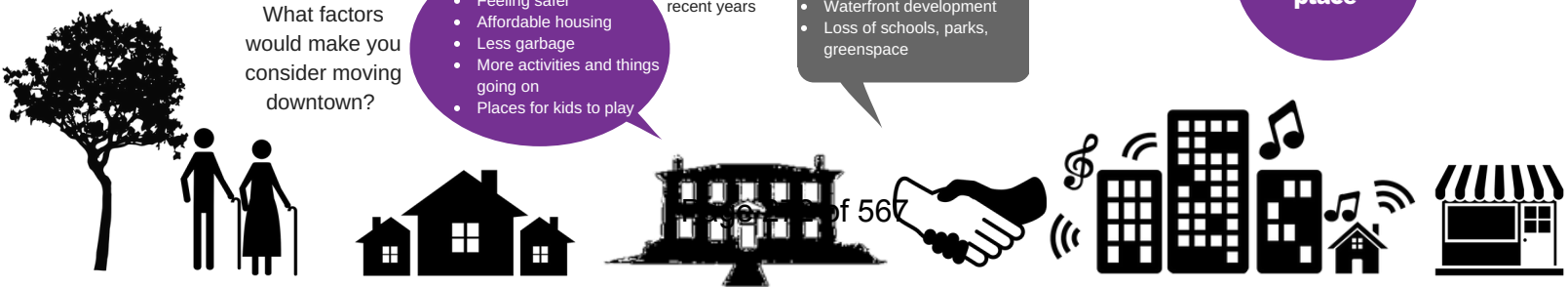
- Arts and culture movement
- Young entrepreneurs opening businesses downtown
- The shift of commercial and retail activity from downtown to Great Northern Road
- Facade upgrades and laneway improvements
- Waterfront development
- Loss of schools, parks, greenspace

What are we still struggling with?

Developing a complete neighbourhood

Fostering a thriving commercial core

Cultivating a 'sense of place'



OUR DOWNTOWN

Snapshot of the Draft Downtown Strategy

Developing the Foundation

Summary of Community Engagement

1 Existing Conditions Analysis

2 Best Practice Research

3 Evaluation of Past
Revitalization Efforts

4 Community Engagement



Over 1300 people completed our survey on downtown development - a City record!

Two open house events - one at the Queenstown BIA Office and one at the Neighbourhood Resource Centre - were well attended

Three 'pop-up' engagement booths provided an opportunity for residents to speak casually with Planning staff and learn more about downtown planning issues

Social media - specifically Facebook - provided a significant opportunity to engage youth

Key Directions

Preserve downtown as commercial, cultural, and administrative core

Physically concentrating services, sectors, and industries creates a definable district and generates synergies.

Develop a vibrant residential neighbourhood

A critical mass of people living downtown is critical to achieving sustainable prosperity. Residents should reflect diverse income levels, ages, and household types.

Encourage active use of downtown spaces

Ensuring continual activity and programming in public spaces helps establish a connection to the space and make people feel safe and more comfortable.

Facilitate beautiful streets and open spaces

Our downtown public realm is what makes Sault Ste. Marie unique. Enhancing the public realm is beneficial for attracting newcomers, specifically youth, and making our city more livable.

Improve mobility and linkages

Making the downtown a more comfortable place for walking & cycling increases accessibility to amenities & services for individuals who do not use vehicles. This is especially critical considering the growing number of seniors living downtown.

Ensure action and collaborative leadership

For the strategy to achieve success, the City must rely on support from community partners. Furthermore, continual dialogue with downtown stakeholders is fundamental to maintain accountability and continual action.

Implementation Tools

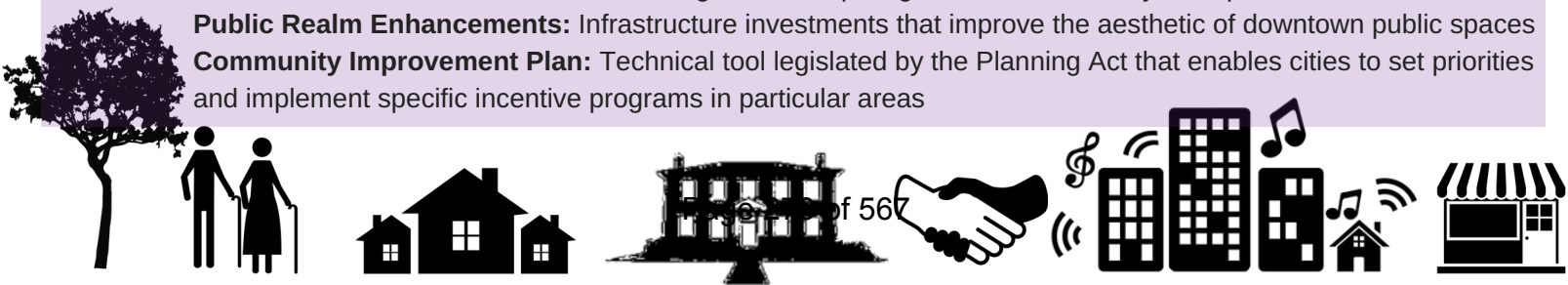
Incentives: Grants and tax rebates, incorporating private sector dollars

Operational Considerations: Activities and processes that are recommended as changes to the way things are currently done or represent a new initiative within the Corporation of the City of SSM

Studies: Items identified for further investigation or requiring more detailed analysis to proceed

Public Realm Enhancements: Infrastructure investments that improve the aesthetic of downtown public spaces

Community Improvement Plan: Technical tool legislated by the Planning Act that enables cities to set priorities and implement specific incentive programs in particular areas



OUR DOWNTOWN DRAFT

CITY OF SAULT STE. MARIE DOWNTOWN STRATEGY

2016



SAULT STE. MARIE

Ontario Canada

INTRODUCTION

Downtown Sault Ste. Marie has always been economically, socially, and culturally valuable to our community. Over the past few decades, our downtown has faced challenges resulting from development outside the core, the ascendancy of big box stores, and the relocation of employment centres.

In 2006, the City released its first Downtown Development Strategy with the objective of enhancing the public realm and catalyzing private sector investment. Since 2006, momentum continues to build; building permit values of commercial and residential properties totaled over \$84 million from 2006-2016. Nevertheless, systemic challenges including vacancies, establishing a resilient neighbourhood, and cultivating a sense of place act as barriers to sustainable prosperity. This strategy seeks to eliminate these systemic challenges, endeavouring to establish long-term positive impacts.

THE VISION

More than a main street - a 'true' neighbourhood

An authentic place

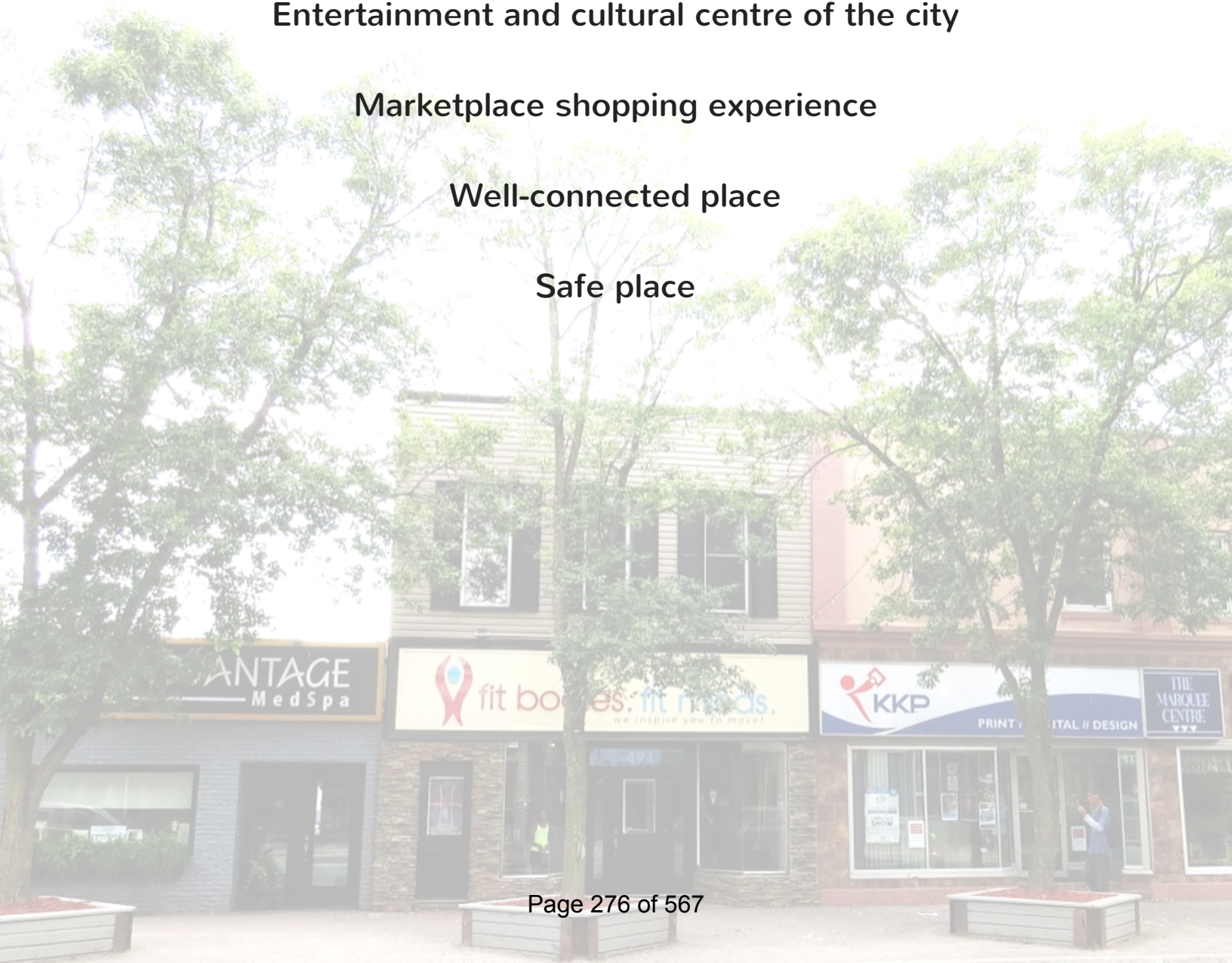
A '24/7' neighbourhood

Entertainment and cultural centre of the city

Marketplace shopping experience

Well-connected place

Safe place



THE ECONOMIC OPPORTUNITY

Downtown SSM will be the geographic focal point of the City's transition from a predominantly industrial economy to one focused on knowledge and creative sectors. The global shift from manufacturing-based industries has made it imperative for Sault Ste. Marie to diversify its economy. Investing in our downtown is absolutely critical to achieving this objective. The downtown is the city's most diversified, mixed-use, compact, and iconic neighbourhood with the highest proportion of locally-owned businesses and knowledge workers. As investment and people become increasingly mobile, enhancing the quality of place is essential to expanding our local creative clusters and retaining our community's youth. This strategy seeks to enhance these unique attributes to cultivate sustainable, locally-based, innovation-focused prosperity.

DEVELOPING THE STRATEGY



An evaluation of past revitalization strategies and analysis of existing conditions serve as the foundation of this strategy. Juxtaposing these exercises revealed the downtown's enduring challenges, which were further contextualized through community feedback.

Using the existing downtown vision as a lens, planning staff developed key strategic directions to address the identified challenges.

From these key strategies, we developed an implementation action plan, including policy tools, major projects, and quick wins. Once a policy has been decided on, many different methods can be used to implement it. These include information, education, legislation, regulation, guidelines, programs, grants, taxes, and subsidies.

Major projects represent significant investment and, when implemented, have a long-term, profound impact.

Quick wins are an improvement that is highly visible, has immediate benefit, and can be delivered quickly and without significant resources (e.g., pilot projects).

We presented proposed directions and implementation strategy to the public for feedback through various engagement forums. We altered the strategy based on the comments we received.

KEY DIRECTIONS

The following key directions organize the strategy. They represent an overarching foundation and are substantiated with action items. Implementing measures associated with these key directions endeavour to address systemic challenges and create the ideal ecosystem for economic diversification and prosperity.

PRESERVE
DOWNTOWN AS
COMMERCIAL,
ADMINISTRATIVE &
CULTURAL CORE

DEVELOP A VIBRANT
RESIDENTIAL
NEIGHBOURHOOD

ENSURE STRONG,
COHESIVE
LEADERSHIP AND
COLLABORATIVE
ACTION

FACILITATE
BEAUTIFUL STREETS
AND OPEN SPACES

ENCOURAGE ACTIVE
USE OF DOWNTOWN
SPACES

IMPROVE MOBILITY
AND LINKAGES

1. PRESERVE DOWNTOWN AS CITY CORE

WHY IS THIS IMPORTANT?

It is critical to maintain the downtown as the City's administrative, commercial, and cultural core. Physically concentrating services, sectors, and industries creates a definable district with a unique identity. Proximity generates synergies, fuels economic activity and increases land values. Government should demonstrate leadership by prioritizing downtown as the civic hub. Furthermore, the downtown's built form is the most efficient type of development, allowing for the sustainable use of municipal infrastructure.

ACTIONS



1.1 Encourage federal, provincial, and municipal governments to establish, maintain and expand their downtown office facilities.



1.2 Ensure policies in the new Official Plan support and grow the downtown's role as the administrative, commercial, and cultural centre of the city.



1.3 Encourage the reuse of vacant buildings.
1.3.1 Develop incentives to encourage the reuse of vacant buildings.
1.3.2 Work with incubator centres and the Community Development Corporation to match startups with potential landlords.

2. DEVELOP A VIBRANT RESIDENTIAL NEIGHBOURHOOD

WHY IS THIS IMPORTANT?

A robust and diverse population is the bedrock of a prosperous downtown. Downtown living allows people to live, work, play, and invest in their neighbourhood. Bolstering the downtown's population creates a built-in consumer base for businesses. Strategies must focus on residential development of diverse housing types and increasing neighbourhood infrastructure.

ACTIONS



2.1 Encourage the construction and rehabilitation of a variety of dwellings that can accommodate residents of all ages, income levels, and household size.

2.1.1 Encourage the District of Sault Ste. Marie Social Services Administration Board to increase the downtown's stock of affordable and rent-geared-to-income housing.

2.1.2 Create incentive programs to encourage infill development, specifically incorporating family units.

2.1.3 Develop incentives to encourage the conversion of second floor commercial buildings to residential use.



2.2 Encourage the development of neighbourhood infrastructure

2.2.1 Integrate features for children to enjoy, such as play areas, splash pads, and other family-oriented spaces throughout downtown.

2.2.2 Investigate the feasibility of adding public washrooms in the downtown core.

3. ENCOURAGE ACTIVE USE OF DOWNTOWN SPACES

WHY IS THIS IMPORTANT?

Downtown spaces should function as outdoor living rooms. Often, high quality design is not enough to ensure active use of downtown spaces. Once spaces are constructed, programming is critical to build community attachment to the space and ensure both active and passive use. Programming encourages sociability, inclusivity, and discovery. Programming also builds community when led by organizations.

ACTIONS



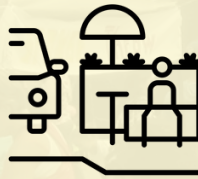
3.1 Make it easier for community groups to host events in the downtown.

3.1.1 Identify a Liaison Officer to promote event planning processes and opportunities and work with groups to plan events.

3.1.2 Provide a budget to Liaison Officer to assist with event planning and facilitation.

3.1.3 Streamline existing processes for occupying city property (e.g., sidewalk patios) and gaining municipal approval for events.

3.1.4 Work with the BIA to provide incentives for planning events (e.g., Activity Grants).



3.2 Encourage pilot projects, such as activating underutilized laneways, parking lots, sidewalk spaces.

3.2.1 Work with Public Works and Transportation to identify potential underutilized sites.

3.2.2 Promote community arts projects.



3.3 Encourage year-round use of public spaces.

3.3.1 Continue programming in park space and municipal facilities year-round.

3.3.2 Investigate the conversion of Esposito Park ice rink to a concrete ice pad to allow year-round use.

3.3.3 Organize events (e.g., Car Free Sunday) to facilitate pedestrian activity on streets

4. FACILITATE BEAUTIFUL STREETS AND OPEN SPACES

WHY IS THIS IMPORTANT?

The special features of our public realm is what makes our downtown unique and sets us apart from other cities. These features should be enhanced, expanded, and preserved. A high quality public realm encourages private sector development.

ACTIONS



4.1 Develop a distinctive identity for the entire downtown by promoting high quality urban design.

- 4.1.1 Develop consistent signage and wayfinding throughout the downtown.
- 4.1.2 Update downtown urban design guidelines.
- 4.1.3 Accentuate downtown gateways (Gore Street, Bruce Street, and Queen Street).
- 4.1.4 Enable all new capital works projects to incorporate streetscaping.
- 4.1.5 Implement Downtown Streetscape Manual
- 4.1.6 Maintain traditional heritage character of buildings
- 4.1.7 Work with community groups to facilitate funding and acquisition of public art.



4.2 Continue enhancing our downtown streetscapes

- 4.2.1 Proceed with the Bay Street Lane Reduction, Streetscaping, and Multi-use Trail project
- 4.2.2 Proceed with the Queen Street Tree Replacement and Furnishings Project
- 4.2.4 Incorporate landscaping into underutilized parking lots
- 4.2.5 Incorporate Crime Prevention Through Environmental Design principles in new design.

4. FACILITATE BEAUTIFUL STREETS AND OPEN SPACES



ACTIONS



4.3 Encourage high quality private property aesthetics

- 4.3.1 Develop facade grants for significant aesthetic improvements.
- 4.3.2 Increase resources for greater by-law enforcement of property standards



4.4 Focus resources on improving aesthetics of the following special areas:

- 4.4.1 Canal District
- 4.4.2 Suncor Property
- 4.4.3 Gateway Property



4.5 Create additional public gathering spaces (e.g., March Street stage area)

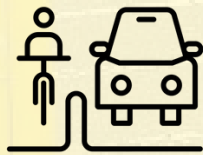
- 4.5.1 Repurpose underutilized spaces

5. ENHANCE MOBILITY AND CONNECTIVITY

WHY IS THIS IMPORTANT?

Establishing a visible, convenient, safe, and enjoyable mobility network throughout the downtown enhances access to downtown spaces and amenities for all residents, reinforces the downtown as a distinctive district, and encourages modal shift. A "Complete Streets" lens represents an opportunity to develop our streets to focus on the pedestrian experience. The Complete Streets model treats streets as places rather than thoroughfares and considers the safety and comfort of all road users, not just drivers.

ACTIONS



5.1 Prioritize pedestrian and cycling mobility within the downtown

- 5.1.1 Evaluate our downtown streets through a Complete Streets lens and implement findings.
- 5.1.2 Develop a context-centric protocol for downtown traffic management and planning
- 5.1.3 Continue to implement the Cycling Master Plan and Transportation Master Plan
- 5.1.4 Ensure all downtown sidewalks are accessible for wheelchair users



5.2 Enhance pedestrian linkages from the waterfront to Queen and Gore Streets.

- 5.2.1 Investigate implementing temporary street closures for pedestrian usage.
- 5.2.2 Explore the possibility of developing shared streets (integrating both vehicular and pedestrian traffic into a shared space), specifically along the following streets:
 - a- Spring Street
 - b- Lower Gore Street
 - c- James Street
 - d- Foster Drive
 - e- Lower March Street



5.3. Increase connectivity to and within the downtown

- 5.3.1 Investigate the potential of a downtown trolley route circulating downtown.
- 5.3.2 Work with Transit to evaluate appropriate frequency and routes to access and travel through the downtown.

6. ENSURE ACTION AND STRONG, COLLABORATIVE LEADERSHIP

WHY IS THIS IMPORTANT?

The objectives of this strategy can only be achieved through buy-in and accountability from City staff, elected officials, and community stakeholders.

ACTIONS



6.1 Encourage community partnerships and collaborative action.

6.1.1 Establish a downtown taskforce to meet biannually to monitor progress and discuss emergent issues.



6.2 Develop a higher standard community engagement protocol for downtown capital works projects.

6.2.1 Ensure engagement for all downtown projects include community wide input.

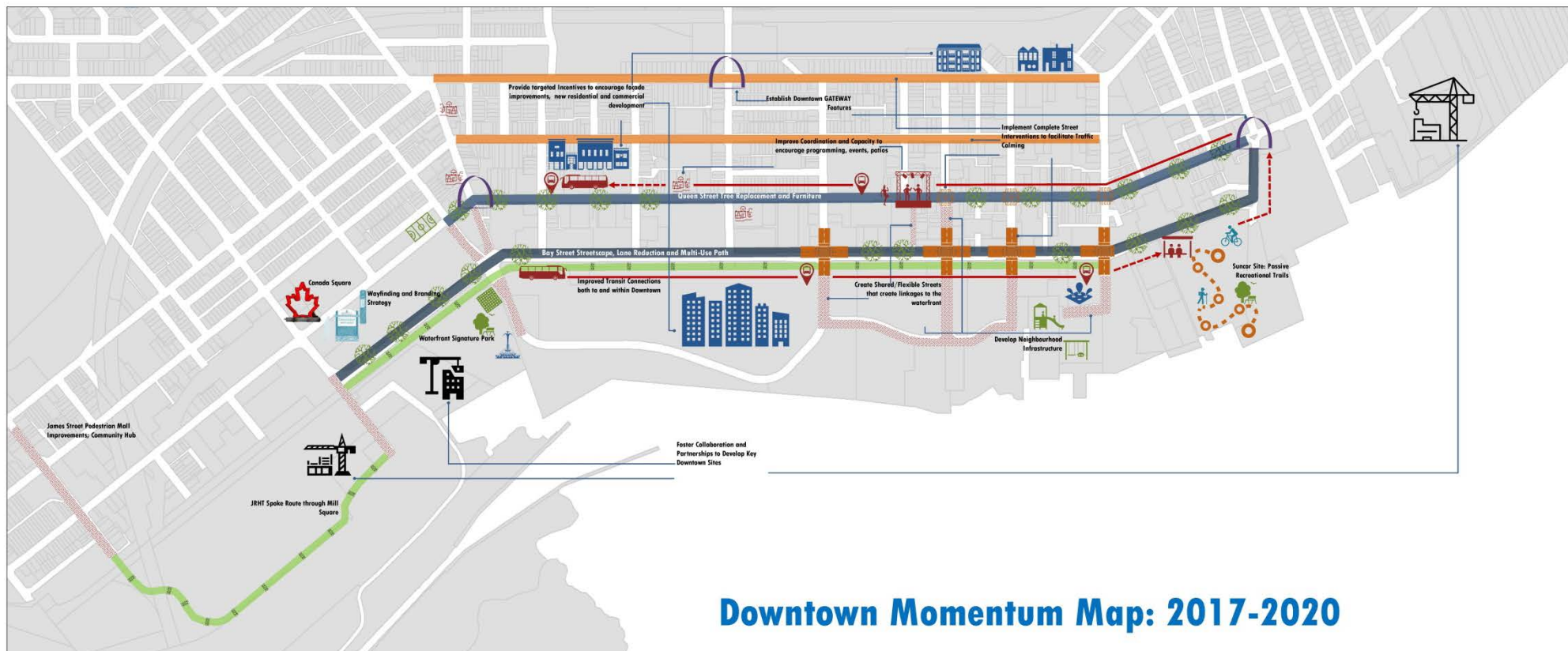


6.3 Create a new Community Improvement Plan to use as the implementation document for strategic directions outlined in this strategy.

6.3.1 Collect data for monitoring and evaluation

Appendix C: Downtown Development: Phase 3 Proposed Budget

Project	NOHFC/FedNor/City Projects	Capital Works	TOTAL
Bay Street Reconstruction and Streetscape Project		\$ 5,500,000	\$ 5,500,000
Queen Street Resurfacing and Streetscape Project		\$ 6,050,000	\$ 6,050,000
Liaison Officer/Programming and Activity Budget	\$ 150,000		\$ 150,000
Two Way/One Way/Complete Streets Evaluation	\$ 150,000		\$ 150,000
James Street Shared Street and Hub Trail Extension Concept Plan	\$ 65,000		\$ 65,000
James Street Shared Street and Hub Trail Extension Development		\$ 2,965,000	\$ 2,965,000
Gateway Park Environmental Assessment and Concept Plan	\$ 185,000		\$ 185,000
Gateway Park Development		\$ 2,300,000	\$ 2,300,000
Façade Grants	\$ 300,000		\$ 300,000
Building Grants	\$ 200,000		\$ 200,000
2 nd Floor Conversion Grants	\$ 100,000		\$ 100,000
Signage and Wayfinding Strategy	\$ 100,000		\$ 100,000
Neighborhood Infrastructure	\$ 1,300,000		\$ 1,300,000
TOTAL BUDGET	\$ 2,550,000	\$ 16,815,000	\$ 19,365,000





PRESENTATION TO COUNCIL
NOVEMBER 21, 2016

OUR
DOWNTOWN

SAULT STE MARIE
DOWNTOWN STRATEGY



Huron Street
Streetscape Improvements

Gore Street Reconstruction
and Streetscaping

Queen Street
Tree Replacement

Laneway Improvements

March Street Stage

Laneway Improvements

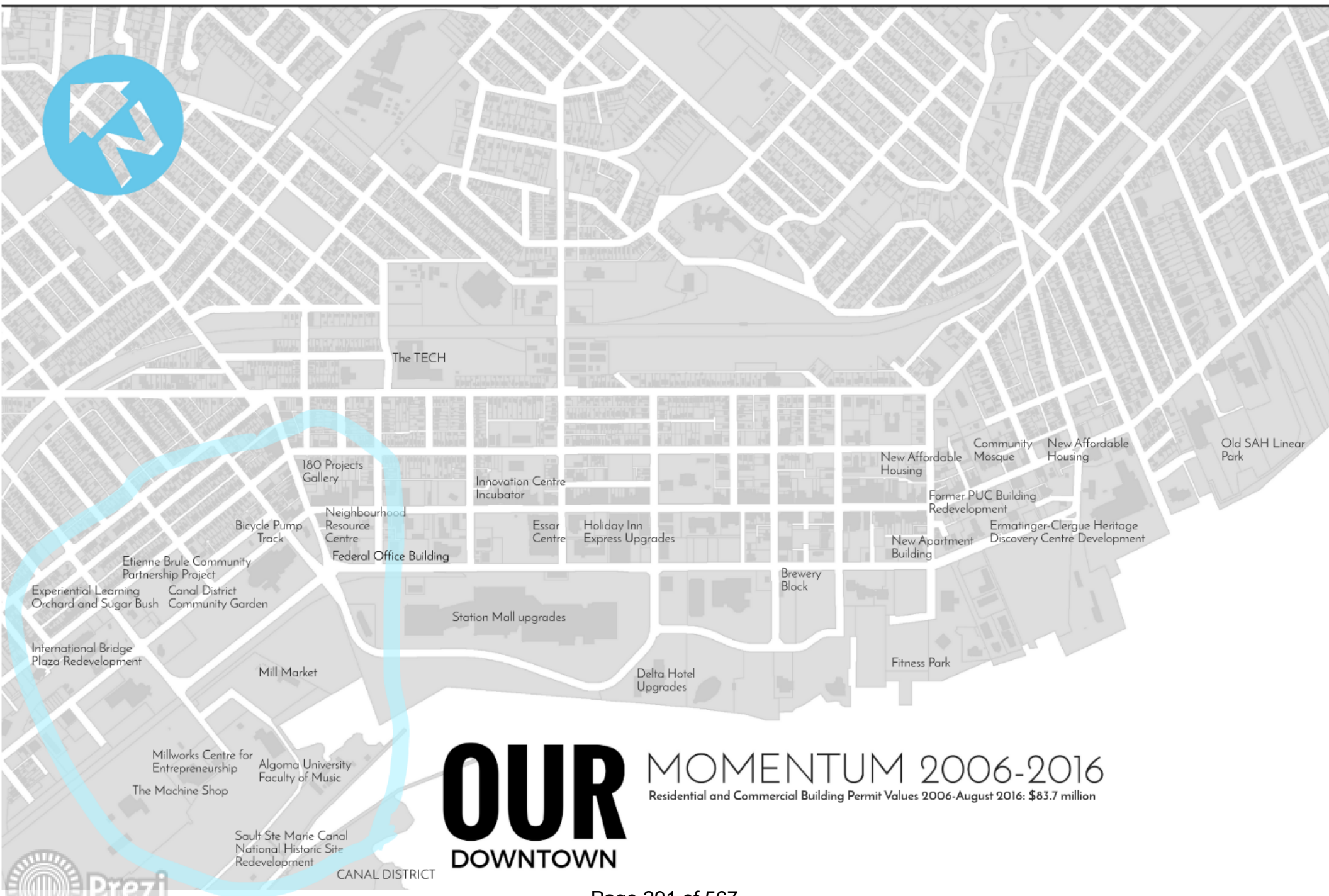
John Rowswell Hub Trail
Bay Street Extension

John Rowswell Park

Tax Rebated Brownfield
Residential Development

Tax Rebated
Residential
Development

OUR DOWNTOWN DEVELOPMENT INITIATIVES



OUR DOWNTOWN

MOMENTUM 2006-2016

Residential and Commercial Building Permit Values 2006-August 2016: \$83.7 million

EXISTING CONDITIONS



COMMUNITY ENGAGEMENT

City welcomes 'blunt, frank' comments on downtown

Online survey draws record number of responses

25

shares

Aug 12, 2016 9:00 AM by: Darren Taylor



The City of Sault Ste. Marie

July 22 · 🌐

HAVE YOUR SAY! #OurDowntown

We are developing a new downtown strategy and want your ideas and feedback! Please take 5 minutes and fill out our quick survey.



Downtown Development Survey

We are developing a new downtown strategy and want your ideas and feedback! Please take 5 minutes and fill out our quick survey.

[SURVEYMONKEY.COM](https://www.surveymonkey.com)

👍 Like

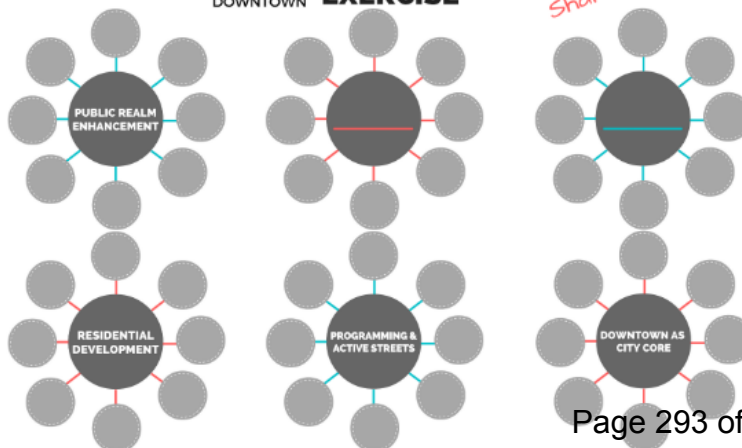
💬 Comment

➦ Share



OUR DOWNTOWN IMPLEMENTATION EXERCISE

Share your ideas!



Page 293 of 567



DOWNTOWN DEVELOPMENT INITIATIVE PHASE 3

Proposed Funding Arrangement

\$600,000 - City

\$975,000 - NOHFC

\$975,000 - FedNor

Capital Works - \$16.8 million



OUR DOWNTOWN DEVELOPMENT INITIATIVES



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

November 21, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Don Scott, Manager of Transit & Parking

DEPARTMENT: Community Development and Enterprise Services

RE: Municipal Law Enforcement Officers

PURPOSE

The purpose of this report is to update By-law 90-305, which appoints municipal law enforcement officers.

BACKGROUND

By-Law 90-305 is a By-law appointing municipal law enforcement officers and is amended from time to time.

ANALYSIS

Not applicable.

FINANCIAL IMPLICATIONS

There is no budgetary impact.

STRATEGIC PLAN / POLICY IMPACT

This is an operational activity not articulated in the strategic plan.

RECOMMENDATION

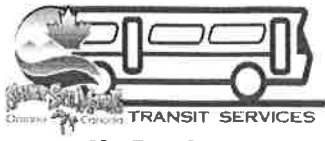
It is therefore recommended that Council take the following action:

By-law 2016-190 appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "D. Scott".

Don Scott
Manager of Transit and Parking
705.759.5848
d.scott@cityssm.on.ca



Mr. Don Scott
Manager of
Transit and Parking

Community Development &
Enterprise Services
Transit / Parking Division
111 Huron St.,
Sault Ste. Marie, ON P6A 5P9
Tel: (705) 759-5320
Fax: (705) 759-5834

2016 11 02

Nuala Kenny, City Solicitor
Legal Department
Civic Centre

RE: MUNICIPAL -LAW ENFORCEMENT OFFICERS

In November 1990 City Council approved By-law 90-305. Please amended Schedule "A" to By-law 90-305, being a by-law to appoint Municipal Law Enforcement officers for the issuing of parking infractions on private property.

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

<u>NO.</u>	<u>NAME</u>	<u>EMPLOYER</u>	<u>PROP. LOCATION</u>
686	Ash,Keith	City of Sault Ste. Marie	Public Works snow plow areas
687	Possami,Mike	City of Sault Ste. Marie	Public Works snow plow areas
688	King,Micheal	City of Sault Ste. Marie	Public Works snow plow areas
689	Subramaniam,Dasa	Days Inn & Suites	22 Bay St.

Would you please amend By-law 90-305 with the new attached Schedule "A".

Thank you.

Yours truly,

Don Scott
Manager of Transit and Parking

SCHEDULE "A"

BADGE	SPECIAL CONSTABLE	EMPLOYER	PROPERTY LOCATION
26	MCLEOD, ROD	FLEMING & SMITH	378 QUEEN ST E & APARTMENTS & 27 KING ST.
30	RENDELL, VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
109	SEBECIC, JOHN	DENTAL BUILDING	946 & 216 QUEEN ST E
151	PARR, DEREK	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
153	TASSONE, VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163	BUMBACCO, PHILIP	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
196	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL, ROBIN	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
253	TRAVSON, TERRANCE	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
267	CORBIERE, JOHN (TED)	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
276	SMITH, DENNIS, ROBERT	G4S SECURE SOLUTIONS	SAULT HOSPITAL
321	LORENZO, COREY	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
334	MILLER, BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
335	GROSSO, DONALD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
344	HARPE, KEN	HOLIDAY INN.	320 BAY ST.
346	HAZLETON, MARGARET	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK & SPORTS COMPLEX/QE SPORTS COMPLEX
366	TROINOW, VICTORIA	G4S SECURE SOLUTIONS	SAULT HOSPITAL
369	CARMICHAEL, MARY	ONT. FINNISH HOME ASS.	725 NORTH ST.
370	HANSEN, LOUIS	ONT. FINNISH HOME ASS.	725 NORTH ST.
372	BENOIT, ALAIN	ONT. FINNISH HOME ASS.	725 NORTH ST.
374	TAABEL, ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
391	MCLEOD, HEATHER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
397	LAFRAMBOISE, YVON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
400	JOHNSON, MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
410	POYNER, HAROLD	G4S SECURE SOLUTIONS	SAULT HOSPITAL
411	MOORE, ROBERT	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
420	FABIANO, ANTONIO	G4S SECURE SOLUTIONS	SAULT HOSPITAL
435	TRAMBLE, GEORGE	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
441	WILSON, DAVID	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
442	MACCLENNAN, MATTHEW	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
443	MARCIL, MARK	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
446	HALLIDAY, DANA	SAULT COLLEGE	443 NORTHERN AVE
456	CONEYBEARE, KEVIN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
459	SLEEMAN, RAY	G4S SECURE SOLUTIONS	SAULT HOSPITAL
460	BOUGIE, DAN	G4S SECURE SOLUTIONS	SAULT HOSPITAL
463	MORIN, ALEX	CORPS. OF COMM.	
464	DITOMMASO, RYAN	2220917 ONT. INC.	489 BAY ST/535 QUEEN ST E
465	DELAVALLE, DON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
484	MCLEOD, VIRGINIA	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK & SPORTS COMPLEX/QE SPORTS COMPLEX
486	LONGO, NADIA	GT. NORTH RETIREMENT	760 NORTHERN RD.
487	ROUGEAU, MARISA	GT. NORTH RETIREMENT	760 NORTHERN RD.
488	LEFLEUR, MARILYN	GT. NORTH RETIREMENT	760 NORTHERN RD.
489	MCQUEEN, WANDA	GT. NORTH RETIREMENT	760 NORTHERN RD.
490	LUXTON, JEFF	GT. NORTH RETIREMENT	760 NORTHERN RD.
493	BROWN, FRASER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
516	GAY, JAMES	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
517	ROY, BRENDA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
522	MCNAMA, STEVEN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
523	MCBRIDE, GUY	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
526	JOHNSTON, CORY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
537	GRAWBARGER, KYLE	G4S SECURE SOLUTIONS	SAULT HOSPITAL
541	DIMMA, WILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
547	LIEPA, MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON, ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR. (CIVIC CENTRE)
556	ARCAND, SCOTT	G4S SECURE SOLUTIONS	SAULT HOSPITAL
565	LISCUMB, GERALD	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
566	SWEET, WILLARD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
568	PICK, DENNY	CORPS OF COMM	SAULT AIRPORT
574	BOUCHARD, DARYL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
580	CHARETTE, ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
587	GIULETTI, MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN, DANIEL	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
596	WAGNER, TODD	G4S SECURE SOLUTIONS	SAULT HOSPITAL
599	BUMBACCO, CARL	CB HOME INSTALLTIONS	321 JOHN ST /342, 346 ST GEORGE'S AVE.
601	HART, JASON	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QE ECOMPLEX/JOHN RHODES/728 QUEEN ST
602	GREENWOOD, LESLIE	GREENWOOD HARDWARD	41 ALBERT ST W
603	LAMMING, DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
604	WAGNER, MATTHEW	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
607	FROST, CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
608	ALISAT, THOMAS	ALISATS RUST PROOFING	24 QUEEN ST W
609	ROBINSON, SHAWN	ALISATS RUST PROOFING	24 QUEEN ST W
611	MIZZI, PRESTON	WENDY'S	1 QUEEN ST W

617	SAVAGE,SAMUEL	G4S SECURITY	SAULT HOSPITAL
619	BERTO,DEBORAH	GATEVIEW REALTY INC.	304-310 ALBERT ST/420A&B MCNABB/715 DOUGLAS/67 ELGIN/47 PRINCESS
620	FERA,NORMAN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
622	PROULX,PATRICK	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHAILUK,JASON	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
626	CHARRON,ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
627	BAKER,WILLIAM	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
632	SAVAGE,MATT	G4S SECURITY	SAULT HOSPITAL
633	HILL,MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
636	KLYM,TIMOTHY	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
637	TOMASONE,LUIGI	LOU'S AUTOMOTIVE	317 ALBERT ST E
638	SICOLY,TERESA	AIRPORT	1-475 AIRPORT RD.
639	PANITILA,KIM	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
642	COULTER,BRANT	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE.SPORTS COMPLEX
643	SHAW,KEVIN	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE.SPORTS COMPLEX
644	SANTA MARIE,ROBERT	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
646	BOOTH,ABBY	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEEN CENTRE/NORTHERN COMMUNITY CENTRE
647	DAFOE,TRUDY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
648	ELWGREN,STEPHEN	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
649	GRAHAM,STEVEN	FENGATE PROPERTY	248 NORTHERN AVE
650	LANG,RICHARD	G4S SECURITY	SAULT HOSPITAL
651	HUTCHINSON, HILLARY	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
653	BIOCCHI,CHRISTOPHE	AIRPORT	1-475 AIRPORT RD.
654	PAVONI, JAKE	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
659	MARCIL,BONNIE	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
660	SANDIE,KEVIN	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
661	MONK,AUSTIN	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
664	HAMMERSTEDT,ERIC	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
665	MATTHEWS,SUANNE	NORTHLAND ANIMAL HOSP	695 TRUNK RD.
666	AITKEN,ANDREW	G4S SECURITY	SAULT HOSPITAL
667	MCLAUGHIN,RYAN	NORTHEAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
669	BOREAN,RICK	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
670	MCGUIRE,STEVE	REGENT PROPERTY	402/302 BAY ST.
671	MCGUIRE,PATRICK	REGENT PROPERTY	402/302 BAY ST.
672	LEWIS,RYAN	NORTHEAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
673	CARTER,SHAWN	G4S SECURITY	SAULT HOSPITAL
674	DERASP,RICHARD	CORPS OF COMM	SAULT AIRPORT
675	KELLY,MATTHEW	G4S SECURITY	SAULT HOSPITAL
676	THOMPSON,JOHN	CORPS OF COMM	SAULT AIRPORT
677	MACMILLAN,TYLER	CORPS OF COMM	SAULT AIRPORT
678	PERRON,JENNIFER	CORPS OF COMM	SAULT AIRPORT
679	CHATEAUNEUF,YVON	CORPS OF COMM	SAULT AIRPORT
680	MACGREGOR,CHRIS	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
681	SCHMIDT,KEATON	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
682	HALFORD,KEVIN	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST. PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
683	SEMENYEI, ADAM	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
684	RICKARD,EVAN	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
685	HORNBY,BRANDON	NORTH EAST SECURITY	S.COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
686	ASH,KEITH	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
687	POSSAMAI,MIKE	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
688	KING,MICHAEL	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
689	SUBRAMANIAM,DASA	DAYS INN	332 BAY ST



City of Sault Ste. Marie

**2017 PRELIMINARY BUDGET
PRESENTATION TO COUNCIL
NOVEMBER 21, 2016**

2017 OPERATING BUDGET PROCESS

	DATE
EMPLOYEE COMPLEMENT VERIFIED BY DEPARTMENTS. SALARY/BENEFIT BUDGET ESTABLISHED BY FINANCE.	JUNE, 2016
DEPARTMENT BUDGET FOR NON-SALARY ITEMS AND REVENUES, CAPITAL FROM CURRENT AND OPERATING INCREASE REQUESTS SUBMITTED	SEPTEMBER 1, 2016
FINANCE DEPARTMENT REVIEW AND ADJUSTMENTS / PREPARATION OF BUDGET DOCUMENTATION	COMPLETION OCTOBER, 2016
PRELIMINARY BUDGET PRESENTED TO COUNCIL	NOVEMBER 21, 2016

TAX LEVY (millions)

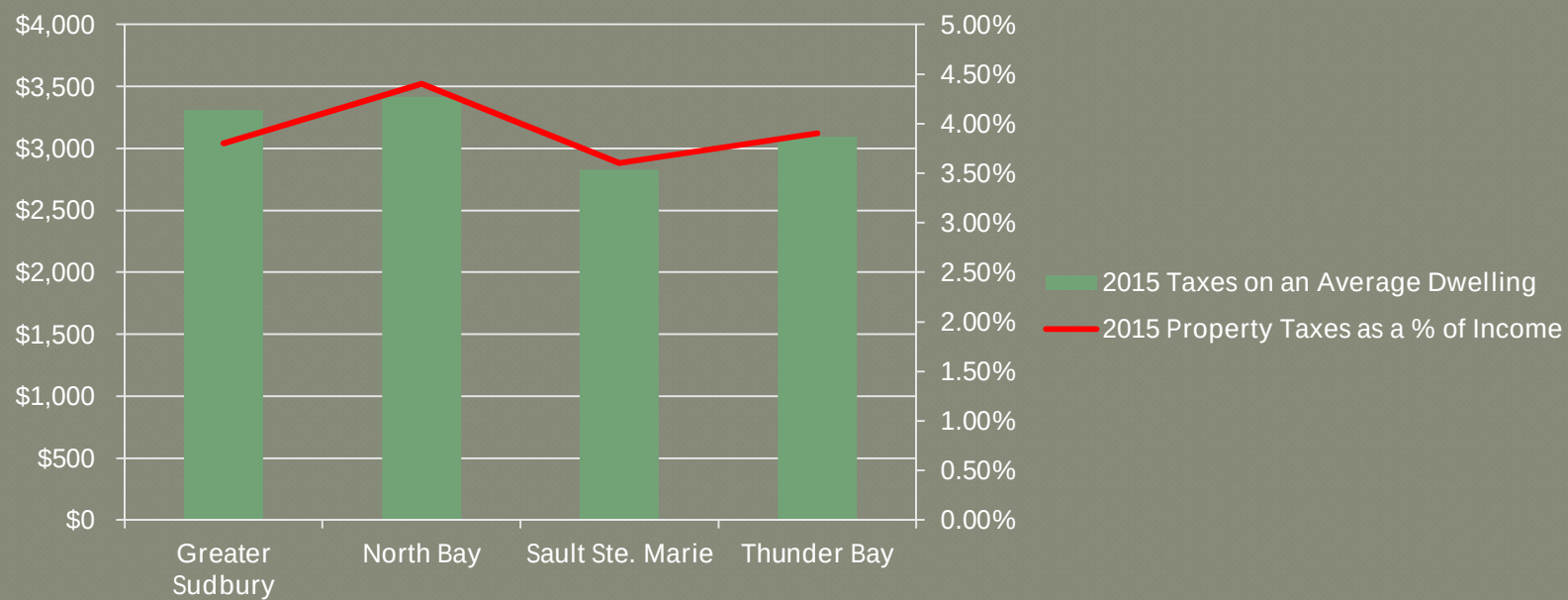


Preliminary 2017 Levy Increase

6.63%

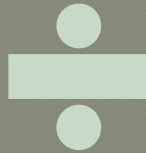
	Change 2016 to 2017	Tax Levy Impact
City Departments-Maintaining Services	4.35%	3.02%
Levy Boards and Outside Agencies	6.47%	1.37%
Ontario Municipal Partnership Grant Reduction	0.00%	0.00%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		4.39%
Surplus for Levy Reduction		0.53%
Reserves for Levy Reduction		1.71%
Overall Tax Impact		6.63%

MUNICIPAL TAX BURDEN



RESIDENTIAL TAX RATES

Levy Requirement



Assessment



Residential Tax
Rate

\$1,000

\$10,000



1.10%

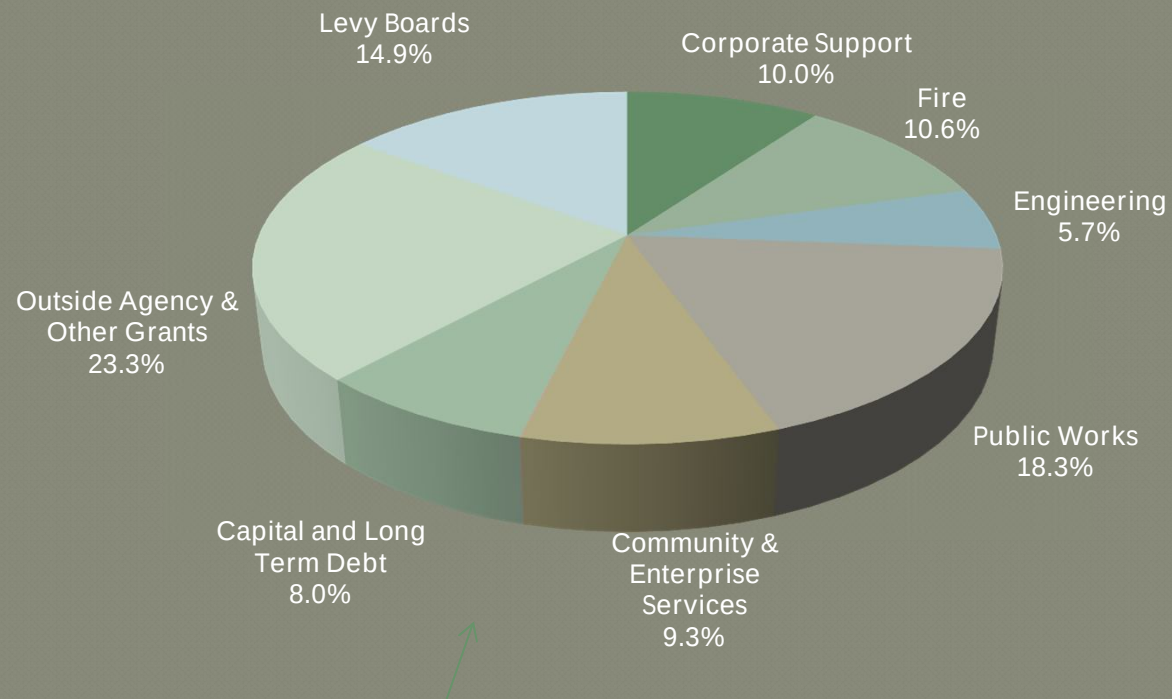
\$15,000



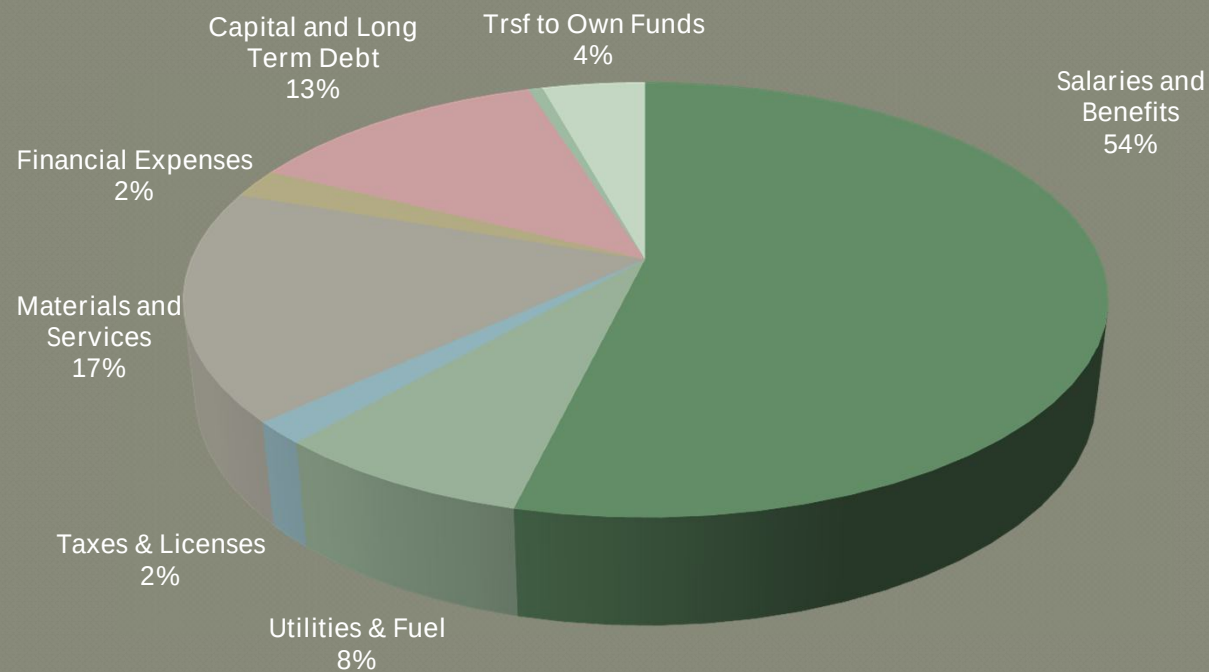
0.67%

As the denominator (assessment) becomes smaller, the residential tax rate for an equal levy requirement increases

LEVY BY KEY AREAS



MAINTAINING CITY SERVICES



MAINTAINING SERVICES

Maintaining Services – Significant Changes from 2016	\$(000)
2016	\$72,572
Salary/Benefit contractual increases and contingencies, including net savings from Fire Services Realignment, including non-union wage freeze	\$983
WSIB increase for Fire/Police for presumptive cancer and PTSD	\$1,000
Lost administration revenue from SSMDSSAB transition	\$702
Contracted/legislated increases and decrease in use of revenue generating services	\$768
Department reductions to be implemented to offset contractual increases	\$(770)
Decrease in assessment growth reflected in supplementary taxes	\$450
Decrease in Payment In Lieu of Taxation from other levels of government	\$74
Cemetery operational costs in excess of user fees	\$140
User fee increases	\$(193)
2017	\$75,726

NEXT STEPS

- Budget deliberation meeting(s)
December 5 and 6(if required)
 - Supplementary and service level increases to be reviewed by Council
- Preliminary 2017 Budget to be adjusted based upon Council recommendations approved during budget deliberations
- Tax Rates to be set March, 2017
 - Tax rates based upon final adjusted budget and tax policy

City of Sault Ste. Marie

2017 Operating Budget Summary

Budget Process Overview

The 2017 Budget is the first year that the City's operating budget will be deliberated and approved before the beginning of the fiscal year. Having two budgets deliberated in one year was challenging and did not leave a lot of time to implement new processes. The budget began in June, 2016 with updating of the approved employee complement along with salary and benefit calculations. Worksheets were provided to the departments in August, 2016. City departments were asked to provide their budgets based upon maintaining the 2016 levels for operating expenses as well as updating the levels for revenue generating operations, if applicable. Service level enhancement requests are submitted and summarized for Council review and approval during budget deliberations. Departments were also tasked with identifying areas where savings could be realized, given the demands on the 2017 budget. Department submissions are used to produce the draft budget, which is then reviewed and adjusted by Finance as required for such items as contracted, legislated and regulatory changes, as well as Council resolutions. An analysis of trends is also done to ensure that budgets are at appropriate levels based on historical net expenditures and projected estimates. The Preliminary Budget is being presented to Council November 21, 2016, two and an half months earlier than the 2016 budget.

Budget input is being gathered with a deadline of November 23, 2016. The online tool was made available once again, which allows the taxpayer to indicate the areas where they would like to see their tax dollars utilized. Taxpayers are also able to provide input by email at budgetinput@cityssm.on.ca. A budget input session is scheduled on November 23, 2016 from 4:30pm until 5:30pm in the Russ Ramsay Room, Level 3. All input received will be summarized and provided to Council for their consideration during the budget deliberations session on December 5, 2016.

The 2017 budget deliberation meeting will include presentations by the Executive Management team to review their budget changes and constraints. In 2017 the full effect of the Sault Ste. Marie District Social Services Administration Board transition are incorporated. Levy Boards have been estimated based upon a Consumer Price Index increase for levies not received. Outside agency grants are reflected at the 2016 levels. The Ontario Municipal Partnership Fund grant remains at the 2016 level based upon the notification received November 10, 2016. Supplementary Requests are summarized for Council's review and deliberation. They are not reflected in the Preliminary Budget.

Next Steps

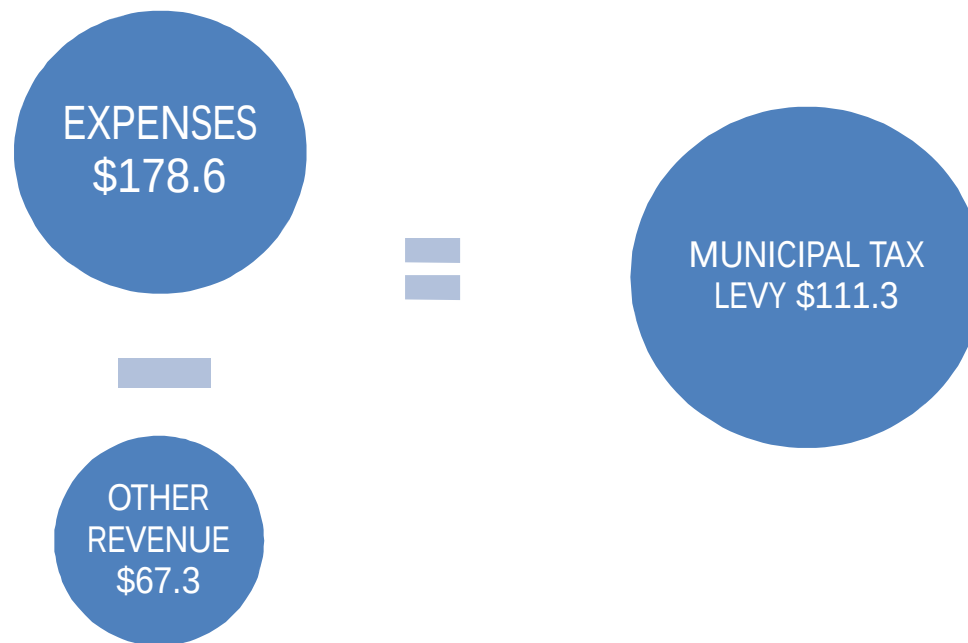
Once the Preliminary budget is presented, the budget deliberation process will begin. The results of the deliberations will then be incorporated into the Final Budget 2017. Budget deliberations are scheduled for December 5, 2016. Tax rates will be established in early 2017 once the final assessment values are known.

The 2017 Capital Budget, deferred by Council at the October 24, 2016 meeting, will also be deliberated at the December 5, 2016 budget meeting.

Executive Summary

The City of Sault Ste. Marie provides a vast array of municipal services to approximately 75,000 citizens and 34,590 households based on the latest census data. These services are overseen by the various departments of the City and range from recreational services to construction and maintenance of the City's roadways. The Preliminary 2017 Budget as presented represents maintaining these services at the same level as the previous year.

The property tax levy is the difference between the City's total expenses required to provide municipal services and non-tax revenues, such as user fees and government grants.



The Preliminary 2017 Operating budget identifies a 6.63% tax levy increase, of which 2.24% is due to surplus and reserves used in 2016 for levy reduction. A surplus is not being projected for 2016. This represents the net requirement to provide the same level of service in 2017 as maintained in 2016. Included are revenue adjustments for user fee increases as estimated based upon the proposed User Fee Bylaw presented to Council for approval on November 21, 2016. Expenditures have been adjusted for contracted changes in compensation, efficiencies identified by departments and various contracted increases as approved by Council.

The tax levy impact summary is shown in the following chart.

	Change 2016 to 2017	Tax Levy Impact
City Departments-Maintaining Services	4.35%	3.02%
Levy Boards and Outside Agencies	6.47%	1.37%
Ontario Municipal Partnership Grant Reduction (estimated at 2016 level-grant notification not received)	0.00%	0.00%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		4.39%
Surplus for Levy Reduction		0.53%
Reserves for Levy Reduction		1.71%
Overall Tax Impact		6.63%

As noted, of the 6.63% levy increase, 2.24% relates to surplus and reserves used in the prior year for levy reduction, leaving a 4.39% increase to the levy year over year. Use of surplus for levy reduction has increased significantly since 2010 as larger surpluses were experienced. Staff

continues to recommend that surplus not be used for levy reduction and rather be applied to one-time items in order to maintain a stabilized levy.

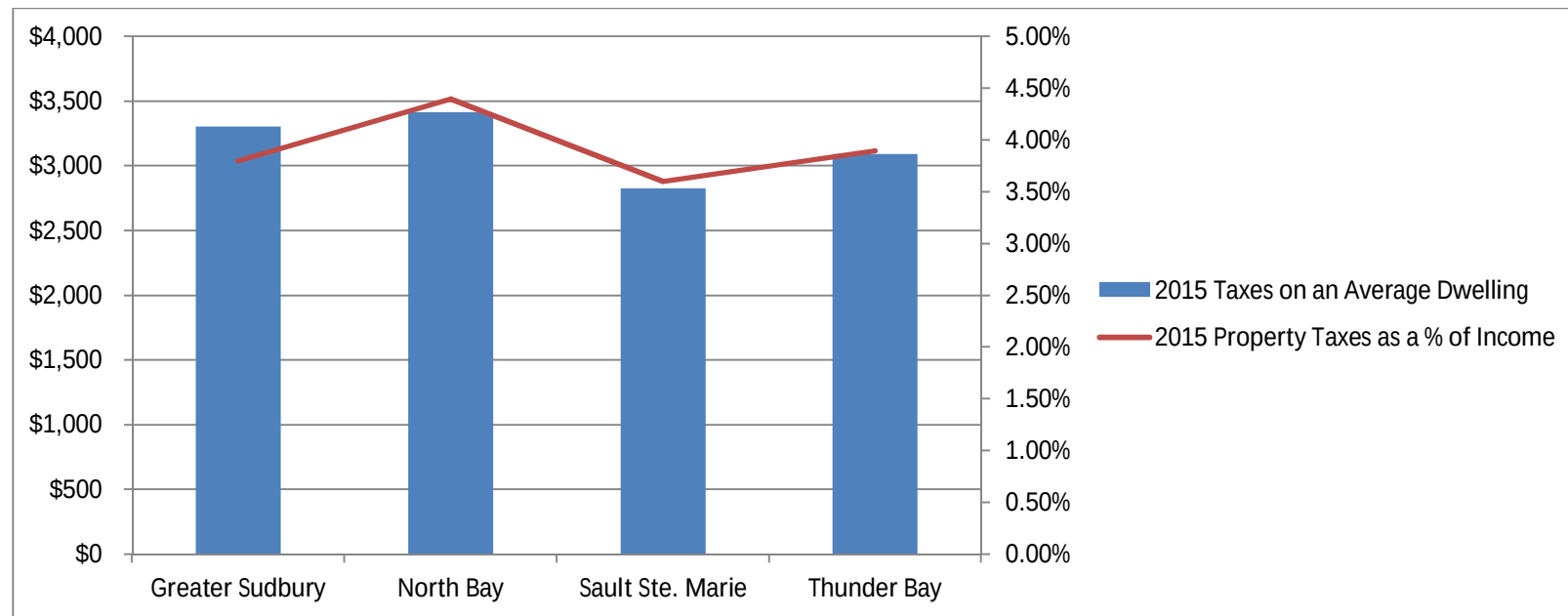
Changes to Maintaining Services Year Over Year

Several key items influenced the increase required to maintain service levels the same as 2016. Staff has reduced their budgets by approximately \$770,000 to mitigate the contractual/legislated increases to other expenses and the decrease in users accessing revenue generating services. The increase to WSIB for Fire presumptive cancer claims and post-traumatic stress disorder (PTSD) for Police and Fire were significantly more than the net savings from the Fire Services Realignment Plan for 2017.

Maintaining Services – Significant Changes from 2016	\$(000)
2016	\$72,572
Salary/Benefit contractual increases and contingencies, including net savings from Fire Services Realignment, including non-union wage freeze	\$983
WSIB increase for Fire/Police for presumptive cancer and PTSD	\$1,000
Lost administration revenue from SSMDSSAB transition	\$702
Contracted/legislated increases and decrease in use of revenue generating services	\$768
Department reductions to be implemented to offset contractual increases	\$(770)
Decrease in assessment growth reflected in supplementary taxes	\$450
Decrease in Payment In Lieu of Taxation from other levels of government	\$74
Cemetery operational costs in excess of user fees	\$140
User fee increases	\$(193)
2017	\$75,726

Municipal Burden as % of Household Income

The 2015 BMA study shows the taxes on an average dwelling for the City of Sault Ste. Marie as lowest among our Northern Ontario comparators. We are also the lowest when property taxes are considered as a percentage of the median income of each municipality. The 2016 BMA Study will be released in December, 2016 and updated comparators will be presented along with tax policy recommendations in early 2017.



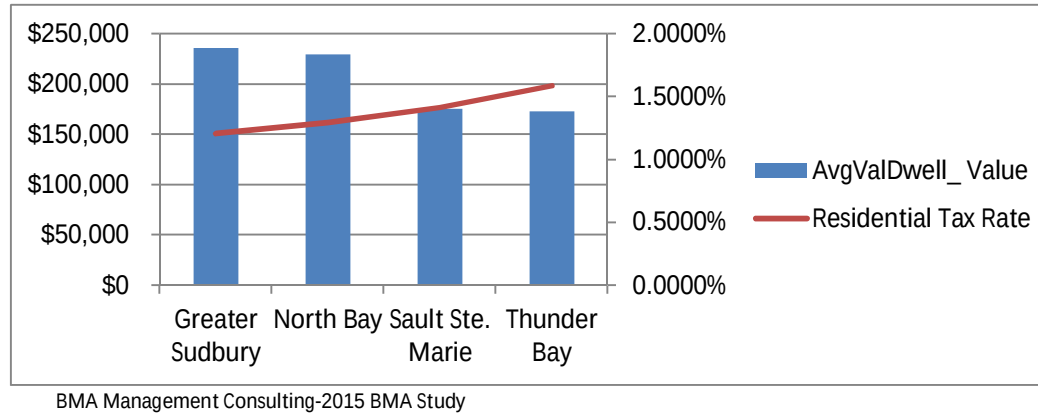
BMA Management Consulting-2015 BMA Study

Tax rates are basically calculated by dividing the levy requirement into the total assessment. For example, If Municipality A has an assessment of \$10,000 and Municipality B has an assessment of \$15,000 and both have a tax levy of \$1,000, the rates would be the following:

	Municipality A	Municipality B
Levy	\$1,000	\$1,000
Assessment	\$10,000	\$15,000
Tax Rate	0.10	.067

The tax burden is exactly the same for both municipalities but the one with the higher assessment will reflect a lower tax rate to raise that same amount. Although tax rates can be used as a measure of the municipal tax burden, they should not be viewed on their own as the effect of market assessment values present a scenario that is not true. Multiple indicators should be reviewed when ranking and comparing with other municipalities.

From a tax rate standpoint Sault Ste. Marie is higher than both Sudbury and North Bay, but less than Thunder Bay. As seen below, Sudbury and North Bay have a much greater average assessment value than Sault Ste. Marie and Sudbury, thus their tax rate reflects lower.

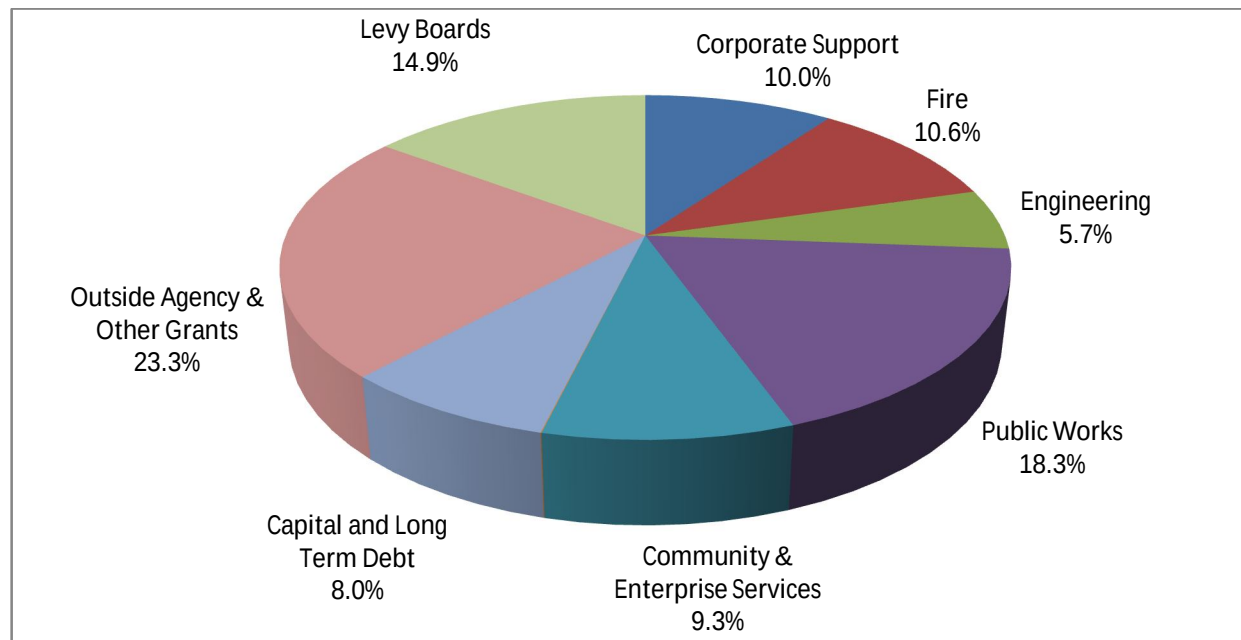


By viewing only the tax rates, a false impression is given that Sault Ste. Marie taxes are among the highest when in fact property taxes as a percentage of a taxpayer's income, which is a recognized benchmark used to compare municipalities, are the lowest.

Highlights

The preliminary tax levy for 2017 is \$111,295,033. The levy by key area is shown below. Of the total levy approximately 38% is comprised of costs that the City cannot control. This includes Levy Boards and Police Services (32%), outside agencies and boards (4.3%) and Economic Development (1.8%) that City Council has approved for ongoing funding. In addition, another 8% of the levy is for capital and financing requirements. The remaining 54% is directed to City services.

Departmental information is included in the 2017 Preliminary Budget.

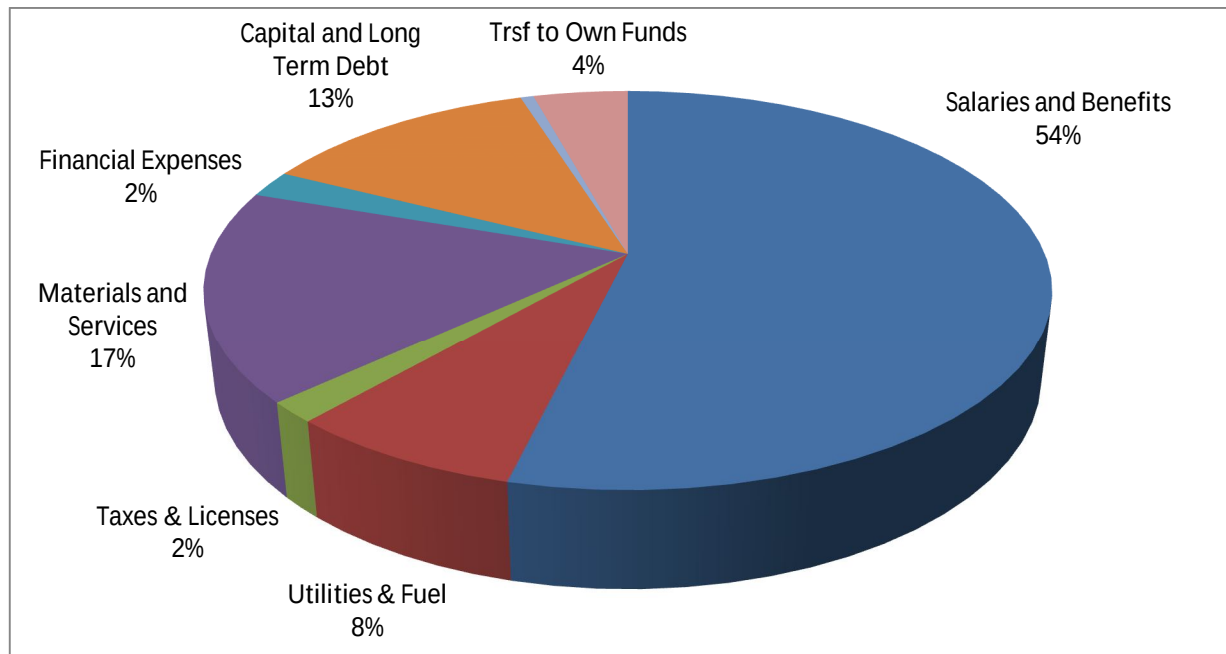


Maintaining City Services, including capital and long term debt requirements, equates to 3.02% of the 6.63% levy increase. The Budget Formula Guideline for 2017, as presented to Council on August 22, 2017 by the Chief Administrative Officer, was 3.08%, including 0.25% Investment

Factor. Contracted and legislated increases outside of salaries and benefits were mitigated by the departments with savings and efficiencies instituted in their budgets. Significant items such as \$1 million for WSIB changes to Fire and Police services, decreased assessment growth and lost administration revenue with the Sault Ste. Marie District Social Services Administration Board transition, put increased pressure on the levy for 2017. To offset these items and further reduce the levy would require service level decreases.

The City Services budget reflects 54% for salaries and benefits. As a service organization staff compensation comprises one half of the City Services portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are not controllable by the departments. Note that Fires Services contracts are expired and have not been yet negotiated. The budget levels reflect rates in effect for the last contract. Manning levels are based upon the current service level requirements.

Departments will present during budget deliberations details of their uncontrollable costs due to legislated, regulated or contract obligations.



CITY OF SAULT STE MARIE
Summary of All Units
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Taxation (excluding levy)	2,627,500	2,427,500	(200,000)	-7.61%
Payment in Lieu of taxes	4,445,020	4,371,195	(73,825)	-1.66%
Fees and user charges	39,148,855	34,964,699	(4,184,156)	-10.69%
Government grants (including OMPF)	19,399,650	19,497,615	97,965	0.50%
Investment income	4,305,000	4,305,000	0	0.00%
Contribution from own funds	2,337,840	218,060	(2,119,780)	-90.67%
Other income	1,514,090	1,503,320	(10,770)	-0.71%
Prior year surplus	550,000		(550,000)	-100.00%
	74,327,955	67,287,389	(7,040,566)	-9.47%
EXPENDITURES				
Salaries	69,913,978	67,889,425	(2,024,553)	-2.90%
Benefits	18,475,037	18,528,992	53,955	0.29%
	88,389,015	86,418,417	(1,970,598)	-2.23%
Travel and training	870,600	841,795	(28,805)	-3.31%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	3,785,734	3,813,151	27,417	0.72%
Utilities and Fuel	10,793,370	9,995,730	(797,640)	-7.39%
Materials and supplies	6,796,682	6,599,665	(197,017)	-2.90%
Maintenance and repairs	2,475,770	2,576,130	100,360	4.05%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	628,525	619,325	(9,200)	-1.46%
Rents and leases	337,225	302,950	(34,275)	-10.16%
Taxes and licenses	2,184,510	2,191,290	6,780	0.31%
Financial expenses	2,443,440	2,716,185	272,745	11.16%
Purchased and contracted services	9,305,965	9,365,763	59,798	0.64%
Grants to others	26,562,439	26,568,403	5,964	0.02%
Long term debt	1,980,330	3,252,490	1,272,160	64.24%
Transfer to own funds	21,179,664	22,642,528	1,462,864	6.91%
Capital expense	1,065,492	777,530	(287,962)	-27.03%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	90,313,316	92,164,006	1,850,689	2.05%
	178,702,331	178,582,423	(119,909)	-0.07%
TAX LEVY	104,374,376	111,295,033	6,920,657	6.63%

			% change from 2016	Levy Increase
Maintaining Services:				
Mayor & Council	722,520	717,782	(4,738)	(0.66%)
Chief Administrative Officer	388,285	382,161	(6,124)	(1.58%)
Corporate Services	9,652,095	10,129,572	477,477	4.95%
Community and Enterprise Services	12,684,095	12,887,429	203,334	1.60%
Public Works and Engineering	40,426,767	40,355,527	(71,240)	(0.18%)
Legal	1,465,670	1,430,431	(35,239)	(2.40%)
Fire	12,993,728	13,315,320	321,592	2.47%
Social Service (excludes DSSAB)	37,000	50,000	13,000	35.14%
Corporate Financials/Capital/Long Term Debt	(5,797,966)	(3,541,536)	2,256,430	(38.92%)
	72,572,194	75,726,686	3,154,492	4.35%
Levy Boards	19,604,808	20,567,648	962,840	4.91%
Outside Agencies	29,871,373	30,335,698	464,325	1.55%
OMPF	(15,335,000)	(15,335,000)	-	.00%
Surplus for levy reduction	(550,000)		550,000	100.00%
Reserves for levy reduction	(1,789,000)		1,789,000	100.00%
	104,374,375	111,295,032	6,920,657	6.63%

Union contracts expired

Excludes OMPF and
surplus/reserves for levy reduction

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
2016 OPERATING BUDGET
SUMMARY**

	2017			2017 Net Tax Levy	% of 2017 levy	2016 Net Tax Levy	% change from 2016
	Salary/Benefits	Other Expense	Revenue				
MAYORS OFFICE	549,267	143,515	0	692,782		697,520	
COUNCIL SPECIAL FUNDS		25,000		25,000		25,000	
TOTAL MAYOR & COUNCIL	549,267	168,515	0	717,782	0.6%	722,520	-0.7%
ADMINISTRATION	357,651	24,510		382,161		388,285	
ISAP-IMMIGRATION PROGRAM	228,672	37,028	265,700	0		-	
TOTAL CAO	586,323	61,538	265,700	382,161	0.3%	388,285	-1.6%
LEGAL DEPARTMENT							
ADMINISTRATION	758,342	199,465	884,651	73,156		105,665	-30.8%
CITY OWNED LAND		19,000		19,000		19,000	
INSURANCE		1,730,500		1,730,500		1,745,000	
POA	546,165	411,610	1,350,000	(392,225)		(403,995)	
TOTAL LEGAL	1,304,507	2,360,575	2,234,651	1,430,431	1.3%	1,465,670	-2.4%
FIRE SERVICES							
ADMINISTRATION	1,038,153	832,637	225,550	1,645,240		1,329,042	
SUPPRESSION	9,691,844	98,380		9,790,224		10,342,975	
PREVENTION	981,345			981,345		699,850	
SUPPORT SERVICES	500,882	133,786		634,668		494,926	
MUNICIPAL EMERGENCY PLANNING	229,005	13,785	3,000	239,790		103,280	
SUMMER CAREER	24,053			24,053		23,655	
	12,465,282	1,078,588	228,550	13,315,320		12,993,728	2.5%
DSSAB CONTRACTED SERVICES							
EMS-CITY	4,796,821	451,776	5,248,597	0		-	
EMS-GARDEN RIVER	1,094,680	192,320	1,287,000	0		-	
	5,891,501	644,096	6,535,597	0		0	
TOTAL FIRE	18,356,783	1,722,684	6,764,147	13,315,320	12.0%	12,993,728	2.5%
CORPORATE SERVICES							

	2017			2017		2016	% change from 2016
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	% of 2017 levy	Net Tax Levy	
ADMINISTRATION	646,495	126,155	1,540	771,110		777,550	
HEALTH AND SAFETY	120,519	24,965		145,484		134,545	
DISABILITY MANAGEMENT	120,519	116,890		237,409		201,920	
CORPORATE RECRUITMENT & TRAINING		17,850		17,850		40,450	
LEADERSHIP PERFORMANCE		22,550		22,550		25,000	
RETIREE BENEFITS	327,800			327,800		303,800	
EMPLOYEE ASSISTANCE PROGRAM		37,200		37,200		41,000	
HEALTH AND SAFETY COMMITTEE		30,000		30,000		30,000	
DISABLED PREMIUMS	3,565			3,565		3,565	
ASBESTOS PROGRAM		50,000		50,000		50,000	
TOTAL HUMAN RESOURCES	1,218,898	425,610	1,540	1,642,968	1.5%	1,607,830	2.2%
ADMINISTRATION	691,142	92,895	50,000	734,037		740,925	
OFFICE SERVICES	109,543	78,175		187,718		219,335	
QUALITY MANAGEMENT		23,250		23,250		28,250	
ELECTION EXPENSE		60,000		60,000		108,550	
COUNCIL MEETINGS		8,350		8,350		10,000	
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000	
RECEPTIONS		25,650		25,650		25,650	
TOTAL CLERKS	800,685	290,320	50,000	1,041,005	0.9%	1,134,710	-8.3%
ACCOUNTING	1,067,293	32,600	26,600	1,073,293		1,033,285	3.9%
TAX	474,452	30,820	149,500	355,772		350,450	1.5%
INFORMATION TECHNOLOGY	1,063,782	1,111,316	17,040	2,158,058		1,875,185	15.1%
PURCHASING	334,527	10,445		344,972		342,925	0.6%
ADMINISTRATION	696,974	66,905		763,879		803,210	-4.9%
FINANCIAL EXPENSE - BANKING		65,000		65,000		65,000	0.0%
FINANCIAL FEES		86,500		86,500		68,000	27.2%
FINANCIAL EXPENSE - PROPERTY TAX		2,598,125		2,598,125		2,371,500	9.6%
TOTAL FINANCE	3,637,028	4,001,711	193,140	7,445,599	6.7%	6,909,555	7.8%
TOTAL CORPORATE SERVICES	5,656,611	4,717,641	244,680	10,129,572	9.1%	9,652,095	4.9%
PUBLIC WORKS AND ENGINEERING							
ENGINEERING DESIGN	1,626,989	157,070		1,784,059		1,838,420	
ENVIRONMENTAL INITATIVE	109,910	83,485		193,395		182,500	
ADMINISTRATION	323,441	42,340	53,150	312,631		360,730	
BUILDING SERVICES	644,202	780,000		1,424,202		1,395,920	
HYDRANTS		975,000		975,000		998,000	
STREET LIGHTING		1,885,780		1,885,780		2,900,000	

	2017			2017		2016	% change from 2016
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	% of 2017 levy	Net Tax Levy	
SEWAGE DISPOSAL SYSTEM		5,292,450		5,292,450		4,965,345	
MISCELLANEOUS CONSTRUCTION		1,300,000		1,300,000		1,300,000	
TOTAL ENGINEERING	2,704,542	10,516,125	53,150	13,167,517	11.8%	13,940,915	-5.5%
WORKS: ADMIN/SUPERVISION/OVERHEAD	2,948,219	85,000		3,033,219		3,018,560	
ROADWAYS	1,520,823	1,730,960		3,251,783		2,922,150	
SIDEWALKS (INCLUDING WINTER CONTROL)	517,327	419,152		936,479		848,677	
WINTER CONTROL ROADWAYS	2,755,161	3,540,162	67,965	6,227,358		5,813,953	
SANITARY SEWERS	992,152	948,660	17,500	1,923,312		1,837,630	
STORM SEWERS	316,660	247,250		563,910		536,563	
TRAFFIC & COMMUNICATIONS	1,048,348	654,990		1,703,338		1,739,820	
CARPENTRY	698,149	(95,630)		602,519		689,910	
ADMINISTRATION	1,575,413	149,910		1,725,323		1,706,340	
BUILDINGS & EQUIPMENT	2,459,820	(459,634)		2,000,186		1,982,858	
PARKS OPERATIONS	2,392,868	749,290		3,142,158		3,019,440	
WASTE MANAGEMENT	1,360,161	3,860,265	3,142,000	2,078,426		2,369,951	
TOTAL PUBLIC WORKS	18,585,101	11,830,375	3,227,465	27,188,011	24.4%	26,485,852	2.7%
TOTAL PUBLIC WORKS AND ENGINEERING	21,289,643	22,346,500	6,454,930	40,355,528		40,426,767	-0.2%
COMMUNITY AND ENTERPRISE SERVICES							
SPORTS ADMINISTRATION	7,963	6,435		14,398		14,265	
RECREATION & CULTURE ADMINISTRATION	434,859	19,385	61,190	393,054		416,100	
CANADA DAY		20,000	10,000	10,000		10,000	
MAYORS YOUTH ADVISORY		27,500		27,500		27,500	
MISCELLANEOUS PROGRAMS	3,771	17,210		20,981		20,975	
PARKS & REC ADVISORY COMMITTEE		2,465		2,465		2,465	
SPORT FISHING		0		0		1,000	
ROBERTA BONDAR PARK	90,254	101,620	32,616	159,258		155,026	
BELLEVUE PARK MARINA	36,397	122,805	173,295	(14,093)		(14,580)	
BONDAR MARINA	36,397	76,920	72,405	40,912		38,870	
LOCKS OPERATIONS	101,549	(61,305)		40,244		37,595	
SENIORS DROP IN CENTRE	270,067	125,085	106,200	288,952		302,240	
STEELTON SENIORS CENTRE	170,299	50,330	62,200	158,429		166,510	
HISTORIC SITES BOARD - OLD STONE HOUSE	281,257	111,620	92,980	299,897		299,290	
JOHN RHODES COMMUNITY CENTRE	1,376,957	1,200,005	1,154,907	1,422,055		1,325,415	
FACILITY ADMINISTRATION	992,860	67,625	24,000	1,036,485		1,027,640	
FACILITIES-SUMMER STUDENTS	39,813			39,813		39,155	
GRECO POOL	31,870	13,685		45,555		45,260	
MANZO POOL	11,345	9,915		21,260		21,170	

	2017			2017		2016	% change from 2016
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	% of 2017 levy	Net Tax Levy	
MCMECKEN CENTRE	146,944	130,365	136,597	140,712		140,065	
ESSAR CENTRE	847,611	1,355,350	1,613,953	589,008		592,080	
NORTHERN COMMUNITY CENTRE	34,234	136,050	240,000	(69,716)		(70,820)	
MISCELLANEOUS CONCESSIONS	92,022	50,555	142,550	27		-	
ACCESSIBILITY	125,094	98,700		223,794		223,360	
DAY CARE CENTRES	894,151	107,590	582,715	419,026		361,675	
CSD CENTRAL ADMINISTRATION	478,025	36,070		514,095		436,480	
TOTAL COMMUNITY SERVICES DEPARTMENT	6,503,739	3,825,980	4,505,608	5,824,111	5.2%	5,618,736	3.7%
PLANNING	689,988	56,585	113,540	633,033		611,035	
BUILDING DIVISION	1,161,942	199,459	1,121,129	240,272		129,309	
TRANSIT	6,737,209	2,953,020	3,748,930	5,941,302		6,124,595	
CEMETERY OPERATIONS	805,652	266,584	932,294	139,942		-	
PARKING	137,929	400,460	429,620	108,769		200,420	
OTHER COMMUNITY & ENTERPRISE	9,532,720	3,876,108	6,345,513	7,063,318	6.3%	7,065,359	0.0%
COMMUNITY AND ENTERPRISE SERVICES	16,036,459	7,702,088	10,851,121	12,887,429	11.6%	12,684,095	1.6%
EMERGENCY FUND		0		0		5,000	
HEALTHY KIDS CHALLENGE		225,000	175,000	50,000		50,000	
HOMELESSNESS PARTNERING				0		(14,000)	
HOMELESSNESS INFORMATION				0		(4,000)	
TOTAL SOCIAL SERVICES	0	225,000	175,000	50,000	0.0%	37,000	35.1%
PUBLIC HEALTH OPERATIONS		2,453,145		2,453,145		2,405,045	
DSSAB LEVY		17,632,940		17,632,940		16,724,698	
CONSERVATION AUTHORITY		481,563		481,563		475,065	
TOTAL LEVY BOARDS	0	20,567,648	0	20,567,648	18.5%	19,604,808	4.9%
POLICE SERVICES BOARD	22,618,822	3,830,460	2,172,780	24,276,502		23,852,153	
LIBRARY BOARD		2,936,011		2,936,011		2,891,035	
ART GALLERY OF ALGOMA		180,785		180,785		180,785	
SSM MUSEUM		177,540		177,540		177,540	
BUSH PLANE MUSEUM		110,000		110,000		110,000	
CULTURAL RECOGNITION		1,500		1,500		1,500	
SAFE COMMUNITIES		40,000		40,000		40,000	
CRIME STOPPERS		25,000		25,000		25,000	
MISC GRANT - ALGOMA UNIVERSITY		40,000		40,000		40,000	
MISC GRANT - PEE WEE ARENA		12,750		12,750		12,750	
MISC GRANT - OTHER SPORTS		5,000		5,000		10,000	

	2017			2017		2016	% change from 2016
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	% of 2017 levy	Net Tax Levy	
RED CROSS GRANT		50,000		50,000		50,000	
CULTURAL GRANTS		53,900		53,900		53,900	
ECONOMIC DEVELOPMENT CORPORATION		1,204,165		1,204,165		1,204,165	
DESTINY SSM		30,000		30,000		30,000	
DEVELOPMENT SSM		246,000		246,000		246,000	
INNOVATION CENTRE		277,890		277,890		277,890	
TOURIST PROMOTION		168,655		168,655		168,655	
EDF BUDGET		500,000		500,000		500,000	
PHYSICIAN RECRUITMENT		200,000	200,000	0			
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	22,618,822	10,089,656	2,372,780	30,335,698	27.3%	29,871,373	1.6%
TAXATION & CORPORATE FINANCIALS	20,000	12,707,090	40,748,695	(28,021,605)		(31,344,875)	
CAPITAL LEVY AND LONG TERM DEBT		9,495,069	350,000	9,145,069		7,872,909	
TOTAL CORPORATE FINANCIALS	20,000	22,202,159	41,098,695	(18,876,536)	-17.0%	(23,471,966)	-19.6%
TOTAL MUNICIPAL LEVY	86,418,415	92,164,004	67,287,389	111,295,033		104,374,375	6.6%
Surplus used for levy reduction						550,000	
Reserves used for levy reduction						1,789,000	
Levy before reduction						106,713,375	4.3%

CITY OF SAULT STE MARIE
MAYOR & COUNCIL
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
Grants to others	25,000	25,000	0	0.00%
	168,515	168,515	0	0.00%
	722,520	717,782	(4,738)	-0.66%
TAX LEVY	722,520	717,782	(4,738)	-0.66%

MAYOR & COUNCIL: MAYOR'S OFFICE

2017 OPERATING
BUDGET

Cost Centre 100-1000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
	143,515	143,515	0	0.00%
	697,520	692,782	(4,738)	-0.68%
TAX LEVY	697,520	692,782	(4,738)	-0.68%

Full Time Positions	2.0	2.0	-
Part Time Hours	610.0	610.0	-

MAYOR & COUNCIL: COUNCIL SPECIAL FUNDS

2017 OPERATING
BUDGET

Cost Centre

105-1010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Grants to others	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
TAX LEVY	25,000	25,000	0	0.00%

The Corporation of the City of Sault Ste. Marie

2017 Operating Budget

Chief Administrative Officer

The office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Executive Assistant. A temporary employee/student is required for summer and vacation coverage throughout the year.

Responsibilities include recommending policy and proposals to Council, coordination of all City Department activities, coordination of submissions of all reports and information to council, ensure policies, decisions and directives of City Council are carried out, provide liaison with various Board and Committees.

2017 Objectives:

- Achieve 2017 budget level as set by Council
- It is intended that the 2016-2020 Corporate Strategic Plan is a living document infused with new ideas and approaches to undertake the Corporation's action plan over the course of the next five years. During this transitional period, every effort will be made to continue to align the organizational structure for effective and efficient implementation of the Plan.
- In embracing the future with a strategic direction - to be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario, in year two of the Corporate Strategic Plan, this transitional year will afford the opportunity to champion economic and community development by:
 - Attracting new investment and development opportunities.
 - Implementing the recommendation of the EcDev Review consultants.
 - Focusing on downtown infrastructure opportunities.
 - Adequately maintaining existing infrastructure
 - Implementing sustainable asset management plans.

CITY OF SAULT STE MARIE
CHIEF ADMINISTRATIVE OFFICER
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	276,085	265,700	(10,385)	-3.76%
	276,085	265,700	(10,385)	-3.76%
EXPENDITURES				
Salaries	472,240	466,855	(5,385)	-1.14%
Benefits	118,120	119,468	1,348	1.14%
	590,360	586,323	(4,037)	-0.68%
Travel and training	11,215	10,715	(500)	-4.46%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	32,315	25,343	(6,972)	-21.58%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	25,650	20,650	(5,000)	-19.49%
Capital expense	200	200	0	0.00%
	74,010	61,538	(12,472)	-16.85%
	664,370	647,861	(16,509)	-2.48%
TAX LEVY	388,285	382,161	(6,124)	-1.58%

CHIEF ADMINISTRATIVE OFFICER: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres:

110-1100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	295,775	290,024	(5,751)	-1.94%
Benefits	68,000	67,627	(373)	-0.55%
	363,775	357,651	(6,124)	-1.68%
Travel and training	9,215	9,215	0	0.00%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	10,315	10,315	0	0.00%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	150	150	0	0.00%
Capital expense	200	200	0	0.00%
	24,510	24,510	0	0.00%
	388,285	382,161	(6,124)	-1.58%
TAX LEVY	388,285	382,161	(6,124)	-1.58%
Full Time Positions	2.0	2.0	-	
Part Time Hours	860.0	610.0	(250.0)	

CHIEF ADMINISTRATIVE OFFICER: ISAP IMMIGRATION PROGRAM

2017 OPERATING BUDGET

Cost Centres: 600-6020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	276,085	265,700	(10,385)	-3.76%
	276,085	265,700	(10,385)	-3.76%
EXPENDITURES				
Salaries	176,465	176,831	366	0.21%
Benefits	50,120	51,841	1,721	3.43%
	226,585	228,672	2,087	0.92%
Travel and training	2,000	1,500	(500)	-25.00%
Materials and supplies	22,000	15,028	(6,972)	-31.69%
Purchased and contracted services	25,500	20,500	(5,000)	-19.61%
	49,500	37,028	(12,472)	-25.20%
	276,085	265,700	(10,385)	-3.76%
TAX LEVY	0	0	0	0.00%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

LEGAL DEPARTMENT

Administration

The Legal Department consists of the City Solicitor, Supervisor, Assistant City Solicitor/Senior Litigation Counsel, Solicitor/Prosecutor, Risk Manager, Articling Intern and 3 Clerical Staff.

The staff operates on regular Civic Centre hours and does not ordinarily incur overtime hours. The Legal Department provides a broad range of legal, technical and reference services to all branches of the City's operations. The service involves not only responding to immediate ongoing needs for legal services but also involves the reduction of potential liability by identifying possible problem areas and planned legislation. The Legal Department's responsibilities include the acquisition and sale of properties on behalf of the Municipality as well as preparation and management of leases, licenses of occupation, easements, encroachments, agreements and the administration of the street and lane closing policy.

The objectives of the Legal Department are:

- to provide legal assistance and advice to City Council and staff;
- to process reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- to represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- to prosecute persons charged with offences contrary to City by-laws; and
- to represent the City before various courts and tribunals including the Ontario Municipal Board and the Human Rights Tribunal.

City Owned Land

Responsible for the cost of leases, licenses of occupation, easements the City Corporation over and on private property. It also covers maintenance required on specific City owned properties as well as realty tax and local improvement charges on specific property owned by the Municipality. These charges for the most part are set and continue on an annual basis.

Insurance

Responsible for all types of insurance purchased by the City (excluding Police, EMS and the Library Board, which are expensed directly).

The following are the types of insurance:

- comprehensive liability;
- property insurance (including buildings, contents and valuable papers);
- crime insurance (protection against dishonesty, deceit and forgery);
- electronic data processing;
- boiler and machinery;
- automobile insurance (including non-owned automobiles);
- errors and omissions;
- environmental liability;
- conflict of interest; and
- excess liability.

Provincial Offences Office

Effective 2001, the City of Sault Ste. Marie assumed the responsibility for the delivery of administrative, prosecutorial and court support functions transferred from the Province of Ontario under the Provincial Offences Act. These functions have become a division of the Legal Department. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

Charges filed and processed by the POA office include matters under such statutes as the Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor Licence Act, all Provincial Statutes and Municipal by-laws. The POA court administers between 15,000-18,000 charges a year the majority comprising of Traffic Offences.

The POA Division is comprised of three Court Administrator/Cashier's, one Court Administrator Enforcement Clerk/Court Reporter and one Prosecution assistant. There is also one Court Liaison Supervisor and one Solicitor/Prosecutor.

Court sits approximately four days a week in Sault Ste. Marie with one satellite court in Wawa approximately once a month. The POA office generates an average over one million dollars in gross revenue, the net of which is distributed among our 19 municipal partners.

CITY OF SAULT STE MARIE
LEGAL DEPARTMENT
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,178,765	2,234,651	55,886	2.57%
	2,178,765	2,234,651	55,886	2.57%
EXPENDITURES				
Salaries	998,480	1,032,572	34,092	3.41%
Benefits	256,575	271,935	15,360	5.99%
	1,255,055	1,304,507	49,452	3.94%
Travel and training	18,735	18,735	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	76,295	78,815	2,520	3.30%
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	78,075	78,075	0	0.00%
Taxes and licenses	1,791,000	1,776,500	(14,500)	-0.81%
Purchased and contracted services	305,000	292,000	(13,000)	-4.26%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	9,000	10,000	1,000	11.11%
	2,389,380	2,360,575	(28,805)	-1.21%
	3,644,435	3,665,082	20,647	0.57%
TAX LEVY	1,465,670	1,430,431	(35,239)	-2.40%

LEGAL DEPARTMENT: ADMINISTRATION

2017 OPERATING

Cost Centre

150-1500

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	828,765	884,651	55,886	6.74%
	828,765	884,651	55,886	6.74%
EXPENDITURES				
Salaries	574,895	603,275	28,380	4.94%
Benefits	145,765	155,067	9,302	6.38%
	720,660	758,342	37,682	5.23%
Travel and training	7,600	7,600	0	0.00%
Materials and supplies	24,245	26,765	2,520	10.39%
Taxes and licenses	45,000	45,000	0	0.00%
Purchased and contracted services	28,400	15,400	(13,000)	-45.77%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	1,500	2,500	1,000	66.67%
	213,770	199,465	(14,305)	-6.69%
	934,430	957,807	23,377	2.50%
TAX LEVY	105,665	73,156	(32,509)	-30.77%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610	1,220	610.0	

LEGAL DEPARTMENT: CITY OWNED LAND

2017 OPERATING

Cost Centre

150-1505

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	14,000	14,000	0	0.00%
Taxes and licenses	1,000	1,000	0	0.00%
	19,000	19,000	0	0.00%
	19,000	19,000	0	0.00%
TAX LEVY	19,000	19,000	0	0.00%

LEGAL DEPARTMENT: PROVINCIAL OFFENCES

2017 OPERATING

Cost Centre

155-1550
155-1552

155-1554

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	0.00%
	1,350,000	1,350,000	0	0.00%
EXPENDITURES				
Salaries	423,585	429,297	5,712	1.35%
Benefits	110,810	116,868	6,058	5.47%
	534,395	546,165	11,770	2.20%
Travel and training	11,135	11,135	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	52,050	52,050	0	0.00%
Rents and leases	64,075	64,075	0	0.00%
Purchased and contracted services	276,600	276,600	0	0.00%
Capital expense	7,500	7,500	0	0.00%
	411,610	411,610	0	0.00%
	946,005	957,775	11,770	1.24%
TAX LEVY	(403,995)	(392,225)	11,770	-2.91%

Full Time Positions	7.0	7.0	-
Part Time Hours	610	610	-

LEGAL DEPARTMENT: INSURANCE

2017 OPERATING BUDGET

Cost Centre

158-1580

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
TAX LEVY	1,745,000	1,730,500	(14,500)	-0.83%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

FIRE SERVICES

The Fire Services Realignment Plan 2016–2018 has put in an Action Plan to reallocate resources from Fire to EMS and the requirements within Fire. At the end of 2016, the second year of the Plan, there has been 8 positions reallocated; 4 positions were reallocated within to Public Education (2), Emergency Management and Mechanical and 4 positions, which equate to 8 positions based on a 50-50 cost share, have been reallocated to the EMS Division, including 4 Paramedic Supervisors. Further attrition of the remaining 12 positions in 2017-2018 will reduce costs by approximately \$1,320,000.

The first boat was taken out of service foregoing a \$100,000 capital replacement and ongoing operating costs and the second will be removed by the end of 2016 foregoing on going capital, repair and maintenance costs.

Fire Permit fees structure has been revised to better reflect the true cost recovery to provide the inspection and the permit administration and will be valid for a period of four years rather than the present inefficient yearly renewal cycle.

Fire Services is presently in discussions with numerous agencies to provide Communication and Dispatch functions with a proposal to be developed in 2017. The intention is to provide more efficient and effective dispatch with modern state of the art technology / facility to save major capital refresh costs and discontinue utilizing Fire Fighters for dispatch functions.

A review of vehicles, equipment, and facilities presently used by Fire Services will be conducted in 2017 to develop a long term Capital Asset Management Plan in conjunction with a corporate long term capital budget planning.

FIRE SERVICES DEPARTMENT OVERVIEW

- The Fire Chief is responsible to the CAO and Council for delivery of fire protection services, set by Council, to the community and regional delivery of Emergency Medical Services (EMS).
- The Fire Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief - Fire Operations, Training and Logistics and a Deputy Chief, Public Education, Fire Prevention and Emergency Management
- The Emergency Medical Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief- EMS Operations and a Deputy Chief- Professional Standards, Training and Development.
- Public Education and Life Safety and Fire Prevention and Divisions provide the first two lines of defenses in Fire Protection under the Fire Protection and Prevention Act
- Fire Services provides Emergency Fire-Rescue response to the City of Sault Ste. Marie and the EMS Division provides EMS response to the entire District of Sault Ste. Marie.
- Emergency Management Division through prevention/mitigation, preparedness, response and recovery addresses natural and manmade disasters.

CITY OF SAULT STE MARIE
FIRE SERVICES
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	4,109,105	6,757,347	2,648,242	64.45%
Other income		6,800	6,800	0.00%
	4,109,105	6,764,147	2,655,042	64.61%
EXPENDITURES				
Salaries	12,397,940	14,529,510	2,131,570	17.19%
Benefits	3,143,815	3,827,273	683,458	21.74%
	15,541,755	18,356,783	2,815,028	18.11%
Travel and training	103,205	103,200	(5)	0.00%
Vehicle allowance, maintenance and repairs	148,751	175,601	26,850	18.05%
Utilities and Fuel	287,575	305,030	17,455	6.07%
Materials and supplies	329,887	384,196	54,309	16.46%
Maintenance and repairs	208,035	227,160	19,125	9.19%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	46,650	62,200	15,550	33.33%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	101,925	130,122	28,197	27.66%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	1,561,078	1,722,684	161,606	10.35%
	17,102,833	20,079,467	2,976,634	17.40%
TAX LEVY	12,993,728	13,315,320	321,592	2.47%

FIRE SERVICES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres:

200-2000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	220,750	221,750	1,000	0.45%
Other income	0	3,800	3,800	0.00%
	220,750	225,550	4,800	2.17%
EXPENDITURES				
Salaries	411,815	427,399	15,584	3.78%
Benefits	304,630	610,754	306,124	100.49%
	716,445	1,038,153	321,708	44.90%
Travel and training	92,720	92,720	0	0.00%
Utilities and Fuel	181,930	181,930	0	0.00%
Materials and supplies	67,862	67,152	(710)	-1.05%
Maintenance and repairs	145,160	145,160	0	0.00%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	12,500	12,500	0	0.00%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	833,347	832,637	(710)	-0.09%
	1,549,792	1,870,790	320,998	20.71%
TAX LEVY	1,329,042	1,645,240	316,198	23.79%

Full Time Positions	4.0	4.0	-
Part Time Hours	-	-	-

FIRE SERVICES: SUPPRESSION

2017 OPERATING

Cost Centres:

200-2005

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	8,269,095	7,890,856	(378,239)	-4.57%
Benefits	1,983,700	1,800,988	(182,712)	-9.21%
	10,252,795	9,691,844	(560,951)	-5.47%
Materials and supplies	90,180	98,380	8,200	9.09%
	90,180	98,380	8,200	9.09%
	10,342,975	9,790,224	(552,751)	-5.34%
TAX LEVY	10,342,975	9,790,224	(552,751)	-5.34%

Full Time Positions	88.0	79.0	(9.0)
Part Time Hours	-	-	-

FIRE SERVICES: PREVENTION

2017 OPERATING BUDGET

Cost Centres:

200-2010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	563,095	789,310	226,215	40.17%
Benefits	136,755	192,035	55,280	40.42%
	699,850	981,345	281,495	40.22%
	699,850	981,345	281,495	40.22%
TAX LEVY	699,850	981,345	281,495	40.22%

Full Time Positions	6.0	8.0	2.0
Part Time Hours	-	-	-

FIRE SERVICES: SUPPORT

2017 OPERATING BUDGET

Cost Centres:

200-2015

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	292,155	402,539	110,384	37.78%
Benefits	71,270	98,343	27,073	37.99%
	363,425	500,882	137,457	37.82%
Vehicle allowance, maintenance and repairs	67,621	67,621	0	0.00%
Utilities and Fuel	53,280	53,280	0	0.00%
Materials and supplies	5,100	7,385	2,285	44.80%
Maintenance and repairs	5,500	5,500	0	0.00%
	131,501	133,786	2,285	1.74%
	494,926	634,668	139,742	28.23%
TAX LEVY	494,926	634,668	139,742	28.23%

Full Time Positions	3.0	4.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: SUMMER CAREER

2017 OPERATING BUDGET

Cost Centre: 200-2030

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	21,600	21,960	360	1.67%
Benefits	2,055	2,093	38	1.85%
	23,655	24,053	398	1.68%
	23,655	24,053	398	1.68%
TAX LEVY	23,655	24,053	398	1.68%

Full Time Positions	-	-	-
Part Time Hours	1,830.0	1,830.0	-

FIRE SERVICES: COMMUNITY EMERGENCY MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

115-1120

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Other income		3,000	3,000	0.00%
	0	3,000	3,000	0.00%
EXPENDITURES				
Salaries	70,650	193,105	122,455	173.33%
Benefits	19,095	35,900	16,805	88.01%
	89,745	229,005	139,260	155.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	580	580	0	0.00%
Materials and supplies	8,600	8,850	250	2.91%
Purchased and contracted services	2,855	2,855	0	0.00%
	13,535	13,785	250	1.85%
	103,280	242,790	139,510	135.08%
TAX LEVY	103,280	239,790	136,510	132.17%

Full Time Positions	1.0	2.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: EMS-CITY

2017 OPERATING BUDGET

Cost Centre

210-2200 210-2215
210-2205 210-2220
210-2210

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,923,025	5,248,597	2,325,572	79.56%
	2,923,025	5,248,597	2,325,572	79.56%
EXPENDITURES				
Salaries	2,095,805	3,898,910	1,803,105	86.03%
Benefits	490,990	897,911	406,921	82.88%
	2,586,795	4,796,821	2,210,026	85.43%
Travel and training	3,735	4,980	1,245	33.33%
Vehicle allowance, maintenance and repairs	49,800	66,400	16,600	33.33%
Utilities and Fuel	46,740	62,320	15,580	33.33%
Materials and supplies	127,245	173,629	46,384	36.45%
Maintenance and repairs	35,250	47,000	11,750	33.33%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	39,000	52,000	13,000	33.33%
Purchased and contracted services	32,585	43,447	10,862	33.33%
	336,230	451,776	115,546	34.37%
	2,923,025	5,248,597	2,325,572	79.56%
TAX LEVY				
	0	0	0	0.00%

Full Time Positions	31.0	39.0	8.0
Part Time Hours	4,130	7,500	3,370

FIRE SERVICES: EMS GARDEN RIVER

2017 OPERATING BUDGET

Cost Centre

210-2300
210-2305
210-2310

210-2315
210-2320

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	965,330	1,287,000	321,670	33.32%
	965,330	1,287,000	321,670	33.32%
EXPENDITURES				
Salaries	673,725	905,431	231,706	34.39%
Benefits	135,320	189,249	53,929	39.85%
	809,045	1,094,680	285,635	35.31%
Travel and training	5,250	4,000	(1,250)	-23.81%
Vehicle allowance, maintenance and repairs	30,750	41,000	10,250	33.33%
Utilities and Fuel	5,625	7,500	1,875	33.33%
Materials and supplies	30,900	28,800	(2,100)	-6.80%
Maintenance and repairs	22,125	29,500	7,375	33.33%
Taxes and licenses	7,650	10,200	2,550	33.33%
Purchased and contracted services	53,985	71,320	17,335	32.11%
	156,285	192,320	36,035	23.06%
	965,330	1,287,000	321,670	33.32%
TAX LEVY	0	0	0	0.00%

Full Time Positions	8.0	8.0	-
Part Time Hours	6,552	5,460	(1,092.0)

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

CORPORATE SERVICES

CLERK'S DEPARTMENT

The Clerk's Department is an administrative department with a staff complement of nine full time staff and up to five part time staff (students/contract) providing services through three broad functional areas and locations in the Civic Centre.

Administration

The administrative area provides services to Council, agencies, boards and committees, corporate staff and the public focused on the following:

- Council and committee administration
- Vital statistics (cemetery business transactions, issuing of marriage licences, registration of deaths)
- Corporate strategic plan co-ordination and quality improvement initiatives (through association with Excellence Canada).
- Corporate records management
- Municipal election administration

Corporate Affairs

Corporate Affairs provides services to corporate staff, committees of Council and the public focused on the following:

- Public and media relations/communications.
- Website/social media content management.
- Civic reception co-ordination
- Corporate intranet content management

Office Services

Office Services provides services to corporate staff and agencies, boards and committees in the areas of corporate mail services; high volume copying and print services

FINANCE

The Finance Department is responsible for the overall implementation, maintenance and supervision of financial services and functions for the Corporation through the establishment of efficient, effective and economical financial policies and procedures, and through budget control, financial analysis, cash management and internal control systems.

The department consists of three divisions.

Administration

- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government.
- Budget control
- Financial analysis and cash management
- Budget preparation and support for all departments

Accounting

- Provides general accounting services to all City departments in the areas of payroll, general ledger reporting, accounts payable, accounts receivable, HST reporting and accounting support services.

- Updates and maintains control over tax receivable systems and is responsible for the central collection function which handles tax payments, parking tickets, local improvement payments and other general receipts

Information Technology

- Responsible for application maintenance and development including: implementation of new systems as well as modifications required to maintain existing corporate systems, system design, programming, testing and training.
- Provides computer services for all City departments, EDC and, Library including: installation and maintenance of computer hardware and software; data backup and security; network server administration; network infrastructure administration; desktop administration; help desk support; support of all corporate communication and technology, including mobile devices and telephone systems

Purchasing

The Purchasing Division is responsible for corporate purchasing services, administration of the purchasing policy, contract and tendering services.

The objective of the division is to provide a high level of service to user departments through the establishment and implementation of sound purchasing practices and to continually provide City departments with the proper quality and quantity of requested goods and services within an acceptable time-frame and at the lowest possible ultimate cost.

Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include monthly tax reminder statements,

correspondence, personal contact, and the sale of properties in tax arrears pursuant to the *Municipal Act, 2001*.

- Administers lottery and general licensing; tax assessment appeals; assessment base management; tax certificates; commercial/industrial vacancy rebate program; tax assistance programs; charity rebate program; mortgagee tax payment system; and maintaining an up-to-date tax database reflecting all assessment value and ownership changes.

HUMAN RESOURCES

The Human Resources department conducts negotiations and administers eight collective agreements. The Department develops human resource policies and ensures compliance.

Administration

Human Resources carries out labour relations, recruitment, corporate training programs and seniority administration; maintains employee HR files and manages the job evaluation process.

The department is responsible for administration of legislative changes (ESA, OHSA, OLRA, Human Rights) and associated costs of arbitrations, pension/benefit administration costs, etc.

Assistance is also provided to various boards (Police and Library) as required.

Health and Safety

The Health and Safety Division prepares and monitors policies and safety training programs as well as related reporting. A primary focus is on accident prevention.

Return to Work Management

The Return to Work Co-ordinator liaises with WSIB, non-occupational provider and disability insurance providers ; develops and implements corporate return to work programs, policies and procedures.

CITY OF SAULT STE MARIE
CORPORATE SERVICES
Budget Summary

Department	2016	2017	\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
	BUDGET	BUDGET		
REVENUE				
Fees and user charges	321,625	155,040	(166,585)	-51.79%
Government grants (including OMPF)		1,540	1,540	0.00%
Other income	102,670	88,100	(14,570)	-14.19%
	424,295	244,680	(179,615)	-42.33%
EXPENDITURES				
Salaries	4,302,475	4,205,847	(96,628)	-2.25%
Benefits	1,427,755	1,450,764	23,009	1.61%
	5,730,230	5,656,611	(73,619)	-1.28%
Travel and training	76,195	87,245	11,050	14.50%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	1,750	1,500	(250)	-14.29%
Materials and supplies	190,870	152,900	(37,970)	-19.89%
Maintenance and repairs	498,780	616,380	117,600	23.58%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	929,260	968,691	39,431	4.24%
Grants to others	19,000	2,000	(17,000)	-89.47%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	146,480	142,475	(4,005)	-2.73%
	4,346,160	4,717,641	371,481	8.55%
	10,076,390	10,374,252	297,862	2.96%
TAX LEVY	9,652,095	10,129,572	477,477	4.95%

FINANCE DEPARTMENT

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	271,625	105,040	(166,585)	-61.33%
Other income	100,870	88,100	(12,770)	-12.66%
	<u>372,495</u>	<u>193,140</u>	<u>(179,355)</u>	<u>-48.15%</u>
EXPENDITURES				
Salaries	2,912,485	2,872,856	(39,629)	-1.36%
Benefits	766,985	764,172	(2,813)	-0.37%
	<u>3,679,470</u>	<u>3,637,028</u>	<u>(42,442)</u>	<u>-1.15%</u>
Travel and training	13,800	12,300	(1,500)	-10.87%
Vehicle allowance, maintenance and repairs	1,200	1,100	(100)	-8.33%
Materials and supplies	24,455	3,635	(20,820)	-85.14%
Maintenance and repairs	491,930	612,680	120,750	24.55%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	531,000	585,331	54,331	10.23%
Grants to others	17,000		(17,000)	-100.00%
Capital expense	128,695	127,040	(1,655)	-1.29%
	<u>3,602,580</u>	<u>4,001,711</u>	<u>399,131</u>	<u>11.08%</u>
	<u>7,282,050</u>	<u>7,638,739</u>	<u>356,689</u>	<u>4.90%</u>
TAX LEVY	6,909,555	7,445,599	536,044	7.76%

FINANCE: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 140-1400

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	587,385	551,343	(36,042)	-6.14%
Benefits	151,420	145,631	(5,789)	-3.82%
	738,805	696,974	(41,831)	-5.66%
Travel and training	11,800	10,800	(1,000)	-8.47%
Materials and supplies	23,915	26,115	2,200	9.20%
Purchased and contracted services	19,400	21,900	2,500	12.89%
Capital expense	9,290	8,090	(1,200)	-12.92%
	64,405	66,905	2,500	3.88%
	803,210	763,879	(39,331)	-4.90%
TAX LEVY	803,210	763,879	(39,331)	-4.90%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	

FINANCE: ACCOUNTING

2017 OPERATING BUDGET

Cost Centres: 140-1405

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	44,820	25,600	(19,220)	-42.88%
	45,820	26,600	(19,220)	-41.95%
EXPENDITURES				
Salaries	826,960	839,231	12,271	1.48%
Benefits	217,610	228,062	10,452	4.80%
	1,044,570	1,067,293	22,723	2.18%
Materials and supplies	29,980	28,750	(1,230)	-4.10%
Maintenance and repairs	1,000	750	(250)	-25.00%
Capital expense	3,555	3,100	(455)	-12.80%
	34,535	32,600	(1,935)	-5.60%
	1,079,105	1,099,893	20,788	1.93%
TAX LEVY	1,033,285	1,073,293	40,008	3.87%

Full Time Positions	16.0	16.0	-
Part Time Hours	610	610.0	-

FINANCE: TAX

2017 OPERATING BUDGET

Cost Centres: 140-1410

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	87,000	87,000	0	0.00%
Other income	56,050	62,500	6,450	11.51%
	143,050	149,500	6,450	4.51%
EXPENDITURES				
Salaries	363,945	373,539	9,594	2.64%
Benefits	95,735	100,913	5,178	5.41%
	459,680	474,452	14,772	3.21%
Vehicle allowance, maintenance and repairs	200	100	(100)	-50.00%
Materials and supplies	18,470	17,570	(900)	-4.87%
Maintenance and repairs	100	100	0	0.00%
Purchased and contracted services	12,050	10,050	(2,000)	-16.60%
Capital expense	3,000	3,000	0	0.00%
	33,820	30,820	(3,000)	-8.87%
	493,500	505,272	11,772	2.39%
TAX LEVY	350,450	355,772	5,322	1.52%

Full Time Positions	6.0	6.0	-
Part Time Hours	-	-	-

FINANCE: PURCHASING

2017 OPERATING BUDGET

Cost Centres: 140-1420

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	260,520	263,624	3,104	1.19%
Benefits	68,020	70,903	2,883	4.24%
	328,540	334,527	5,987	1.82%
Materials and supplies	8,310	8,420	110	1.32%
Purchased and contracted services	5,075	1,025	(4,050)	-79.80%
Capital expense	1,000	1,000	0	0.00%
	14,385	10,445	(3,940)	-27.39%
	342,925	344,972	2,047	0.60%
TAX LEVY	342,925	344,972	2,047	0.60%
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

FINANCE: INFORMATION TECHNOLOGY

2017 OPERATING BUDGET

Cost Centres: 140-1415
300-3008

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	183,625	17,040	(166,585)	-90.72%
	183,625	17,040	(166,585)	-90.72%
EXPENDITURES				
Salaries	873,675	845,119	(28,556)	-3.27%
Benefits	234,200	218,663	(15,537)	-6.63%
	1,107,875	1,063,782	(44,093)	-3.98%
Travel and training	2,000	1,500	(500)	-25.00%
Vehicle allowance, maintenance and repairs	1,000	1,000	0	0.00%
Materials and supplies	(81,220)	(80,720)	500	-0.62%
Maintenance and repairs	490,830	611,830	121,000	24.65%
Purchased and contracted services	426,475	465,856	39,381	9.23%
Capital expense	111,850	111,850	0	0.00%
	950,935	1,111,316	160,381	16.87%
	2,058,810	2,175,098	116,288	5.65%
TAX LEVY	1,875,185	2,158,058	282,873	15.09%

Full Time Positions	11.0	11.0	-
Part Time Hours	1,220.0	1,220	-

FINANCE: OTHER - FINANCIAL EXPENSE BANKING

2017 OPERATING BUDGET

Cost Centres: 145-1450

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Financial expenses	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
TAX LEVY	65,000	65,000	0	0.00%

FINANCE: OTHER - FINANCIAL FEES

2017 OPERATING BUDGET

Cost Centres: 145-1452

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
TAX LEVY	68,000	86,500	18,500	27.21%

FINANCE: OTHER - PROPERTY TAX

2017 OPERATING BUDGET

Cost Centres: 145-1454

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	25,000	3,500	(21,500)	-86.00%
Financial expenses	2,329,500	2,594,625	265,125	11.38%
Grants to others	17,000		(17,000)	-100.00%
	2,371,500	2,598,125	226,625	9.56%
	2,371,500	2,598,125	226,625	9.56%
TAX LEVY	2,371,500	2,598,125	226,625	9.56%

CLERK'S DEPARTMENT

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800		(1,800)	-100.00%
	51,800	50,000	(1,800)	-3.47%
EXPENDITURES				
Salaries	685,435	634,073	(51,362)	-7.49%
Benefits	166,955	166,612	(343)	-0.21%
	852,390	800,685	(51,705)	-6.07%
Travel and training	6,595	6,595	0	0.00%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	550	400	(150)	-27.27%
Materials and supplies	114,230	97,080	(17,150)	-15.01%
Maintenance and repairs	3,550	400	(3,150)	-88.73%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	112,870	94,370	(18,500)	-16.39%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	5,000	2,650	(2,350)	-47.00%
	334,120	290,320	(43,800)	-13.11%
	1,186,510	1,091,005	(95,505)	-8.05%
TAX LEVY	1,134,710	1,041,005	(93,705)	-8.26%

CLERK'S DEPARTMENT: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 130-1300

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800	0	(1,800)	-100.00%
	51,800	50,000	(1,800)	-3.47%
EXPENDITURES				
Salaries	546,015	547,559	1,544	0.28%
Benefits	138,815	143,583	4,768	3.44%
	684,830	691,142	6,312	0.92%
Travel and training	6,595	6,595	0	0.00%
Materials and supplies	67,330	57,330	(10,000)	-14.85%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Purchased and contracted services	12,370	7,370	(5,000)	-40.42%
Capital expense	2,000	2,000	0	0.00%
	107,895	92,895	(15,000)	-13.90%
	792,725	784,037	(8,688)	-1.10%
TAX LEVY	740,925	734,037	(6,888)	-0.93%

Full Time Positions	7.0	7.0	-
Part Time Hours	1,315	1,315	-

CLERK'S DEPARTMENT: OFFICE SERVICES

2017 OPERATING BUDGET

Cost Centres: 130-1310

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	108,020	86,514	(21,506)	-19.91%
Benefits	28,140	23,029	(5,111)	-18.16%
	136,160	109,543	(26,617)	-19.55%
Vehicle allowance, maintenance and repairs	400	400	0	0.00%
Materials and supplies	1,750	1,750	0	0.00%
Maintenance and repairs	3,150	0	(3,150)	-100.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	67,750	67,750	0	0.00%
Capital expense	2,500	650	(1,850)	-74.00%
	83,175	78,175	(5,000)	-6.01%
	219,335	187,718	(31,617)	-14.41%
TAX LEVY	219,335	187,718	(31,617)	-14.41%

Full Time Positions	2.0	2.0	-
Part Time Hours	610	610	-

CLERK'S DEPARTMENT: QUALITY MANAGEMENT

2017 OPERATING

Cost Centres: 130-1320

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	4,000	4,000	0	0.00%
Purchased and contracted services	24,250	19,250	(5,000)	-20.62%
	28,250	23,250	(5,000)	-17.70%
	28,250	23,250	(5,000)	-17.70%
TAX LEVY	28,250	23,250	(5,000)	-17.70%

CLERK'S DEPARTMENT: COUNCIL MEETINGS

2017 OPERATING BUDGET

Cost Centres: 130-1352

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
TAX LEVY	10,000	8,350	(1,650)	-16.50%

CLERK'S DEPARTMENT: ELECTION

2017 OPERATING BUDGET

Cost Centres: 135-1360

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	31,400	0	(31,400)	-100.00%
	31,400	0	(31,400)	-100.00%
Election	2,500	0	(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	150	0	(150)	-100.00%
Materials and supplies	5,500	0	(5,500)	-100.00%
Purchased and contracted services	8,500	0	(8,500)	-100.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	500	0	(500)	-100.00%
	77,150	60,000	(17,150)	-22.23%
	108,550	60,000	(48,550)	-44.73%
TAX LEVY	108,550	60,000	(48,550)	-44.73%

CLERK'S DEPARTMENT: RECEPTIONS

2017 OPERATING

Cost Centres: 135-1350

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650	0	0.00%

CLERK'S DEPARTMENT: WALK OF FAME

2017 OPERATING BUDGET

Cost Centres: 720-7291

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Grants to others	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
TAX LEVY	2,000	2,000	0	0.00%

HUMAN RESOURCES

2017 OPERATING BUDGET

Cost Centre

120-1200

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)		1,540	1,540	0.00%
	0	1,540	1,540	0.00%
EXPENDITURES				
Salaries	704,555	698,918	(5,637)	-0.80%
Benefits	493,815	519,980	26,165	5.30%
	1,198,370	1,218,898	20,528	1.71%
Travel and training	55,800	68,350	12,550	22.49%
Materials and supplies	52,185	52,185	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
Purchased and contracted services	285,390	288,990	3,600	1.26%
Capital expense	12,785	12,785	0	0.00%
	409,460	425,610	16,150	3.94%
	1,607,830	1,644,508	36,678	2.28%
TAX LEVY	1,607,830	1,642,968	35,138	2.19%

HUMAN RESOURCES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centre

120-1200

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	0	1,540	1,540	0.00%
	0	1,540	1,540	0.00%
EXPENDITURES				
Salaries	513,335	506,974	(6,361)	-1.24%
Benefits	138,060	139,521	1,461	1.06%
	651,395	646,495	(4,900)	-0.75%
Travel and training	19,800	19,800	0	0.00%
Materials and supplies	28,570	28,570	0	0.00%
Purchased and contracted services	75,000	75,000	0	0.00%
Capital expense	2,785	2,785	0	0.00%
	126,155	126,155	0	0.00%
	777,550	772,650	(4,900)	-0.63%
TAX LEVY				
	777,550	771,110	(6,440)	-0.83%

Full Time Positions	6.0	6.0	-
Part Time Hours	1,220.0	1,220.0	-

HUMAN RESOURCES: HEALTH & SAFETY

2017 OPERATING BUDGET

Cost Centre

120-1210

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,385	95,972	587	0.62%
Benefits	24,195	24,547	352	1.45%
	119,580	120,519	939	0.78%
Travel and training	11,000	21,000	10,000	90.91%
Materials and supplies	665	665	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
	14,965	24,965	10,000	66.82%
	134,545	145,484	10,939	8.13%
TAX LEVY	134,545	145,484	10,939	8.13%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: DISABILITY MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

120-1215

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,835	95,972	137	0.14%
Benefits	24,195	24,547	352	1.45%
	120,030	120,519	489	0.41%
Materials and supplies	11,800	11,800	0	0.00%
Purchased and contracted services	70,090	105,090	35,000	49.94%
	81,890	116,890	35,000	42.74%
	201,920	237,409	35,489	17.58%
TAX LEVY	201,920	237,409	35,489	17.58%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: CORPORATE RECRUITMENT & TRAINING

2017 OPERATING BUDGET

Cost Centre 125-1250

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	15,000	5,000	50.00%
Materials and supplies	1,150	1,150	0	0.00%
Purchased and contracted services	29,300	1,700	(27,600)	-94.20%
	40,450	17,850	(22,600)	-55.87%
	40,450	17,850	(22,600)	-55.87%
TAX LEVY	40,450	17,850	(22,600)	-55.87%

HUMAN RESOURCES: RETIREE BENEFITS

2017 OPERATING BUDGET

Cost Centre

125-1260

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Benefits	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
TAX LEVY	303,800	327,800	24,000	7.90%

HUMAN RESOURCES: EMPLOYEE ASSISTANCE PROGRAM

2017 OPERATING BUDGET

Cost Centre 125-1265

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
TAX LEVY	41,000	37,200	(3,800)	-9.27%

HUMAN RESOURCES: DISABLED PREMIUMS

2017 OPERATING BUDGET

Cost Centre

125-1270

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
TAX LEVY	3,565	3,565	0	0.00%

HUMAN RESOURCES: LEADERSHIP PERFORMANCE

2017 OPERATING BUDGET

Cost Centre

125-1275

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	5,000	2,550	(2,450)	-49.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	25,000	22,550	(2,450)	-9.80%
	25,000	22,550	(2,450)	-9.80%
TAX LEVY	25,000	22,550	(2,450)	-9.80%

HUMAN RESOURCES: GENERAL HEALTH & SAFETY

2017 OPERATING BUDGET

Cost Centre 125-1280

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	10,000	0	0.00%
Materials and supplies	10,000	10,000	0	0.00%
Capital expense	10,000	10,000	0	0.00%
	30,000	30,000	0	0.00%
	30,000	30,000	0	0.00%
TAX LEVY	30,000	30,000	0	0.00%

HUMAN RESOURCES: ASBESTOS PROGRAM

2017 OPERATING BUDGET

Cost Centre

125-1290

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
TAX LEVY	50,000	50,000	0	0.00%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS

The Public Works and Transportation Department is divided into 6 Divisions. The areas of responsibility encompass 24-hour service, 7 days per week on winter control along with seasonal construction work during our summer months. It also encompasses the City Landfill, and Household Hazardous Waste Site.

Administration

- Provides administration for union and non- union employees including salaries, benefits along with WSIB

Works

- Maintains the roadways including sidewalks, along with sanitary sewers and stormwater management which involves the maintenance of ditches, storm sewers and stormwater retention ponds on City property.

Buildings and Equipment

- Maintains \$16 million in related buildings and infrastructure
- Service and repair of \$28 million in equipment

Parks

- Provides the care and maintenance of 6 major parks, 75 neighborhood parks, forestry, and horticulture

Traffic & Communication

- Maintains 84 signalized intersections
- 350 km of line painting
- 22,000 signs
- This Division also manages the carpentry team

Waste Management

- Oversees the environmentally safe disposal and recycling of approximately 70,000 tonnes of municipal waste annually
- Administers the contracts for refuse collection, recycling and household hazardous waste

ENGINEERING

Engineering Design & Construction

- This cost centre includes Engineers, Technical Staff and students.
- The Division is responsible to provide design and technical services for Capital and miscellaneous construction; maintain servicing records including GIS, administer the Sewage Treatment Plant Operations and Land Subdivision process; ground water monitoring, sewer flow metering and CCTV sewer inspections, utilities and engineering for the Landfill.

ENGINEERING - cont'd

Engineering Design & Construction

- They provide drawings, survey work and technical support to other departments; and assist developers, builders and the general public regarding municipal services.

Environmental Initiatives

- This cost centre includes full-time staff and student and supports initiatives to reduce the corporate carbon footprint in the areas of fleet and waste management, municipal operations, and public and employee awareness. Efforts have resulted in completion of Energy audits, retro-fits, funding opportunities, staff training and improved recycling practices across the Corporation.

Building Services

- Building Services is responsible for property maintenance including HVAC systems, security, caretaking and janitorial services for the Civic Centre and Ontario Works buildings and management of the corporate telephone system.

CITY OF SAULT STE MARIE
PUBLIC WORKS AND ENGINEERING
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,795,280	2,605,615	(189,665)	-6.79%
Government grants (including OMPF)	616,000	616,000	0	0.00%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	<u>3,470,280</u>	<u>3,280,615</u>	<u>(189,665)</u>	<u>-5.47%</u>
EXPENDITURES				
Salaries	16,106,975	16,420,250	313,275	1.94%
Benefits	4,643,313	4,869,394	226,081	4.87%
	<u>20,750,288</u>	<u>21,289,644</u>	<u>539,355</u>	<u>2.60%</u>
Travel and training	83,715	82,840	(875)	-1.05%
Vehicle allowance, maintenance and repairs	2,386,728	2,386,730	2	0.00%
Utilities and Fuel	7,220,075	6,374,355	(845,720)	-11.71%
Materials and supplies	3,590,680	3,666,655	75,975	2.12%
Maintenance and repairs	256,760	257,500	740	0.29%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	6,783,325	6,851,832	68,507	1.01%
Transfer to own funds	2,909,821	2,812,003	(97,818)	-3.36%
Capital expense	50,640	50,000	(640)	-1.26%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	<u>23,146,759</u>	<u>22,346,500</u>	<u>(800,259)</u>	<u>-3.46%</u>
	<u>43,897,047</u>	<u>43,636,144</u>	<u>(260,904)</u>	<u>-0.59%</u>
TAX LEVY	40,426,767	40,355,529	(71,239)	-0.18%

CITY OF SAULT STE MARIE
PUBLIC WORKS
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,780,465	2,593,465	(187,000)	-6.73%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	<u>3,420,465</u>	<u>3,227,465</u>	<u>(193,000)</u>	<u>-5.64%</u>
EXPENDITURES				
Salaries	13,874,195	14,264,866	390,671	2.82%
Benefits	4,091,303	4,320,236	228,933	5.60%
	<u>17,965,498</u>	<u>18,585,102</u>	<u>619,603</u>	<u>3.45%</u>
Travel and training	74,040	74,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,371,528	2,371,530	2	0.00%
Utilities and Fuel	1,419,675	1,341,175	(78,500)	-5.53%
Materials and supplies	3,382,960	3,430,960	48,000	1.42%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	3,254,780	3,273,082	18,302	0.56%
Transfer to own funds	1,569,821	1,472,003	(97,818)	-6.23%
Capital expense	3,000	3,000	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	<u>11,940,819</u>	<u>11,830,375</u>	<u>(110,444)</u>	<u>-0.92%</u>
	<u>29,906,317</u>	<u>30,415,477</u>	<u>509,159</u>	<u>1.70%</u>
TAX LEVY	26,485,852	27,188,012	702,159	2.65%

PUBLIC WORKS : ADMINISTRATION

2017 OPERATING

Cost Centre 400-4012

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	730,210	735,270	5,060	0.69%
Benefits	828,220	840,143	11,923	1.44%
	1,558,430	1,575,413	16,983	1.09%
Travel and training	8,600	8,600	0	0.00%
Vehicle allowance, maintenance and repairs	20,300	20,300	0	0.00%
Materials and supplies	91,010	93,010	2,000	2.20%
Purchased and contracted services	25,000	25,000	0	0.00%
Capital expense	3,000	3,000	0	0.00%
	147,910	149,910	2,000	1.35%
	1,706,340	1,725,323	18,983	1.11%
TAX LEVY	1,706,340	1,725,323	18,983	1.11%

Full Time Positions	9.0	9.0	-
Part Time Hours	-	-	-

PUBLIC WORKS : WORKS-SUPERVISION/OVERHEAD

2017 OPERATING

Cost Centre

400-4014

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	2,354,050	2,356,858	2,808	0.12%
Benefits	579,510	591,361	11,851	2.05%
	2,933,560	2,948,219	14,659	0.50%
Travel and training	30,000	30,000	0	0.00%
Vehicle allowance, maintenance and repairs	55,000	55,000	0	0.00%
	85,000	85,000	0	0.00%
	3,018,560	3,033,219	14,659	0.49%
TAX LEVY	3,018,560	3,033,219	14,659	0.49%

Full Time Positions, all Works	104.0	104.0	-
Part Time Hours	6,800	6,800	-

PUBLIC WORKS : ROADWAYS

2017 OPERATING

Cost Centre

400-4000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	950,010	1,199,293	249,283	26.24%
Benefits	245,480	321,530	76,050	30.98%
	1,195,490	1,520,823	325,333	27.21%
Vehicle allowance, maintenance and repairs	875,200	875,200	0	0.00%
Materials and supplies	844,960	849,260	4,300	0.51%
Purchased and contracted services	11,500	11,500	0	0.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	1,726,660	1,730,960	4,300	0.25%
	2,922,150	3,251,783	329,633	11.28%
TAX LEVY	2,922,150	3,251,783	329,633	11.28%

PUBLIC WORKS : SIDEWALKS (INCLUDING WINTER CONTROL)

2017 OPERATING

Cost Centre

400-4008

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	341,185	407,954	66,769	19.57%
Benefits	88,340	109,373	21,033	23.81%
	429,525	517,327	87,802	20.44%
Vehicle allowance, maintenance and repairs	328,090	328,090	0	0.00%
Materials and supplies	89,562	89,562	0	0.00%
Purchased and contracted services	1,500	1,500	0	0.00%
	419,152	419,152	0	0.00%
	848,677	936,479	87,802	10.35%
TAX LEVY	848,677	936,479	87,802	10.35%

PUBLIC WORKS : WINTER CONTROL - ROADWAYS

2017 OPERATING BUDGET

Cost Centre

400-4010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	67,965	67,965	0	0.00%
	67,965	67,965	0	0.00%
EXPENDITURES				
Salaries	1,851,775	2,172,670	320,895	17.33%
Benefits	478,500	582,491	103,991	21.73%
	2,330,275	2,755,161	424,886	18.23%
Vehicle allowance, maintenance and repairs	2,418,405	2,390,424	(27,981)	-1.16%
Materials and supplies	1,163,238	1,179,738	16,500	1.42%
Purchased and contracted services	10,000	10,000	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	3,551,643	3,540,162	(11,481)	-0.32%
	5,881,918	6,295,323	413,405	7.03%
TAX LEVY	5,813,953	6,227,358	413,405	7.11%

PUBLIC WORKS : SANITARY SEWERS

2017 OPERATING BUDGET

Cost Centre

400-4020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	17,500	17,500	0	0.00%
	17,500	17,500	0	0.00%
EXPENDITURES				
Salaries	720,335	771,895	51,560	7.16%
Benefits	186,135	220,257	34,122	18.33%
	906,470	992,152	85,682	9.45%
Vehicle allowance, maintenance and repairs	403,210	403,210	0	0.00%
Utilities and Fuel	40,000	40,000	0	0.00%
Materials and supplies	377,390	377,390	0	0.00%
Purchased and contracted services	128,060	128,060	0	0.00%
	948,660	948,660	0	0.00%
	1,855,130	1,940,812	85,682	4.62%
TAX LEVY	1,837,630	1,923,312	85,682	4.66%

PUBLIC WORKS : STORM SEWERS

2017 OPERATING BUDGET

Cost Centre

400-4022

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	229,905	246,362	16,457	7.16%
Benefits	59,408	70,298	10,890	18.33%
	289,313	316,660	27,347	9.45%
Vehicle allowance, maintenance and repairs	151,750	151,750	0	0.00%
Utilities and Fuel	1,000	1,000	0	0.00%
Materials and supplies	94,000	94,000	0	0.00%
Purchased and contracted services	500	500	0	0.00%
	247,250	247,250	0	0.00%
	536,563	563,910	27,347	5.10%
TAX LEVY	536,563	563,910	27,347	5.10%

PUBLIC WORKS : TRAFFIC

2017 OPERATING BUDGET

Cost Centre

400-4004

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	879,000	835,308	(43,692)	-4.97%
Benefits	218,205	213,040	(5,165)	-2.37%
	1,097,205	1,048,348	(48,857)	-4.45%
Travel and training	10,140	10,140	0	0.00%
Vehicle allowance, maintenance and repairs	109,640	109,640	0	0.00%
Utilities and Fuel	73,625	69,500	(4,125)	-5.60%
Materials and supplies	207,810	224,310	16,500	7.94%
Purchased and contracted services	241,400	241,400	0	0.00%
	642,615	654,990	12,375	1.93%
	1,739,820	1,703,338	(36,482)	-2.10%
TAX LEVY	1,739,820	1,703,338	(36,482)	-2.10%
Full Time Positions, all Works	13.0	12.0	(1.0)	
Part Time Hours	1,830	1,830	-	

PUBLIC WORKS : CARPENTRY

2017 OPERATING BUDGET

Cost Centre 400-4016

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	627,180	554,600	(72,580)	-11.57%
Benefits	158,360	143,549	(14,811)	-9.35%
	785,540	698,149	(87,391)	-11.12%
Travel and training	4,230	4,230	0	0.00%
Vehicle allowance, maintenance and repairs	15,490	15,490	0	0.00%
Materials and supplies	19,780	19,780	0	0.00%
Less: recoverable costs	(135,130)	(135,130)	0	0.00%
	(95,630)	(95,630)	0	0.00%
	689,910	602,519	(87,391)	-12.67%
TAX LEVY	689,910	602,519	(87,391)	-12.67%

Full Time Positions	9.5	8.0	(1.5)
Part Time Hours	-	-	-

PUBLIC WORKS : BUILDINGS AND EQUIPMENT

2017 OPERATING BUDGET

Cost Centre

400-4018

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,945,375	1,953,086	7,711	0.40%
Benefits	489,025	506,734	17,709	3.62%
	2,434,400	2,459,820	25,420	1.04%
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,110,807)	(3,062,824)	47,983	-1.54%
Utilities and Fuel	1,199,050	1,124,675	(74,375)	-6.20%
Materials and supplies	161,220	161,220	0	0.00%
Purchased and contracted services	151,565	169,865	18,300	12.07%
Transfer to own funds	1,134,830	1,134,830	0	0.00%
	(451,542)	(459,634)	(8,092)	1.79%
	1,982,858	2,000,186	17,328	0.87%
TAX LEVY	1,982,858	2,000,186	17,328	0.87%

Full Time Positions	31.5	31.0	(0.5)
Part Time Hours	-	-	-

PUBLIC WORKS : WASTE MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

400-4040

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,695,000	2,508,000	(187,000)	-6.94%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,335,000	3,142,000	(193,000)	-5.79%
EXPENDITURES				
Salaries	1,378,420	1,080,428	(297,992)	-21.62%
Benefits	348,020	279,733	(68,287)	-19.62%
	1,726,440	1,360,161	(366,279)	-21.22%
Travel and training	5,000	5,000	0	0.00%
Vehicle allowance, maintenance and repairs	802,380	782,380	(20,000)	-2.49%
Utilities and Fuel	44,300	44,300	0	0.00%
Materials and supplies	76,000	76,000	0	0.00%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	2,530,695	2,530,697	2	0.00%
Transfer to own funds	434,991	337,173	(97,818)	-22.49%
	3,978,511	3,860,265	(118,246)	-2.97%
	5,704,951	5,220,426	(484,525)	-8.49%
TAX LEVY	2,369,951	2,078,426	(291,525)	-12.30%

Full Time Positions	17.0	17.0	-
Part Time Hours	610.0	610.0	-

PUBLIC WORKS AND TRANSPORTATION: PARKS

2017 OPERATING BUDGET

Cost Centre 400-4400

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,866,750	1,951,142	84,392	4.52%
Benefits	412,100	441,726	29,626	7.19%
	2,278,850	2,392,868	114,018	5.00%
Travel and training	3,470	3,470	0	0.00%
Vehicle allowance, maintenance and repairs	302,870	302,870	0	0.00%
Utilities and Fuel	61,700	61,700	0	0.00%
Materials and supplies	257,990	266,690	8,700	3.37%
Purchased and contracted services	154,560	154,560	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	740,590	749,290	8,700	1.17%
	3,019,440	3,142,158	122,718	4.06%
TAX LEVY	3,019,440	3,142,158	122,718	4.06%

Full Time Positions	26.0	27.0	1.0
Part Time Hours	34,680.0	34,680.0	-

ENGINEERING

2017 OPERATING BUDGET

Cost Centres:

300-3000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	2,232,780	2,155,384	(77,396)	-3.47%
Benefits	552,010	549,158	(2,852)	-0.52%
	2,784,790	2,704,542	(80,248)	-2.88%
Travel and training	9,675	8,800	(875)	-9.04%
Vehicle allowance, maintenance and repairs	15,200	15,200	0	0.00%
Utilities and Fuel	5,800,400	5,033,180	(767,220)	-13.23%
Materials and supplies	207,720	235,695	27,975	13.47%
Maintenance and repairs	256,760	257,500	740	0.29%
Purchased and contracted services	3,528,545	3,578,750	50,205	1.42%
Transfer to own funds	1,340,000	1,340,000	0	0.00%
Capital expense	47,640	47,000	(640)	-1.34%
	11,205,940	10,516,125	(689,815)	-6.16%
	13,990,730	13,220,667	(770,063)	-5.50%
TAX LEVY	13,940,915	13,167,517	(773,398)	-5.55%

ENGINEERING - ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 300-3000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	287,375	248,818	(38,557)	-13.42%
Benefits	80,830	74,623	(6,207)	-7.68%
	368,205	323,441	(44,764)	-12.16%
Travel and training	5,675	4,800	(875)	-15.42%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Materials and supplies	33,325	34,540	1,215	3.65%
Purchased and contracted services	500	300	(200)	-40.00%
Capital expense	2,640	2,500	(140)	-5.30%
	42,340	42,340	0	0.00%
	410,545	365,781	(44,764)	-10.90%
TAX LEVY	360,730	312,631	(48,099)	-13.33%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-

ENGINEERING - DESIGN

2017 OPERATING BUDGET

Cost Centres:

300-3002

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,352,455	1,307,420	(45,035)	-3.33%
Benefits	320,895	319,569	(1,326)	-0.41%
	1,673,350	1,626,989	(46,361)	-2.77%
Vehicle allowance, maintenance and repairs	15,000	15,000	0	0.00%
Utilities and Fuel	30,000	30,000	0	0.00%
Materials and supplies	38,570	30,570	(8,000)	-20.74%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	41,500	41,500	0	0.00%
	165,070	157,070	(8,000)	-4.85%
	1,838,420	1,784,059	(54,361)	-2.96%
TAX LEVY	1,838,420	1,784,059	(54,361)	-2.96%

Full Time Positions	22.0	22.0	-
Part Time Hours	1,220	1,220	-

ENGINEERING - ENVIROMENTAL INITATIVE

2017 OPERATING BUDGET

Cost Centres: 300-3010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	87,320	87,625	305	0.35%
Benefits	21,695	22,285	590	2.72%
	109,015	109,910	895	0.82%
Travel and training	4,000	4,000	0	0.00%
Materials and supplies	54,485	64,485	10,000	18.35%
Purchased and contracted services	15,000	15,000	0	0.00%
	73,485	83,485	10,000	13.61%
	182,500	193,395	10,895	5.97%
TAX LEVY	182,500	193,395	10,895	5.97%

Full Time Positions	1.0	1.0	-
Part Time Hours	610.0	610	-

ENGINEERING : BUILDING SERVICES

2017 OPERATING

Cost Centres: 300-3040
300-3042
300-3044
300-3048

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	505,630	511,521	5,891	1.17%
Benefits	128,590	132,681	4,091	3.18%
	634,220	644,202	9,982	1.57%
Utilities and Fuel	362,400	362,400	0	0.00%
Materials and supplies	51,340	56,100	4,760	9.27%
Maintenance and repairs	221,760	217,500	(4,260)	-1.92%
Purchased and contracted services	122,700	141,000	18,300	14.91%
Capital expense	3,500	3,000	(500)	-14.29%
	761,700	780,000	18,300	2.40%
	1,395,920	1,424,202	28,282	2.03%
TAX LEVY	1,395,920	1,424,202	28,282	2.03%

Full Time Positions	9.0	9.0	-
Part Time Hours	3,861	3,861	-

ENGINEERING : OTHER - FIRE HYDRANTS

2017 OPERATING

Cost Centres:

310-3100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
TAX LEVY	998,000	975,000	(23,000)	-2.30%

ENGINEERING : OTHER - STREETLIGHTS

2017 OPERATING BUDGET

Cost Centres: 310-3105

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
TAX LEVY	2,900,000	1,885,780	(1,014,220)	-34.97%

ENGINEERING : OTHER - SEWAGE DISPOSAL SYSTEM

2017 OPERATING BUDGET

Cost Centres: 310-3110

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,510,000	1,780,000	270,000	17.88%
Materials and supplies	30,000	50,000	20,000	66.67%
Maintenance and repairs	35,000	40,000	5,000	14.29%
Purchased and contracted services	3,390,345	3,422,450	32,105	0.95%
	4,965,345	5,292,450	327,105	6.59%
	4,965,345	5,292,450	327,105	6.59%
TAX LEVY	4,965,345	5,292,450	327,105	6.59%

ENGINEERING : OTHER - MISCELLANEOUS CONSTRUCTION

2017 OPERATING BUDGET

Cost Centres: 310-3214

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
TAX LEVY	1,300,000	1,300,000	0	0.00%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services is newly comprised and consists of approximately one hundred and forty six (146) full time employees and two hundred and fifty three (253) part time employees.

Planning and Enterprise Services Division

The Planning and Enterprise Services Division coordinates the approval process and makes recommendation to Council on Provincial legislation and development applications (Official Plan amendments, rezoning, subdivision and condominium approvals and site plan agreements) with respect to land use planning within the City. Planning staff are responsible to review the City's Official Plan and Zoning By-law; provide administrative and technical support to the Committee of Adjustment; assist developers and investors with information, location and site design requirements and work with the economic development organizations to promote community development. The Planning Department also undertakes major community development projects such as the Downtown Development Initiative, Canal District Neighbourhood Plan, Rental Housing Incentive Program and Hub Trail and Master Cycling Plan implementation.

Building Division

The Building Division includes the Chief Building Official, 9 Inspection and Plans Examination staff and an Administrative Clerk. The construction value for 2016 reached \$62,605,648.57 to the end of

October which is lower than last year, although the number of issued permits have surpassed that of 2015 and totaled 1,542. Projections for 2017 are higher, anticipating a sustainable value of \$93,000,000. Projects have been confirmed for the beginning of 2017 and the construction value is projected at \$55,000,000.

Demand for inspection services remains high at 5,665 site visits for 2016 with 1,544 permits finalized. Open permits requiring finalization are at 6,817. In an effort to reduce the number of open permits inspection staff will be reorganized in a task system providing dedicated time in reducing the number of open permits.

Anticipated revenue for 2017 is \$1,098,699.00 based on the remaining reserve of \$ 443,127 and a 0.5% growth rate. We expect to meet our anticipated expenditures for 2017 and continue to operate as a self-sustaining business unit as required by the Ontario Building Code Act.

The City currently employs 1 full time By-law Enforcement Inspector. With the introduction of a new sign by-law, additional review of subdivision drainage, rat ambient program, enforcement and graffiti review the issue of increasing staff complement has been requested by this Division.

In 2016 By-law Enforcement has logged 811 new complaints resulting in over 1,552 inspections. It is anticipated that number will

be similar for 2017. The Yard By-law continues to be actively enforced with all associated costs for clean-up and demolition, recoverable through municipal taxes. Tenders for 2016 totaled \$ 7,047.43, and it is anticipated that 2017 will be similar. An administrative fee of 15% has been added to all recoverable tenders issued in 2016.

By-Law Enforcement will be added to the Permit Tracking System in 2017 and system users will be able to add and track progress and view attachments such as photos of each logged complaint.

Community Services Department **Recreation and Culture Division**

Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the Steelton Seniors Centre
2. Roberta Bondar Park & Marina, Bellevue Marina
3. Ermatinger-Clergue National Historic Site and Discovery Centre; and staff liaison to the Historic Sites Board
4. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities, Celebrate Canada 150.
5. Cruise Ship & Port Security
6. Staff liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee, Mayor's Youth Advisory Council, Best for Kids Committee, Mayor's Committee on Celebrate Canada 150, St. Mary's River Marine Heritage Centre, and Museum Management Board.
7. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as; Bellevue Park Sensory Playground & Rotary Adventure Playground, Pumptrack, Outdoor Fitness Equipment and Kiwanis Disc Golf Park.

Essar Centre Division

The Essar Centre is a state-of-the-art sports and entertainment centre and home to the

Soo Greyhounds Hockey Club of the Ontario Hockey League. The venue is also used for adult hockey, youth hockey, figure skating, and a walking exercise program.

The Essar Centre has a significant economic impact on the local economy as major concert and sporting events contribute to additional retail, restaurant and lodging sales.

Community Centres Division

Community Centres operates the following facilities:

1. Northern Community Centre
2. John Rhodes Community Centre
3. W.J. McMeeken Centre
4. V.E. Greco Pool
5. Peter G. Manzo Pool
6. Locks operations in coordination with Parks Canada

Revenues are generated through user fees at the various facilities. In addition, profits generated from food and beverage services help offset other facility operating costs

Transit Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, three hundred parking meters and ten pay & displays.

Cemeteries Division

The City manages four cemeteries, which includes mausoleums, columbaria and a cremation facility. The cemetery grounds encompass over 132 acres of land requiring maintenance and care.

Day Care Division

The closure of the Maycourt facility has been completed and this will be the final year for daycare service at the Jessie Irving Day Care Centre. Staff is working to wind down operations in 2017 and collaborate with community partners to transition children to alternative services.

CITY OF SAULT STE MARIE
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	9,627,905	9,443,241	(184,664)	-1.92%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	408,340	97,560	(310,780)	-76.11%
Other income	42,920	39,920	(3,000)	-6.99%
	11,349,565	10,851,121	(498,444)	-4.39%
EXPENDITURES				
Salaries	13,081,612	12,899,484	(182,128)	-1.39%
Benefits	3,195,734	3,136,977	(58,757)	-1.84%
	16,277,346	16,036,461	(240,885)	-1.48%
Travel and training	64,540	62,070	(2,470)	-3.83%
Vehicle allowance, maintenance and repairs	655,370	654,405	(965)	-0.15%
Utilities and Fuel	2,899,320	2,935,545	36,225	1.25%
Materials and supplies	996,565	976,696	(19,869)	-1.99%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	95,250	95,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	44,440	52,060	7,620	17.15%
Purchased and contracted services	512,840	519,293	6,453	1.26%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	291,554	252,509	(39,045)	-13.39%
Capital expense	54,690	55,660	970	1.77%
	7,756,314	7,702,088	(54,226)	-0.70%
	24,033,660	23,738,549	(295,111)	-1.23%
TAX LEVY	12,684,095	12,887,427	203,333	1.60%

COMMUNITY SERVICES DEPARMENT

2017 OPERATING BUDGET

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	8,645,260	8,231,132	(414,128)	-4.79%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
Other income	42,920	39,920	(3,000)	-6.99%
	10,098,580	9,616,452	(482,128)	-4.77%
EXPENDITURES				
Salaries	11,715,487	11,421,619	(293,868)	-2.51%
Benefits	2,857,574	2,762,912	(94,662)	-3.31%
	14,573,061	14,184,531	(388,530)	-2.67%
Travel and training	38,950	38,980	30	0.08%
Vehicle allowance, maintenance and repairs	646,370	645,405	(965)	-0.15%
Utilities and Fuel	2,887,020	2,923,245	36,225	1.25%
Materials and supplies	898,811	879,442	(19,369)	-2.15%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	10,250	10,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	43,940	51,560	7,620	17.34%
Purchased and contracted services	486,440	492,893	6,453	1.33%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	263,554	252,509	(11,045)	-4.19%
Capital expense	52,190	53,160	970	1.86%
	7,469,270	7,446,044	(23,226)	-0.31%
	22,042,331	21,630,575	(411,756)	-1.87%
TAX LEVY	11,943,751	12,014,123	70,372	0.59%

COMMUNITY SERVICES DEPARMENT: CENTRAL ADMINISTRATION

2017 OPERATING BUDGET

Cost Centre: 500-5000
500-5002

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	300,895	358,577	57,682	19.17%
Benefits	99,015	119,448	20,433	20.64%
	399,910	478,025	78,115	19.53%
Travel and training	8,985	8,985	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Materials and supplies	20,845	20,345	(500)	-2.40%
Maintenance and repairs	1,000	1,000	0	0.00%
Financial expenses		1,400	1,400	0.00%
Purchased and contracted services	3,500	2,100	(1,400)	-40.00%
Capital expense	740	740	0	0.00%
	36,570	36,070	(500)	-1.37%
	436,480	514,095	77,615	17.78%
TAX LEVY	436,480	514,095	77,615	17.78%
Full Time Positions	4.0	5.0	1.0	
Part Time Hours	760.0	760.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 500-5010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	52,425	61,190	8,765	16.72%
	52,425	61,190	8,765	16.72%
EXPENDITURES				
Salaries	375,220	359,931	(15,289)	-4.07%
Benefits	74,720	74,928	208	0.28%
	449,940	434,859	(15,081)	-3.35%
Vehicle allowance, maintenance and repairs	1,150	1,025	(125)	-10.87%
Utilities and Fuel	400	525	125	31.25%
Materials and supplies	3,900	3,900	0	0.00%
Purchased and contracted services	8,135	8,135	0	0.00%
Transfer to own funds	5,000	5,800	800	16.00%
	18,585	19,385	800	4.30%
	468,525	454,244	(14,281)	-3.05%
TAX LEVY	416,100	393,054	(23,046)	-5.54%
Full Time Positions	3.0	3.0	-	
Part Time Hours	6,800.0	6,800.0	-	

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - SPORTS

2017 OPERATING BUDGET

Cost Centres:

500-5012

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	7,200	7,320	120	1.67%
Benefits	630	643	13	2.02%
	7,830	7,963	133	1.69%
Materials and supplies	1,860	1,860	0	0.00%
Capital expense	4,575	4,575	0	0.00%
	6,435	6,435	0	0.00%
	14,265	14,398	133	0.93%
TAX LEVY	14,265	14,398	133	0.93%
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - CANADA DAY

2017 OPERATING BUDGET

Cost Centres: 500-5017

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Other income	10,000	10,000	0	0.00%
	10,000	10,000	0	0.00%
EXPENDITURES				
Materials and supplies	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
TAX LEVY	10,000	10,000	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - YOUTH ADVISORY

2017 OPERATING BUDGET

Cost Centres: 500-5018

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
TAX LEVY	27,500	27,500	0	0.00%

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - MISCELLANEOUS PROGRAMS

2017 OPERATING BUDGET

Cost Centres: 500-5014

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	3,465	3,467	2	0.06%
Benefits	300	304	4	1.48%
	3,765	3,771	6	0.17%
Materials and supplies	3,510	3,510	0	0.00%
Purchased and contracted services	11,200	11,200	0	0.00%
Grants to others	2,000	2,000	0	0.00%
Capital expense	500	500	0	0.00%
	17,210	17,210	0	0.00%
	20,975	20,981	6	0.03%
TAX LEVY	20,975	20,981	6	0.03%

Full Time Positions	-	-	-
Part Time Hours	225.0	225.0	-

**COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE -
PARKS & RECREATION ADVISORY COMMITTEE**

2017 OPERATING
BUDGET

Cost Centres: 500-5020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	2,465	2,465	0	0.00%
	2,465	2,465	0	0.00%
	2,465	2,465	0	0.00%
TAX LEVY	2,465	2,465	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORT FISHING

2017 OPERATING BUDGET

Cost Centres: 500-5080

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Maintenance and repairs	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
TAX LEVY	1,000	0	(1,000)	-100.00%

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - ROBERTA BONDAR PARK

2017 OPERATING BUDGET

Cost Centres:
500-5030
500-5032
500-5036

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	26,710	32,616	5,906	22.11%
	26,710	32,616	5,906	22.11%
EXPENDITURES				
Salaries	65,377	82,943	17,566	26.87%
Benefits	5,739	7,311	1,572	27.39%
	71,116	90,254	19,138	26.91%
Utilities and Fuel	12,425	12,425	0	0.00%
Materials and supplies	9,950	9,450	(500)	-5.03%
Goods for resale	9,000	7,000	(2,000)	-22.22%
Financial expenses	100	100	0	0.00%
Purchased and contracted services	76,345	69,845	(6,500)	-8.51%
Capital expense	2,800	2,800	0	0.00%
	110,620	101,620	(9,000)	-8.14%
	181,736	191,874	10,138	5.58%
TAX LEVY	155,026	159,258	4,232	2.73%

Full Time Positions	-	-	-
Part Time Hours	5,430.0	5,430.0	-

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - BELLEVUE MARINA

2017 OPERATING

Cost Centres:

500-5040

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	174,175	173,275	(900)	-0.52%
Other income	20	20	0	0.00%
	174,195	173,295	(900)	-0.52%
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	34,810	36,397	1,587	4.56%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Utilities and Fuel	12,350	12,350	0	0.00%
Materials and supplies	4,830	4,830	0	0.00%
Maintenance and repairs	22,000	22,000	0	0.00%
Goods for resale	70,450	68,450	(2,000)	-2.84%
Rents and leases	2,000	2,000	0	0.00%
Taxes and licenses	275	275	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	9,200	9,200	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	124,805	122,805	(2,000)	-1.60%
	159,615	159,202	(413)	-0.26%
TAX LEVY	(14,580)	(14,093)	487	-3.34%

Full Time Positions	-	-	-
Part Time Hours	2,720.0	2,720.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BONDAR MARINA

2017 OPERATING BUDGET

Cost Centres: 500-5050

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	71,160	70,505	(655)	-0.92%
Other income	1,900	1,900	0	0.00%
	73,060	72,405	(655)	-0.90%
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	34,810	36,397	1,587	4.56%
Utilities and Fuel	14,000	14,000	0	0.00%
Materials and supplies	3,200	3,200	0	0.00%
Maintenance and repairs	11,700	11,700	0	0.00%
Goods for resale	42,000	42,000	0	0.00%
Taxes and licenses	265	265	0	0.00%
Financial expenses	1,965	2,015	50	2.54%
Purchased and contracted services	3,490	3,240	(250)	-7.16%
Capital expense	500	500	0	0.00%
	77,120	76,920	(200)	-0.26%
	111,930	113,317	1,387	1.24%
TAX LEVY	38,870	40,912	2,042	5.25%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - LOCKS OPERATIONS

2017 OPERATING BUDGET

Cost Centres: 500-5060

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	82,350	84,150	1,800	2.19%
Benefits	16,550	17,399	849	5.13%
	98,900	101,549	2,649	2.68%
Materials and supplies	(62,305)	(62,305)	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	(61,305)	(61,305)	0	0.00%
	37,595	40,244	2,649	7.05%
TAX LEVY	37,595	40,244	2,649	7.05%

Full Time Positions	1.0	1.0	-
Part Time Hours	1,810.0	1,810.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SENIOR CITIZEN DROP IN CENTRE

2017 OPERATING BUDGET

Cost Centres: 500-5070

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	16,800	63,500	46,700	277.98%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	59,500	106,200	46,700	78.49%
EXPENDITURES				
Salaries	225,265	227,281	2,016	0.89%
Benefits	41,640	42,786	1,146	2.75%
	266,905	270,067	3,162	1.18%
Vehicle allowance, maintenance and repairs	600	600	0	0.00%
Utilities and Fuel	28,700	28,700	0	0.00%
Materials and supplies	22,035	52,035	30,000	136.15%
Maintenance and repairs	29,250	29,250	0	0.00%
Rents and leases	8,250	8,250	0	0.00%
Financial expenses	0	250	250	0.00%
Purchased and contracted services	4,000	4,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	94,835	125,085	30,250	31.90%
	361,740	395,152	33,412	9.24%
TAX LEVY	302,240	288,952	(13,288)	-4.40%
Full Time Positions	1.7	1.7	-	
Part Time Hours	7,150.0	7,150.0	-	

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - STEELTON SENIOR CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5072

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	0	19,500	19,500	0.00%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	42,700	62,200	19,500	45.67%
EXPENDITURES				
Salaries	139,065	139,881	816	0.59%
Benefits	29,630	30,418	788	2.66%
	168,695	170,299	1,604	0.95%
Utilities and Fuel	18,090	18,090	0	0.00%
Materials and supplies	6,265	13,870	7,605	121.39%
Maintenance and repairs	15,905	15,545	(360)	-2.26%
Financial expenses	0	70	70	0.00%
Purchased and contracted services	255	255	0	0.00%
Capital expense	0	2,500	2,500	0.00%
	40,515	50,330	9,815	24.23%
	209,210	220,629	11,419	5.46%
TAX LEVY	166,510	158,429	(8,081)	-4.85%
Full Time Positions	1.3	1.3	-	
Part Time Hours	3,390.0	3,390.0	-	

**COMMUNITY SERVICES DEPARTMENT:
HISTORIC SITES BOARD - ERMATINGER CLERGUE N. H. S.**

**2017 OPERATING
BUDGET**

Cost Centres:

550-5550 550-5555
550-5551 550-5560

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	65,800	74,200	8,400	12.77%
Government grants (including OMPF)	18,780	18,780	0	0.00%
	84,580	92,980	8,400	9.93%
EXPENDITURES				
Salaries	239,410	233,630	(5,780)	-2.41%
Benefits	47,020	47,627	607	1.29%
	286,430	281,257	(5,173)	-1.81%
Travel and training	1,450	1,450	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Utilities and Fuel	29,500	34,000	4,500	15.25%
Materials and supplies	24,145	29,725	5,580	23.11%
Maintenance and repairs	18,045	18,045	0	0.00%
Goods for resale	200	6,000	5,800	2900.00%
Financial expenses	600	950	350	58.33%
Purchased and contracted services	11,400	9,350	(2,050)	-17.98%
Grants to others	12,000	12,000	0	0.00%
	97,440	111,620	14,180	14.55%
	383,870	392,877	9,007	2.35%
TAX LEVY	299,290	299,897	607	0.20%

Full Time Positions	2.0	2.0	-
Part Time Hours	6,330.0	5,870.0	(460.0)

COMMUNITY SERVICES DEPARTMENT: FACILITY ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 500-5100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	24,000	24,000	0	0.00%
	24,000	24,000	0	0.00%
EXPENDITURES				
Salaries	775,870	780,718	4,848	0.62%
Benefits	202,645	212,142	9,497	4.69%
	978,515	992,860	14,345	1.47%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and repairs	2,500	2,500	0	0.00%
Materials and supplies	32,625	30,125	(2,500)	-7.66%
Maintenance and repairs	14,000	11,000	(3,000)	-21.43%
Purchased and contracted services	6,000	6,000	0	0.00%
Transfer to own funds	15,000	15,000	0	0.00%
	73,125	67,625	(5,500)	-7.52%
	1,051,640	1,060,485	8,845	0.84%
TAX LEVY	1,027,640	1,036,485	8,845	0.86%

Full Time Positions	10.0	10.0	-
Part Time Hours			-

COMMUNITY SERVICES DEPARTMENT: FACILITY SUMMER STUDENTS

2017 OPERATING BUDGET

Cost Centres: 500-5103

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	36,000	36,600	600	1.67%
Benefits	3,155	3,213	58	1.85%
	39,155	39,813	658	1.68%
	39,155	39,813	658	1.68%
TAX LEVY	39,155	39,813	658	1.68%
Full Time Positions	-	-	-	
Part Time Hours	3,050.0	3,050.0	-	

COMMUNITY SERVICES DEPARMENT: JOHN RHODES CENTRE

2017 OPERATING BUDGET

Cost Centres: 500-5104 500-5110
500-5130 500-5112
500-5132 500-5118
500-5135 500-5134

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,128,380	1,146,907	18,527	1.64%
Other income	8,000	8,000	0	0.00%
	1,136,380	1,154,907	18,527	1.63%
EXPENDITURES				
Salaries	1,137,235	1,146,329	9,094	0.80%
Benefits	184,555	230,628	46,073	24.96%
	1,321,790	1,376,957	55,167	4.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	445	445	0	0.00%
Utilities and Fuel	632,250	692,250	60,000	9.49%
Materials and supplies	67,100	67,100	0	0.00%
Maintenance and repairs	340,510	340,510	0	0.00%
Program expenses	1,500	1,500	0	0.00%
Goods for resale	74,000	74,000	0	0.00%
Financial expenses	9,600	9,600	0	0.00%
Purchased and contracted services	7,000	7,000	0	0.00%
Capital expense	6,100	6,100	0	0.00%
	1,140,005	1,200,005	60,000	5.26%
	2,461,795	2,576,962	115,167	4.68%
TAX LEVY	1,325,415	1,422,055	96,640	7.29%
Full Time Positions	8.0	8.0	-	
Part Time Hours	50,650.0	50,650.0	-	

COMMUNITY SERVICES DEPARTMENT: GRECO POOL

2017 OPERATING BUDGET

Cost Centres: 500-5114

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	29,030	29,298	268	0.92%
Benefits	2,545	2,572	27	1.08%
	31,575	31,870	295	0.94%
Utilities and Fuel	6,305	6,305	0	0.00%
Materials and supplies	2,755	2,755	0	0.00%
Maintenance and repairs	4,625	4,625	0	0.00%
	13,685	13,685	0	0.00%
	45,260	45,555	295	0.65%
TAX LEVY	45,260	45,555	295	0.65%

Full Time Positions	-	-	-
Part Time Hours	2,260.0	2,260.0	-

COMMUNITY SERVICES DEPARMENT: MANZO POOL

2017 OPERATING BUDGET

Cost Centres:

500-5116

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	10,350	10,429	79	0.76%
Benefits	905	916	11	1.18%
	11,255	11,345	90	0.80%
Utilities and Fuel	3,050	3,050	0	0.00%
Materials and supplies	1,500	1,500	0	0.00%
Maintenance and repairs	5,365	5,365	0	0.00%
	9,915	9,915	0	0.00%
	21,170	21,260	90	0.42%
TAX LEVY	21,170	21,260	90	0.42%

Full Time Positions	-	-	-
Part Time Hours	809.0	809.0	-

COMMUNITY SERVICES DEPARTMENT: MCMEEKEN CENTRE

2017 OPERATING

Cost Centres:

500-5120
500-5122
500-5124

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	133,855	136,597	2,742	2.05%
	133,855	136,597	2,742	2.05%
EXPENDITURES				
Salaries	123,925	125,742	1,817	1.47%
Benefits	19,630	21,202	1,572	8.01%
	143,555	146,944	3,389	2.36%
Utilities and Fuel	73,860	73,860	0	0.00%
Materials and supplies	1,420	1,420	0	0.00%
Maintenance and repairs	44,385	44,385	0	0.00%
Program expenses	700	700	0	0.00%
Goods for resale	8,500	8,500	0	0.00%
Financial expenses	300	300	0	0.00%
Purchased and contracted services	1,200	1,200	0	0.00%
	130,365	130,365	0	0.00%
	273,920	277,309	3,389	1.24%
TAX LEVY	140,065	140,712	647	0.46%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,508.0	3,508.0	-	

COMMUNITY SERVICES DEPARMENT: ESSAR CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5140 500-5146
500-5142 500-5148
500-5144

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,610,605	1,594,953	(15,652)	-0.97%
Other income	22,000	19,000	(3,000)	-13.64%
	1,632,605	1,613,953	(18,652)	-1.14%
EXPENDITURES				
Salaries	746,065	753,836	7,771	1.04%
Benefits	89,525	93,775	4,250	4.75%
	835,590	847,611	12,021	1.44%
Utilities and Fuel	420,000	420,000	0	0.00%
Materials and supplies	102,100	87,100	(15,000)	-14.69%
Maintenance and repairs	296,745	282,000	(14,745)	-4.97%
Program expenses	119,000	119,000	0	0.00%
Goods for resale	330,000	320,000	(10,000)	-3.03%
Financial expenses	19,850	25,850	6,000	30.23%
Purchased and contracted services	27,400	27,400	0	0.00%
Transfer to own funds	55,000	55,000	0	0.00%
Capital expense	19,000	19,000	0	0.00%
	1,389,095	1,355,350	(33,745)	-2.43%
	2,224,685	2,202,961	(21,724)	-0.98%
TAX LEVY	592,080	589,008	(3,072)	-0.52%
Full Time Positions	3.0	2.4	(0.6)	
Part Time Hours	45,953	45,953	-	

COMMUNITY SERVICES DEPARMENT: NORTHERN COMMUNITY CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5160
500-5162
500-5164

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	247,500	240,000	(7,500)	-3.03%
	247,500	240,000	(7,500)	-3.03%
EXPENDITURES				
Salaries	34,660	29,068	(5,592)	-16.13%
Benefits	4,970	5,166	196	3.95%
	39,630	34,234	(5,396)	-13.62%
Utilities and Fuel	89,350	89,350	0	0.00%
Materials and supplies	6,200	6,200	0	0.00%
Maintenance and repairs	37,000	37,000	0	0.00%
Goods for resale	1,000		(1,000)	-100.00%
Purchased and contracted services	3,500	3,500	0	0.00%
	137,050	136,050	(1,000)	-0.73%
	176,680	170,284	(6,396)	-3.62%
TAX LEVY	(70,820)	(69,716)	1,104	-1.56%
Full Time Positions	0.2	0.2	-	
Part Time Hours	1,175.0	1,175.0	-	

COMMUNITY SERVICES DEPARMENT: MISCELLANEOUS CONCESSIONS

2017 OPERATING BUDGET

Cost Centres:

500-5150 500-5154
500-5151 500-5155
500-5152

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	142,550	142,550	0	0.00%
	142,550	142,550	0	0.00%
EXPENDITURES				
Salaries	83,420	84,595	1,175	1.41%
Benefits	7,310	7,427	117	1.61%
	90,730	92,022	1,292	1.42%
Materials and supplies	(33,290)	(34,529)	(1,239)	3.72%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	74,175	74,175	0	0.00%
Financial expenses	800	800	0	0.00%
Purchased and contracted services	2,000	2,000	0	0.00%
Transfer to own funds	6,735	6,709	(26)	-0.39%
Capital expense	1,000	1,000	0	0.00%
	51,820	50,555	(1,265)	-2.44%
	142,550	142,577	27	0.02%
TAX LEVY	0	27	27	0.00%

Full Time Positions	-	-	-
Part Time Hours	6,325.0	6,325.0	-

COMMUNITY SERVICES DEPARTMENT: ACCESSIBILITY

2016 OPERATING BUDGET

Cost Centre

600-6200 600-6420
600-6205 600-6488
600-6210 600-6500

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
EXPENDITURES				
Salaries	99,335	100,975	1,640	1.65%
Benefits	23,360	23,685	325	1.39%
	122,695	124,660	1,965	1.60%
Vehicle allowance, maintenance and repairs	0	200	200	
Materials and supplies	92,700	92,100	(600)	-0.65%
Purchased and contracted services	6,000	6,400	400	6.67%
	98,700	98,700	0	
	221,395	223,360	1,965	0.89%
TAX LEVY	221,395	223,360	1,965	0.89%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220	1,220	-	

COMMUNITY SERVICES DEPARTMENT: DAYCARE

2017 OPERATING BUDGET

Cost Centres:

500-5170
500-5171
500-5172

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,118,140	582,715	(535,425)	-47.89%
	1,118,140	582,715	(535,425)	-47.89%
EXPENDITURES				
Salaries	1,041,975	721,493	(320,482)	-30.76%
Benefits	224,895	172,658	(52,237)	-23.23%
	1,266,870	894,151	(372,719)	-29.42%
Vehicle allowance, maintenance and repairs	840	500	(340)	-40.48%
Utilities and Fuel	40,120	26,720	(13,400)	-33.40%
Materials and supplies	109,110	44,195	(64,915)	-59.50%
Maintenance and repairs	25,550	13,550	(12,000)	-46.97%
Taxes and licenses	820	500	(320)	-39.02%
Financial expenses	1,000	500	(500)	-50.00%
Purchased and contracted services	33,050	20,700	(12,350)	-37.37%
Capital expense	2,455	925	(1,530)	-62.32%
	212,945	107,590	(105,355)	-49.48%
	1,479,815	1,001,741	(478,074)	-32.31%
TAX LEVY	361,675	419,026	57,351	15.86%
Full Time Positions	13.0	10.0	(3.0)	
Part Time Hours	13,630.0	5,582.0	(8,048.0)	

CEMETERY

2017 OPERATING

Cost Centre

400-4300

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	963,065	857,294	(105,771)	-10.98%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
	1,103,065	932,294	(170,771)	-15.48%
EXPENDITURES				
Salaries	662,750	648,709	(14,041)	-2.12%
Benefits	149,015	156,943	7,928	5.32%
	811,765	805,652	(6,113)	-0.75%
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	48,100	48,100	0	0.00%
Utilities and Fuel	100,500	85,500	(15,000)	-14.93%
Materials and supplies	64,191	66,291	2,100	3.27%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	62,690	62,693	3	0.00%
Transfer to own funds	11,819	0	(11,819)	-100.00%
	291,300	266,584	(24,716)	-8.48%
	1,103,065	1,072,236	(30,829)	-2.79%
TAX LEVY	0	139,942	139,942	0.00%

Full Time Positions	9.0	9.0	-
Part Time Hours	10,980.0	10,980.0	-

PUBLIC WORKS AND TRANSPORTATION: TRANSIT

2017 OPERATING BUDGET

Cost Centre

400-4100 400-4106 400-4120
400-4101 400-4107 400-4006
400-4105 400-4110

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,480,475	2,581,710	101,235	4.08%
Government grants (including OMPF)	1,166,220	1,166,220	0	0.00%
Other income	1,000	1,000	0	0.00%
	3,647,695	3,748,930	101,235	2.78%
EXPENDITURES				
Salaries	5,281,290	5,280,648	(642)	-0.01%
Benefits	1,584,135	1,456,561	(127,574)	-8.05%
	6,865,425	6,737,209	(128,216)	-1.87%
Travel and training	22,015	22,045	30	0.14%
Vehicle allowance, maintenance and repairs	589,370	588,870	(500)	-0.08%
Utilities and Fuel	1,394,360	1,394,360	0	0.00%
Materials and supplies	345,165	365,165	20,000	5.79%
Maintenance and repairs	234,410	234,410	0	0.00%
Taxes and licenses	134,340	131,965	(2,375)	-1.77%
Financial expenses	4,000	4,000	0	0.00%
Purchased and contracted services	45,185	74,185	29,000	64.18%
Transfer to own funds	130,000	130,000	0	0.00%
Capital expense	8,020	8,020	0	0.00%
	2,906,865	2,953,020	46,155	1.59%
	9,772,290	9,690,229	(82,061)	-0.84%
TAX LEVY	6,124,595	5,941,299	(183,296)	-2.99%

Full Time Positions	90.3	86.8	(3.5)
Part Time Hours	610.0	610.0	-

PUBLIC WORKS AND TRANSPORTATION: PARKING

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	389,620	429,620	40,000	10.27%
	389,620	429,620	40,000	10.27%
EXPENDITURES				
Salaries	149,695	109,249	(40,446)	-27.02%
Benefits	39,740	28,680	(11,060)	-27.83%
	189,435	137,929	(51,506)	-27.19%
Vehicle allowance, maintenance and repairs	1,365	1,365	0	0.00%
Utilities and Fuel	11,760	11,760	0	0.00%
Materials and supplies	19,635	19,635	0	0.00%
Maintenance and repairs	121,440	121,440	0	0.00%
Taxes and licenses	38,190	38,045	(145)	-0.38%
Financial expenses	1,725	1,725	0	0.00%
Purchased and contracted services	164,490	164,490	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	400,605	400,460	(145)	-0.04%
	590,040	538,389	(51,651)	-8.75%
TAX LEVY	200,420	108,769	(91,651)	-45.73%
Full Time Positions	3.0	2.0	(1.0)	
Part Time Hours	1,220.0	1,220	-	

BUILDING DEPARTMENT

2016 OPERATING BUDGET

Cost Centres: 300-3020

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	1,137,445	1,121,129	(16,316)	-1.43%
EXPENDITURES				
Salaries	834,130	928,158	94,028	11.27%
Benefits	205,165	233,784	28,619	13.95%
	1,039,295	1,161,942	122,647	11.80%
Travel and training	13,200	13,200	0	0.00%
Vehicle allowance, maintenance and repairs	8,500	8,500	0	0.00%
Utilities and Fuel	12,300	12,300	0	0.00%
Materials and supplies	78,459	78,459	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000		(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	227,459	199,459	(28,000)	-12.31%
	1,266,754	1,361,401	94,647	7.47%
TAX LEVY	129,309	240,271	110,963	85.81%

BUILDING DEPARTMENT: BUILDING INSPECTION

2017 OPERATING BUDGET

Cost Centres: 300-3020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	1,137,445	1,121,129	(16,316)	-1.43%
EXPENDITURES				
Salaries	704,560	711,267	6,707	0.95%
Benefits	173,600	178,035	4,435	2.55%
	878,160	889,302	11,142	1.27%
Travel and training	11,500	11,500	0	0.00%
Vehicle allowance, maintenance and repairs	7,000	7,000	0	0.00%
Utilities and Fuel	10,000	10,000	0	0.00%
Materials and supplies	73,404	73,404	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000	0	(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	216,904	188,904	(28,000)	-12.91%
	1,095,064	1,078,206	(16,858)	-1.54%
TAX LEVY	(42,381)	(42,923)	(542)	1.28%

Full Time Positions	10.5	10.0	(0.5)
Part Time Hours	1,220	1,220	-

BUILDING DEPARTMENT: BY-LAW ENFORCEMENT

2017 OPERATING BUDGET

Cost Centres: 300-3022

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	129,570	216,891	87,321	67.39%
Benefits	31,565	55,749	24,184	76.61%
	161,135	272,640	111,505	69.20%
Travel and training	1,700	1,700	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Utilities and Fuel	2,300	2,300	0	0.00%
Materials and supplies	5,055	5,055	0	0.00%
	10,555	10,555	0	0.00%
	171,690	283,195	111,505	64.95%
TAX LEVY	171,690	283,195	111,505	64.95%

Full Time Positions	1.9	3.4	1.5
Part Time Hours	610.0	610.0	-

PLANNING

2017 OPERATING BUDGET

Cost Centres:

300-3030
300-3035
300-3038

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	113,540	113,540	0	0.00%
	113,540	113,540	0	0.00%
EXPENDITURES				
Salaries	531,995	549,707	17,712	3.33%
Benefits	132,995	140,281	7,286	5.48%
	664,990	689,988	24,998	3.76%
Travel and training	12,390	9,890	(2,500)	-20.18%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	19,295	18,795	(500)	-2.59%
Purchased and contracted services	26,400	26,400	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	59,585	56,585	(3,000)	-5.03%
	724,575	746,573	21,998	3.04%
TAX LEVY	611,035	633,033	21,998	3.60%

Full Time Positions	7.0	7.0	-
Part Time Hours	1,220.0	1,220	-

City of Sault Ste Marie
SOCIAL SERVICES DEPARTMENT
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	6,322,870		(6,322,870)	-100.00%
Government grants (including OMPF)	327,000	175,000	(152,000)	-46.48%
	6,649,870	175,000	(6,474,870)	-97.37%
EXPENDITURES				
Salaries	4,655,430		(4,655,430)	-100.00%
Benefits	1,188,595		(1,188,595)	-100.00%
	5,844,025	0	(5,844,025)	-100.00%
Travel and training	66,225		(66,225)	-100.00%
Vehicle allowance, maintenance and repairs	12,710		(12,710)	-100.00%
Utilities and Fuel	5,600		(5,600)	-100.00%
Materials and supplies	164,295		(164,295)	-100.00%
Maintenance and repairs	13,950		(13,950)	-100.00%
Rents and leases	34,400		(34,400)	-100.00%
Purchased and contracted services	88,790		(88,790)	-100.00%
Grants to others	359,000	225,000	(134,000)	-37.33%
Capital expense	97,875		(97,875)	-100.00%
	842,845	225,000	(617,845)	-73.30%
	6,686,870	225,000	(6,461,870)	-96.64%
TAX LEVY	37,000	50,000	13,000	35.14%

LEVY BOARDS

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	562,500		(562,500)	-100.00%
	562,500	0	(562,500)	-100.00%
EXPENDITURES				
Algoma Public Health	2,405,045	2,453,145	48,100	2.00%
Sault Ste. Marie District Social Service Administration Board	17,287,198	17,632,940	345,742	2.00%
Sault Ste. Marie Conservation Authority	475,065	481,563	6,498	1.37%
	20,167,308	20,567,648	400,340	1.99%
TAX LEVY	19,604,808	20,567,648	962,840	4.91%

OUTSIDE AGENCIES & GRANTS TO OTHERS

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and User Charges	200,000	120,000	(80,000)	-40.00%
Contribution from own funds	100,000	80,000	(20,000)	-20.00%
	300,000	200,000	(100,000)	-33.33%
EXPENDITURES				
Grants to others:				
Police Services Board	23,852,153	24,276,502	424,349	1.78%
Physician Recruitment	300,000	200,000	(100,000)	-33.33%
Library Board	2,811,035	2,632,209	(178,826)	-6.36%
Art Gallery of Algoma	180,785	180,785	0	0.00%
SSM Museum	177,540	177,540	0	0.00%
Bush Plane Museum	110,000	110,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Safe Communities	40,000	40,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	12,750	12,750	0	0.00%
Crimestoppers	25,000	25,000	0	0.00%
Other Sports	10,000	5,000	(5,000)	-50.00%
Red Cross Grant	50,000	50,000	0	0.00%
Cultural Grant	53,900	53,900	0	0.00%
Economic Development Corporation	1,204,165	1,204,166	1	0.00%
Destiny SSM	30,000	30,000	0	0.00%
Development SSM	246,000	246,000	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Tourist Promotion	168,656	168,655	(1)	0.00%
EDF Budget	500,000	500,000	0	0.00%
Total Grants to others	30,091,374	30,231,897	140,523	0.47%
Transfer to own funds	80,000	303,802	223,802	279.75%
	30,171,374	30,535,699	364,325	1.21%
TAX LEVY	29,871,374	30,335,699	464,325	1.55%

CORPORATE FINANCIALS

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Taxation (excluding levy)	2,627,500	2,427,500	(200,000)	-7.61%
Payment in Lieu of taxes	4,445,020	4,371,195	(73,825)	-1.66%
Fees and user charges	12,342,000	12,960,000	618,000	5.01%
Government grants (including OMPF)	15,335,000	15,335,000	0	0.00%
Investment income	4,305,000	4,305,000	0	0.00%
Contribution from own funds	1,789,000		(1,789,000)	-100.00%
Other income	1,350,000	1,350,000	0	0.00%
Prior year surplus	550,000		(550,000)	-100.00%
	<u>42,743,520</u>	<u>40,748,695</u>	<u>(1,994,825)</u>	<u>-4.67%</u>
EXPENDITURES				
Benefits	20,000	20,000	0	0.00%
	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.00%</u>
Materials and supplies	283,050	290,295	7,245	2.56%
Purchased and contracted services	36,000	36,000	0	0.00%
Grants to others	538,910	479,360	(59,550)	-11.05%
Transfer to own funds	10,520,685	11,901,435	1,380,750	13.12%
	<u>11,378,645</u>	<u>12,707,090</u>	<u>1,328,445</u>	<u>11.67%</u>
	<u>11,398,645</u>	<u>12,727,090</u>	<u>1,328,445</u>	<u>11.65%</u>
TAX LEVY	(31,344,875)	(28,021,605)	3,323,270	-10.60%

CAPITAL LEVY AND LONG TERM DEBT

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	350,000	350,000	0	0.00%
	350,000	350,000	0	0.00%
EXPENDITURES				
Long term debt	1,980,330	3,252,490	1,272,160	64.24%
Transfer to own funds	6,242,579	6,242,579	0	0.00%
	8,222,909	9,495,069	1,272,160	15.47%
	8,222,909	9,495,069	1,272,160	15.47%
TAX LEVY	7,872,909	9,145,069	1,272,160	16.16%

THE CORPORATION OF THE CITY OF SAULT STE MARIE
 Supplementary Items to be approved by Council:
 2017

DEPARTMENT:

Mayor and Council - renew membership to FCM

Planning and Enterprise Services - Downtown Development Projects

Fire Services Administration: Advertising

Fire Services Suppression: FireEquipment

Fire Services CEMC: Travel

Corporate Services - Walk of Fame

SSM Innovation Centre

Art Gallery of Algoma

Bushplane Museum

Sault Ste. Marie Museum

Fringe North

Council Report November 7, 2016

ONE TIME COST	ON-GOING COST	RECOMMENDED	LEVY ADJUSTMENT
	11,050		
	200,000		
	8,000		
	11,500		
	1,500		
	2,000		
50,000	36,000		
400,000			
75,000			
3,551			
15,000			
543,551	270,050		

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-180

FINANCE: (F1.1) A by-law to establish user fees and service charges.

WHEREAS Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, states that despite any Act, a municipality and local board may pass by-laws imposing fees or charges on any class of persons, for services or activities provided or done by on behalf of it, and, for the use of it's property including property under its control;

AND WHEREAS it is deemed necessary to charge user fees and service charges;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby pursuant to Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended **ENACTS** as follows:

1. **USER FEES ADOPTED**

That Council does confirm and ratify the user fees and service charges described in Schedules "A" to "H" attached to and forming part of this By-law and are outlined as follows:

Schedule A - Clerk's Department
Schedule B - Community Services Department
Schedule C - Engineering Department
Schedule D - Planning Department
Schedule E - Building Services Department
Schedule F - Finance Department
Schedule G - Fire Services
Schedule H - Legal Department
Schedule I - Public Works and Transportation Department

2. **BY-LAW 2016-3, 2016-23, 2016-67, 2016-130 and 2016-155 REPEALED**

By-law 2016-3, 2016-23, 2016-67, 2016-130 and 2016-155 are hereby repealed.

3. **EFFECTIVE DATE**

This By-law is effective on January 1, 2017.

PASSED in open Council this 21st day November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\1. 2016\2016-180 RE 2017 USER FEES.DOC

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2016-180 - Schedule "A"

CLERK'S DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
MARRIAGE LICENSES			
- Sale of Marriage Licenses - per license	125.00	125.00	Exempt
MAP SALES			
- Sale of City Maps - per map	2.00	2.00	Inc
ZONING BY-LAW SALES			
- Sale of By-law 2005-150 - Paper Copy	100.00	100.00	Inc
- Sale of By-law 2005-150 - Paper Copy - Annual Update	50.00	50.00	Inc
- Sale of By-law 2005-150 - CD Rom	50.00	50.00	Inc
- Sale of By-law 2005-150 - CD Rom - Annual Update	50.00	50.00	Inc
OTHER			
- Photocopying - per page	0.50	0.50	Inc

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - By-law - 2016-180 - Schedule "B"
COMMUNITY SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
BONDAR PAVILION			
- Full Day Rental - Non Profit Group	154.00	158.00	Add
- Part Day Rental - Non Profit Group	95.90	98.50	Add
- Full Day Rental - Commercial	586.50	601.25	Add
- Part Day Rental - Commercial	305.00	312.75	Add
- Wedding Receptions	725.00	775.75	Add
- Clean Up - Minor	56.10	57.50	Add
- Clean Up - Major	224.40	230.00	Add
- Barriers	1.20	1.25	Add
- Tables	4.60	4.70	Add
- Chairs	0.52	0.55	Add
- Sound System (per day)	28.15	29.00	Add
- SOCAN (Society of Composers, Authors and Music Publishers of Canada)			
- without dancing 1 to 100		20.56	Add
101 to 300		29.56	Add
301 to 500		61.69	Add
500 +		87.40	Add
with dancing 1 to 100		41.13	Add
101 to 300		59.17	Add
301 to 500		123.38	Add
500 +		174.79	Add
- Kitchen (per day)	56.10	57.50	Add
- Supervision of Volunteers (per hour)	16.75	17.25	Add
- Alcohol event admin fee per event per day	30.42	31.10	Add
Facility Booking - per booking	30.42	31.25	Add
Waste Removal (Additional Bin)	160.00	175.00	Add
MARINA FEES			
- Fuels	Road Price + \$ 0.02	Road Price + \$ 0.02	
- Sewage Pumpouts - per service	10.50	10.50	Add
- Cruise Ship Dockage Fee - rate per meter	5.30	5.40	Add
- Cruise Ship - Passenger disembarkment/embarkment fee	1.55 / passenger	1.55 / passenger	Add
- Bondar - Slip Rental - Daily - per foot	1.30	1.35	Add
- Bondar - Slip Rental - Weekly - per foot	6.95	7.10	Add
- Bondar - Slip Rental - Monthly - per foot	20.00	20.00	Add
- Bondar Dock - Ship/Barge Dockage (per metre)	0.16 / hr	0.16 / hr	Add
	1.65 / day	1.65 / day	Add
	31.80/month	31.80/month	Add
- Bellevue - Slip Rental - Weekly - Non Serviced per foot	4.39	4.50	Add
- Bellevue - Slip Rental - Weekly - Serviced per foot	5.71	5.80	Add
- Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot	21.00	21.40	Add
- Bellevue - Slip Rental - Bi - Monthly - Serviced per foot	24.00	24.50	Add

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
- Bellevue - Slip Rental - Monthly - Non Serviced per foot	13.26	13.55	Add
- Bellevue - Slip Rental - Monthly - Serviced per foot	15.76	16.10	Add
- Bellevue - Slip Rental - Seasonal - Non Serviced per foot	27.20	27.75	Add
- Bellevue - Slip Rental - Seasonal - Serviced per foot	31.40	32.05	Add
- Bellevue - Slip Rental - Daily - Serviced per foot	1.30	1.35	Add
- Bellevue - Slip Rental - Daily - Non Serviced per foot	1.12	1.15	Add
- Launch Ramp Fee - Daily	6.50	6.50	Included
- Launch Ramp Fee - Seasonal	54.00	54.87	Add
- Winter Storage - Monthly per foot	1.75	1.80	Add
- Slip Cancellation Fee	25.00	25.00	Included
- September Special	50% fee discount	50% fee discount	Add
LEADERSHIP DEVELOPMENT			
- Leadership Courses - varies per content	\$ 10. To \$ 25	\$ 10. To \$ 25	Included
- Weekend Seminars - varies per content	\$ 25. To \$ 60	\$ 25. To \$ 60	Included
SENIOR CITIZENS ADVISORY COUNCIL			
- Fee in lieu of Other User Fees	16,800.00	Removed	Included
- Supervision(outside normal operating hours) (per hr)	16.75	17.25	Add
Main Hall - Half day rental		50.00	Included
Main Hall - Full Day Rental		100.00	Included
Large Meeting Room - Half Day rental		50.00	Included
Large Meeting Room - Full Day Rental		75.00	Included
Small Meeting Room - Half Day		20.00	Included
Small Meeting Room - Full Day		40.00	Included
Kitchen (per use)		25.00	Included
AV Equipment (laptop/Projector/Screen) Per use		15.00	Included
DAY NURSERIES			
Unsubsidized - Before School	10.25	10.46	Exempt
Unsubsidized - Before and After School	21.16	21.58	Exempt
Unsubsidized - After School	13.14	13.40	Exempt
Unsubsidized- Full Day Preschool	40.19	41.81	Exempt
Unsubsidized- Half Day Preschool	22.70	23.15	Exempt
Unsubsidized - Full Day Toddler	42.91	43.77	Exempt
Unsubsidized - Half Day Toddler	23.55	24.02	Exempt
Unsubsidized - Full Day Infant	48.69	49.66	Exempt
Unsubsidized - Half Day Infant	26.26	26.79	Exempt
Unsubsidized – Summer Camp Daily	42.00	42.84	Exempt
Unsubsidized – Summer Camp Weekly	194.25	198.14	Exempt
Unsubsidized – Summer Camp Monthly	750.00	765.00	Exempt
Unsubsidized – AM Extended Care (Daily)	Not Applicable	Not Applicable	Exempt
Unsubsidized – PM Extended Care (Daily)	Not Applicable	Not Applicable	Exempt
Unsubsidized – AM Extended Care (Weekly)	26.25	26.78	Exempt
Unsubsidized – PM Extended Care (Weekly)	26.25	26.78	Exempt

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Note - a 5.0 % discount applies to all fees paid 3 months in advance			
ARENA FEES			
- Soo Greyhounds - agreement covered by separate By-law			
- Admission - High school Hockey - Adults	3.61	3.76	Add
- Admission - High school Hockey - Students & Seniors	2.94	3.10	Add
- Admission - High school Hockey - Children	2.71	2.88	Add
- Ice Rentals - per hour - Prime Time - Adult	145.99	149.27	Add
- Ice Rentals - per hour - Prime Time -Youth	135.35	138.40	Add
- Ice Rentals - per hour - Prime Time - Organized	115.56	118.16	Add
- Ice Rentals - per hour - Prime Time - Tournament	85.74	87.67	Add
- Ice Rentals - per hour - School Board	85.74	87.67	Add
- Ice Rentals - per hour - Non Ice (Lacrosse)	53.89	55.10	Add
- Ice Rentals - per hour - Non Prime Time - Winter -Adult	85.74	87.67	Add
- Ice Rentals - per hour - Non Prime Time - Adult - Summer	124.41	127.21	Add
- Ice Rentals - per hour - Non Prime Time -Youth - Winter	85.74	87.67	Add
- Ice Rentals - per hour - Non Prime Time -Youth - Summer	102.43	104.73	Add
-Ice Rentals - per hour - Individual Training up to 3 skaters	41.62	42.56	Add
-Essar Centre Angelo Bumbacco Room-Full Day	265.30	271.27	Add
-Essar Centre Angelo Bumbacco Room-1/2 Day or 1/2 room	159.18	162.76	Add
-Essar Centre Multi Purpose Room 1/2 Day	53.06	54.25	Add
-Essar Centre Multi Purpose Room Full Day	106.12	108.51	Add
ARENA FEES (continued)			
- Ice Skating - Admission - Adult	3.25	3.32	Add
- Ice Skating - Admission - Student	2.53	2.66	Add
- Ice Skating - Admission - Senior	2.53	2.66	Add
- Ice Skating - Admission - Child	2.25	2.43	Add
- Rental of McMeeken or Rhodes Centre -each pad / per day	939.17	960.30	Add
POOL FEES			
- Public Swim Admission - Adult Aquatics	4.34	4.44	Add
- Public Swim Admission - Senior Aquabics	3.25	3.32	Add
- Public Swim Admission - Adult	4.34	4.44	Add
- Public Swim Admission - Child / Senior	2.85	2.91	Add
- Public Swim Admission - Family	10.83	11.07	Add
- Pool Rental - per hour - Competitive Teams	48.27	49.36	Add
- Pool Rental - per hour - School Boards - includes 3 instructors	98.67	100.89	Add
- Pool Rental - per hour - Public - includes lifeguards	107.25	109.66	Add
- Public Lessons - per lesson + surcharge	7.32	7.48	Add
- Swim Meet - Special Rate (per hour) plus expenses	37.54	38.38	Add
- John Rhodes meeting room rental up to 3 hours plus expenses	38.56	39.43	Add
- John Rhodes meeting room rental daily rates plus expenses	110.36	112.84	Add
NORTHERN COMMUNITY CENTRE			
-Single Turf Field Rental Per Hour-Prime Time	122.40	122.40	Add

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
-Single Turf Field Rental Per Hour-Non-Prime Time	76.50	76.50	Add
RENTALS			
- Rental Gymnastics Club - Rhodes Centre - per month			
- Rental Restaurant - Rhodes Centre - per month			
- Rental Pro Shop - Rhodes Centre - per month			
The above Rentals are governed by Agreements approved by Council.			
ATHLETIC FIELDS			
- Slowpitch Fields - Adult per diamond per evening	60.84	62.21	Add
- Youth Ball - per diamond per evening	30.42	31.10	Add
- Slowpitch (Ball) Fields - Tournaments per Diamond per Day	39.02	39.90	Add
- Sault Amateur Soccer Association - Adult per field per night	60.84	62.21	Add
- Sault Youth Soccer Association - per field per night	30.24	30.92	Add
- Soccer Tournaments - per field per day	39.02	39.90	Add
-Cricket - per field per day	39.02	39.90	Add
- High School Soccer - per field per day	30.42	31.10	Add
- High School Soccer Tournament- per field per day	39.02	39.90	Add
- Steeler Football - per game	486.90	497.86	Add
-Touch Football-Rocky DiPietro Field per day	243.47	248.95	Add
- Touch Football - fee for Queen E., B Field perevening/day	30.40	31.08	Add
- High School; Football - per game	355.55	363.55	Add
- Dressing Room Rental per event	30.42	31.10	Add
- Public Address System - per event	30.42	31.10	Add
- Beer Garden - per event per day	30.42	31.10	Add
- Sabercats Football - per game	243.53	249.01	Add
- Soo Minor Football - per evening (practice)	30.42	31.10	Add
- Soo Minor Football - per day game fee (QE "B")	121.69	124.43	Add
- Soo Minor Football - fee for Rocky DiPietro Field per day	243.47	248.95	Add
- Speed Skating Club - per competition	608.63	622.32	Add
- Special Event Booking - Event more than 500 people	591.24	604.54	Add
- Special Event Booking - Event more than 200 people	295.60	302.25	Add
- Special Event - Garbage Pick-up and Recycling	225.27	230.34	Add
-Ultimate Frisbee - per field per night	30.42	31.10	Add
-Sport field lining - special request	289.78	296.30	Add
Soccer - Rocky D Fall per weeknight per game	60.84	62.21	Add
Soccer - Rocky D Fall per day for weekend usage	243.47	248.95	Add
Soccer Queen E. Mini Complex League Play per night	60.84	62.21	Add
Soccer Queen E. Mini Complex Weekend Tournament	121.69	124.43	Add
BELLEVUE PARK			
- Facility Booking - per booking	30.42	31.10	Add
- Special Event Booking - Event more than 250 people	579.23	592.26	Add
- Special Event Booking - Event less than 250 people	289.79	296.31	Add

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
HISTORIC SITES BOARD			
ADMISSIONS:			
Admission - Adult	12.00	12.00	included
Admission - Senior / child / student	10.00	10.00	included
Admission - Children 5 & under	free	free	
Admission - Family	25.00	25.00	included
Admission - Adult Group Rate (10 or more)	10.00	10.00	included
Admission - Senior Group Rate (10 or more)	8.00	8.00	included
Punch Cards: for Fridays by the Fire, Teas, Admissions (5 visits)		45.00	included
EDUCATIONAL TOURS:			
1 hour tours	3.00	3.00	exempt
1.5 hour tours	4.00	4.00	exempt
2 hour tours	5.00	5.00	exempt
3 hour tours (lunch included)	10.00	10.00	exempt
After hours - Brownies / Scouts	8.00	8.00	exempt
Workshops - fee (+supplies)	15.00	15.00	Add
Outreach programs (minimum 2 hour fee)	30.00	50.00	exempt
EVENTS:			
Bracelet Days - Adults	8.00	8.00	included
Bracelet Days - youth	5.00	5.00	included
Heritage Tea (desserts & tea)	10.00	10.00	add
Heritage Fridays by the Fire (soup, biscuit, desserts, beverage)	12.00	12.00	included
Heritage High Tea (fancy sandwiches & desserts, beverage)	15.00	15.00	add
Heritage Culinary Lunch (soup, main, dessert, beverage)	18.00	18.00	included
Heritage Culinary Dinner (apps, soup, main, dessert, bev & demo)	34.00	35.00	included
Heritage Dinner Group of 7 menu, theatrical, & program	40.00	45.00	add
Evening in the Summer Kitchen	55.00	55.00	included
Birthday Parties (up to 10 people) (hearth baking, games, craft)	125.00	125.00	included
extra attendees for Birthday Party	10.00	10.00	included
RESEARCH FEES:			
Individual research fee - daily	25.00	25.00	add
Yearly research fee	100.00	100.00	add
Reproduction fees, photocopying	0.50	0.50	add
Reproduction fees, digital for exhibit or education (for each)	25.00	25.00	add
Reproduction fees, digital for other uses (following copyright laws)	100.00	100.00	add
SITE USE:			
Summer Kitchen / Theatre only / Grounds (rental of a space)			
basic rental - Not for Profit - 1/2 day	200.00	200.00	add
basic rental - Not for Profit - 8 hour day	300.00	300.00	add
Basic rental - commercial 1/2 day	300.00	300.00	add
Basic rental - commercial - up to 8 hours	500.00	500.00	add

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
Wedding ceremony & / or Photographs	200.00	200.00	add
Basic rental Film Crew - Hourly (must pay min. 3 hrs)	300.00	500.00	add
** This is for Complete Site Rental - HOURLY ****			
Supervisory Fees - hourly for after hours	25.00	30.00	add
Theatre rental added to Historic Culinary (lunch or dinner)			
Non profit		100.00	add
Commercial		200.00	add
ADDITIONAL FEES:			
Non refundable deposit on Site Rentals, Events, Weddings, etc.		50.00	add
Non refundable deposit for Commercial bookings, i.e. film co.		250.00	add
** this is applicable to total invoice**			
Cleaning Fees		50.00	add
Tables - per table (after the original 36 on site)		4.50	add
Chairs - per chair (after what is available on site)		0.55	add
Waste Disposal		100.00	add
AV equipment		50.00	add
Security fees - once tents are set up on lawn (hourly)		20.00	add
Auxillary Kitchen for caterer		100.00	add
DAMAGE fees will apply depending on damage to the Site and cost of repair.			
Refreshments:			
Coffee, Tea, Water & all condiments (cream & stir)		5.00	add
Coffee Big Urn 50 cup		20.00	add
Coffee Big Urn 100 cup		40.00	add
Coffee, Muffins & Fruit - only for meetings booked - per person		8.00	add

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - By-law - 2016 -180 - Schedule "C"
ENGINEERING DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
SEWER CONNECTIONS			
- 100 mm diameter lateral per connection	\$3,870.00	\$3,870.00	Exempt
- 150 mm diameter lateral per connection	\$4,190.00	\$4,190.00	Exempt
- Additional Connection Charges		\$2,000.00	
- Class A Pavement - Additional Charge	\$1,990.00	\$1,990.00	Exempt
- Class B Pavement or Surface Treatment- Additional Charge	\$1,620.00	\$1,620.00	Exempt
- Curb and Gutter - Additional Charge	\$1,130.00	\$1,130.00	Exempt
- Concrete Sidewalk - Additional Charge	\$1,380.00	\$1,380.00	Exempt
- Oversized Excavation for Separate Utilities		\$2,000.00	
- Class A Pavement for Separate Utilities - Additional Charge		\$1,000.00	
- Class B Pavement for Separate Utilities - Additional Charge		\$800.00	
- Curb and Gutter for Separate Utilities- Additional Charge		\$650.00	
- Concrete Sidewalk for Separate Utilities - Additional Charge		\$800.00	
- CCTV Mainline Sewer Inspection	\$185.00 / hour	\$185.00 / hour	Inc
CULVERTS			
- Single Driveway	\$1405.00/ Driveway	\$1405.00/ Driveway	Exempt
- Double Entrance Driveway	\$2735.00 / Driveway	\$2735.00 / Driveway	Exempt
<i>Additional Charges</i>			
- Culvert Couplings	\$ 70.00 / coupling	\$ 70.00 / coupling	Inc
- Additional Culvert length	\$240.00/ meter	\$240.00/ meter	Inc
DIGITAL DATA FEES			
- Info Light (Vector) customized to user needs	100.00	100.00	Inc
- Full data Extract	250.00	250.00	Inc
- Raster Image	125.00	125.00	Inc
- Customized Hardcopy/pdf Mapping Products - 11" x 17"	25.00	25.00	Inc
- Customized Hardcopy/pdf Mapping Products - large format	50	50.00	Inc
- Plan and Profile Drawings	\$10/sheet	\$10/sheet	Inc
- Lawyer Requests for Sanitary/Lateral Services	\$25	\$25	Inc

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - By-law - 2016 -180 - Schedule "D"
PLANNING DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
REZONING FEES			
- Sale of City Official Plan	\$ 35.00 / plan	\$ 35.00 / plan	Exempt
- Official Plan Amendment	\$2050 / amend	\$2100 / amend	Exempt
- Rezoning Application Fee	\$ 2050 / app	\$ 2100 / app	Exempt
- Combined Official Plan & Rezoning Application	\$ 3100 / app	\$ 3200 / app	Exempt
- Subdivision Approval Fee	\$ 3600 / app	\$ 4000 / app	Exempt
- Condominium Approval Fee	\$ 3100 / app	\$ 3100 / app	Exempt
- Site Plan Review (Development Control)	\$ 850 / app	\$ 850 / app	Exempt
- Signs - Minor Amendment	\$ 325 / sign	\$ 325 / sign	Exempt
- Deferred Application	\$ 75.00 / app	\$ 75.00 / app	Exempt
- Deferred Application if new Notice is Required	\$300 / app	\$300 / app	Exempt
- Preparation of a Subdivision Agreement	\$3100 / app	\$4000 / app	Exempt
- Staff Attendance at OMB Hearings **	\$510/hearing day	\$510/hearing day	Exempt
- Telecommunication Tower Review	\$ 500 / review	\$ 500 / review	Exempt
COMMITTEE OF ADJUSTMENT FEES			
- Minor Variance Application (Single Unit Residential)	\$ 400.00 / app	\$ 500.00 / app	Exempt
- Minor Variance Application (Multiple Unit <5 RA /R1 Zone)	\$ 600.00 / app	\$ 700.00 / app	Exempt
- All Other Zones	\$ 600.00 / app	\$ 800.00 / app	Exempt
- Fence in All Zones	-	\$ 400.00 / app	Exempt
- After the Fact Variance	-	1.5 X the Regular Fee	Exempt
- Deferred Minor Variance Application	50.00 / app	75.00 / app	Exempt
- Consent Application (Lot Addition)	\$ 600.00 / app	\$ 700.00 / app	Exempt
- Consent Application (New Lot Creation)	\$600 + \$300 /lot/app	\$600 + \$400 + \$300 for easment /lot/app	Exempt
- Final Consent Application	\$ 150.00 / deed	\$ 200.00 / deed	Exempt
- Deferred Application Fee - No New Notice	75.00 / app	75.00 / app	Exempt
- Deferred Application Fee if New Notice Required	1/2 App Fee	1/2 App Fee	Exempt
- Property Standards Appeal Fee	\$ 200.00 / app	\$ 200.00 / app	Exempt
- Records Retrieval/Decision Search	-	75.00	Add
- Special Hearing	-	\$500 + Application Fee	Exempt
- Appeal (Minister of Finance)	-	300.00	Exempt
- Appeal (Sault Ste Marie)	-	150.00	Add

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - By-law - 2016 -180 - Schedule "E"

BUILDING SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
BUILDING / BYLAW ENFORCEMENT			
-Building/Property Clean-up Administration fee	15% of cost	15% of cost	Add
New Construction / Alterations and Renovations			
Group A – (assembly occupancies)			
School, churches – New Construction		29.19	Exempt
Restaurants – New Construction		29.19	Exempt
All other assembly – New Construction		29.19	Exempt
Alterations and Renovations (includes decks & roof structures)		8.06	Exempt
Air supported structure		8.06	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Parking garage repairs		5.57	Exempt
Portable classrooms foundations		8.06	Exempt
Residing, re-roofing		0.97	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Tents - less than 225m2		113.40	Exempt
Tents - greater than 225m2		378 ff	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt
Group B - (institutional occupancies)			
All types – New Construction		29.19	Exempt
Alterations and Renovations (includes decks & roof structures)		8.06	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Parking garage repairs		\$5.57	Exempt
Residing, re-roofing		\$0.97	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt
Group C – (residential occupancies)			
Single Dwelling (SFD, townhouse, semi, duplex) – New Construction		\$24.03	Exempt
Single Dwelling Modular Units – New Construction		\$20.97	Exempt
All other multiple units – New Construction		\$19.35	Exempt
Hotels, motels – New Construction		25.80	Exempt
Alterations and Renovations (includes decks & roof structures)		6.45	Exempt
Balcony repairs		\$113.40 ff + \$8.06 / unit	Exempt
Basement finishing		5.72	Exempt
Basement new under existing dwelling		6.45	Exempt
Canopy, carport		\$11.93	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Foundation water / damp proofing & tile, pools, fencing, residing, reroofing, decks		\$113.40 ff	Exempt
Attached garage and accessory buildings		5.72	Exempt
Detached garage		5.72	Exempt
Shed < 25 m2		\$113.40 ff	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt
Group D – (business & personal services occupancies)			
Offices and all others – shell only – New Construction		22.18	Exempt
Interior tenant finishing – New Construction		6.05	Exempt
Alterations and Renovations (includes decks & roof structures)		6.45	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Parking garage repairs		5.56	Exempt
Residing, re-roofing		0.97	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
Group E – (mercantile occupancies)			
Retail store shell, department store, supermarkets, all other Group E – New Construction		16.64	Exempt
Interior tenant finishing		6.05	Exempt
Alterations and Renovations (includes decks & roof structures)		6.45	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Parking garage repairs		5.57	Exempt
Residing, re-roofing		0.95	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt
Group F – (industries occupancies)			
Industrial building shell less than 7500 m2 – New Construction		12.90	Exempt
Industrial building shell greater than 7500 m2 – New Construction		10.48	Exempt
Parking garage – New Construction		8.30	Exempt
All other F occupancies – New Construction		12.90	Exempt
Interior tenant finishing		6.05	Exempt
Alterations and Renovations (includes decks & roof structures)		6.45	Exempt
Emergency lighting		\$315.00 ff per Storey	Exempt
Fire alarms		\$315.00 ff per Storey	Exempt
Farm buildings		5.56	Exempt
Industrial Equipment Foundations		1% of construction value	Exempt
Parking garage repairs		5.57	Exempt
Residing, re-roofing		0.97	Exempt
Sprinkler, standpipes		\$315.00 ff plus \$0.52 / m2	Exempt
Window / Door replacement		\$4.51 / opening + \$113.40 ff	Exempt
Demolition			
Group C – Single Family Dwelling 55 m2 or less		120.96 ff	Exempt
All others		241.92 ff	Exempt
Designated Structures OBC Subsection 1.3.1.1			
Crane runway		\$911.23 ff / structure	Exempt
Exterior tanks		\$911.23 ff / structure	Exempt
Outdoor pool and spa		30.32	Exempt
Wind power towers		\$911.23 ff / structure	Exempt
All other structures		\$419.33 ff / structure	Exempt
Standalone Mechanical			
New ductwork or piping		\$18.65 per diffuser, radiator, or unit	Exempt
Group C residential Single Family Dwelling (unit and ductwork)		\$177.41 ff	Exempt
New unit		\$177.41 / unit	Exempt
Special mechanical system (exhaust hoods, solar panels etc.)		\$379.00 ff	Exempt
Plumbing & drainage		\$17.41 / fixture	Exempt
Sewer installation & capping (single residential unit)		\$113.40 ff	Exempt
Site services (water, sewer servicing for all other buildings) \$		\$379.00 ff	Exempt
Additional Charges			
Occupancy permit		\$19.35 ff / unit	Exempt
Conditional permit		10% of applicable building permit fees (\$182.70 ff minimum)	Exempt
Change of use permit		387.07 ff	Exempt
Permit renewal/transfer		197.40 ff	Exempt
Moving permit		113.40 ff	Exempt
Re-inspection		113.40 ff	Exempt
Sign permit (as regulated by Sign By-Law 2005-166)		113.40 ff each	Exempt
Portable signs			
2 years		96.77 ff	Exempt
30 days		16.13 ff	Exempt
Sign renewal		24.19 ff	Exempt
Culvert as determined by Pubic Works & Transportation Dept			
Curb or sidewalk depression		40.32 ff	Exempt
Certificate of zoning conformity Single Family Dwelling		\$48.38 ff + HST (\$54.67)	Add
Certificate of zoning conformity Other		\$96.77 ff +HST (\$109.35)	Add
File Inquiry and plans inquiry Single Family Dwelling		\$48.38/SFD + HST (\$54.67)	Add
Other		\$96.77/others + HST (\$109.35)	Add
Annual Fee		\$806.40/Year + HST (\$806.40)	Add
Removal of work order (By-Law)		\$169.34 ff	Exempt
Work order appeal (By-Law)		\$169.34 ff	Exempt
Removal of Order (Building Code)		\$169.34 ff	Exempt
Liquor License Application		\$96.77 ff +HST (\$109.35)	Add
Alternative Solution Proposal (per application)		\$630.00 ff	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2016 -180 - Schedule "F"
FINANCE DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
LOTTERY LICENCES			
- Raffle under \$ 50,000 value	\$ 10.00 or 1 % of the	\$ 10.00 or 1 % of the	Exempt
	Prize Value	Prize Value	
- Raffle over \$ 50,000 value	to Province	to Province	Exempt
- Bingo - prize under \$ 5,500	\$ 10.00 or 1 % of the	\$ 10.00 or 1 % of the	Exempt
- Bingo - prize over \$ 5,500	to Province	to Province	Exempt
- Bazaar (Maximum 3 wheels)	\$ 10.00 / wheel	\$ 10.00 / wheel	Exempt
- Nevada Tickets	3% of Prize Value	3% of Prize Value	Exempt
GENERAL LICENCES			
- Pawnbroker (Annual)	\$250.00	\$250.00	Exempt
- Peddler - Resident Produce, Daily (Annual)	\$250.00	\$250.00	Exempt
- Plumber - Master	\$20.00	\$20.00	Exempt
- Adult Entertainment Parlour - Owner / Operator - Annual	\$2,000.00	\$2,000.00	Exempt
- Adult Entertainment Parlour - Owner - Annual	\$2,000.00	\$2,000.00	Exempt
- Adult Entertainment Parlour - Operator - Annual	\$2,000.00	\$2,000.00	Exempt
- Adult Entertainment Parlour - Burlesque Attendant - Annual	\$75.00	\$75.00	Exempt
- Amusement Arcade (Annual)	\$250.00	\$250.00	Exempt
- Food Vending	\$225.00	\$225.00	Exempt
NOTE : Licence Fees for Taxis, Limousines etc are Governed by Police Services By-law 154 but Administered by the			
Tax & Licence Division.			
PENALTIES & INTEREST ON TAXES			
- On the First Day after the due date	1.25 % / month	1.25 % / month	None
- On the First day of each month that the Taxes remain unpaid			
- On January 1st of the following year and each month thereafter			
LIBRARY ACCOUNTING FEES			
- Accounting / Data Processing Fees - Library Board	10,915.00	10,915.00	Exempt
DSSAB ACCOUNTING SERVICES			
- Accounting Services - District Social Services Admin Board	18,720.00	18,720.00	Added
INTEREST - ACCOUNTS RECEIVABLE			
- On all accounts more than 30 days old	1.25 % / month	1.25 % / month	None
TAX CERTIFICATES			
- Tax Certificate (Certified Statement of Tax Account Status)	\$60.00	\$60.00	None
TAX ACCOUNT TITLE SEARCHES			
-Title searches for property in arrears	n/a	\$50.00	None
PAYROLL GARNISHEE			
- Fee for Garnishee of payroll Cheque per pay per cheque	\$10.00	\$10.00	None

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2016 -180 - Schedule "F"
FINANCE DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
NSF CHEQUE FEE			
- Fee for a cheque being returned per cheque	\$35.00	\$35.00	None

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2016 - 180 - Schedule "G"
FIRE SERVICES

<i>Services Offered</i>	<i>2016 Proposed Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
FIRE ALARM SYSTEM			
- Installation / Hook up Charge	N/A	N/A	Add
- Annual Surveillance Fee	N/A	N/A	Add
INSPECTION CHARGES			
- File Search - Residential Property	63.24	63.24	Add
- File Search - Commercial Property	63.24	63.24	Add
- Field Inspection (Minimum charge of 1 hour)	N/A	N/A	Add
- Property Resale Inspection	110.16	110.16	Add
- Daycare Licensing Inspection	110.16	110.16	Add
AIR BOTTLE REFILLS			
- Refill per bottle	7.00	7.00	inc
TRAINING			
- Fire Extinguisher Training (30 person maximum)	108.00	108.00	Add
BURNING PERMITS			
- New (First) Burning Permit - Valid for 3 years	75.00	75.00	No
- Burning Permit - Renewal 4 yr	60.00	60.00	No
- Burning Permit - Annual	30.00	30.00	No

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2016-180 Schedule "H"
LEGAL DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS			
Lyon's Building Centre (LYONS AVE & WELLINGTON) (L-14)	\$ 85.00 / month	\$ 85.00 / month	Add
STEELTON SENIOR CENTRE (no Rent - July & August) (L-203)	\$ 400.00 / month	\$ 400.00 / month	Add
GREAT LAKES POWER - PEOPLES ROAD (L-253)	\$ 200.00 / annual	\$ 200.00 / annual	Add
Part 65 OLD GARDEN RIVER ROAD (Sault Area Hospital) (L-322)	\$75,369 annual	\$75,369 annual	Add
Bell Mobility CATHCART St - WEST STREET (LE-67)	\$ 5,500 annual	\$ 5,500 annual	Add
Bell Mobility Part 57 DesChenes Dr (AG131)	\$ 5,000 annual	\$ 5,000 annual	Add
Bell Mobility-Site W3952 - Essar Centre (AG145)	\$ 3,500 annual	\$ 3,500 annual	Add
Superior 7 Signs - 331 QUEEN ST E (L-317)	\$ 900.00 annual	\$ 900.00 annual	Add
Algo Signs - 723 Great Northern Road (2 signs) (L-283)	\$2,400.00 annual	\$2,400.00 annual	Add
Hopital Regional de Sudbury Regional Hospital (Part 65 Old Garden River Rd) (L-328)	\$5,850.00 annual	\$5,850.00 annual	included
Ministry of Health - 540 Albert Street (LE-41)	\$9,533.57/month	\$9,533.57/month	included
Superior 7 Advertising Ltd. - Sign - Lake Street (L-286)	\$950.00 annual	\$950.00 annual	Add
Sault Ste. Marie Model Aircraft Radio Control Club (L-326)	\$400.00 annual	\$400.00 annual	Add
Sault Ste. Marie Aquatic Club (L-230)	\$100.00 monthly	\$100.00 monthly	Add
Algoma Sailing Club (L-122)	\$100 / annual	\$100 / annual	Add
Rogers - 363 Second Line West (at Third Avenue) (L-334)	\$700.00 monthly	\$700.00 monthly	Add
Algoma Public Health Unit (LE-84)	\$10.00/year	\$10.00/year	Add
POA Rent-Civic Centre	\$63,575 annual	\$63,575 annual	Add
S&T Electrical Contractors (LE-39)	\$200.00 / month	\$200.00 / month	Add
Barbisan Roofing Inc	\$500/annual	\$500/annual	Add
2463279 Ontario o/a Centro Sports Bar & Restaurant (AG152)	\$2,184.34 plus 6% gross revenue monthly	\$2,184.34 plus 6% gross revenue monthly	Add
Kevin Belsito	\$500	\$500	Add
Rogers Communications Inc. 638 Cathcart	\$700.00/month	\$700.00/month	Add
ANNUAL ENCROACHMENTS			
Nystedt, Dennis - 274 North Street	\$25.00/annual	\$25.00/annual	Add
Lyon's Building - 625 Queen Street East	\$25.00/annual	\$25.00/annual	Add
Cambrian Nissan - 460-468 Pim Street	\$25.00/annual	\$25.00/annual	Add
Flormor Automotive - 53,59 Great Northern Road & 7 Champlain	\$25.00/annual	\$25.00/annual	add
CIVIC CENTRE - MEETING ROOMS (Full Day)			
Council Chambers	\$265	\$265	
Russ Ramsay Board Room	\$106	\$106	
Biggings Meeting Room	\$106	\$106	
Thompson Meeting Room	\$106	\$106	
Plummer Meeting Room	\$53	\$53	
Korah Meeting Room	\$53	\$53	
Tarentorus Meeting Room	\$53	\$53	
Steelton Meeting Room	\$53	\$53	

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2016-180 - Schedule "I"

PUBLIC WORKS & TRANSPORTATION DEPARTMENT

<i>Services Offered</i>	<i>2016 Current Fee</i>	<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
TRANSIT CASH FARES			
- Adults	\$2.50	\$2.75	Exempt
- Students	N/A	N/A	Exempt
- Seniors	\$2.50	\$2.75	Exempt
- Children (Youth)	\$2.50	\$2.75	Exempt
TRANSIT BUS PASSES			
- Monthly Pass - Adult	\$60.00	\$65.00	Exempt
- Monthly Pass - School Board	\$40.00	\$44.00	Exempt
- Monthly Pass - Senior	\$50.00	\$55.00	Exempt
- Monthly Pass - Child (Youth)	\$25.00	\$27.50	Exempt
- Punch Pass - 20 Rides	\$40.00	\$44.00	Exempt
- Senior Multi 6 Ride Pass (60 years and over)	\$7.80	\$8.60	Exempt
- Senior Multi 12 Ride Pass (60 years and over)	\$15.60	\$17.15	Exempt
- Community Living Algoma	\$46.00	\$51.00	Exempt
- Single Bus Pass	\$2.50	\$2.75	Exempt
- Semester Pass (one semester)	\$160.00	\$176.00	Exempt
TRANSIT PHOTO I.D. CARD	\$5.00/card	\$5.00/card	Exempt
TRANSIT CHARTERS - LOCAL			
- Weekdays per hour (minimum 2 hour)	\$125.00/hr	\$150.00	Add
- Sundays per hour (minimum 2 hour)	\$135.00/hr	\$150.00	Add
- Statutory Holidays per hour (minimum 1 hour)	\$150.00/hr	\$165.00	Add
TRANSIT BUS ADVERTISING			
- Governed by Agreement			
COMMUNITY BUS CASH FARES			
- Cash Fare	\$2.50	\$2.75	Exempt
- Punch Pass - 20 Rides	\$40.00	\$44.00	Exempt
PARA BUS FARES			
- Cash Fare	\$2.50	\$2.75	Exempt
- Ambulatory Cash Fare	\$2.50	\$2.75	Exempt
- Attendant Cash Fare	\$2.50	\$2.75	Exempt
- 40 Ride Pass	\$70.00	\$77.00	Exempt
- 10 Ride - Ambulatory Pass	N.A.	N.A.	
- 20 Ride - Ambulatory Pass	N.A.	N.A.	
- 40 Ride - Ambulatory Pass	N.A.	N.A.	
MISCELLANEOUS TRANSIT SHOP SALES			
- Labour	95.00	95.00	Add
- Bus Parking	\$ 20.00 / day	\$ 20.00 / day	Add
- Bus Parking - Monthly	\$ 225.00 / month	\$ 225.00 / month	Add
- Bus Wash	N/A	N/A	Add
- Bus Wash - by Hand	N/A	N/A	Add
- Bus - Mop and Sweep	N/A	N/A	Add
- Bus Vacuum	N/A	N/A	Add
- Battery Charge	N/A	N/A	Add
- Service Call - Regular Hours -	95.00	95.00	Add
- Service Call - After Hours -	\$130.00/ hr	\$130.00/ hr	Add

Services Offered		2016 Current Fee		2017 Proposed Fee	GST/HST Included or Added
- Service Calls - Cost per kilometer -		\$ 0.45 / km		\$ 0.45 / km	Add
SEWER RODDING					
- Calls during regular Hours		\$145.00		\$145.00	Add
- Calls outside regular Hours		\$290.00		\$290.00	Add
- CCTV Lateral Inspection		\$185.00 / hour		\$185.00 / hour	Inc
- CCTV Mainline Sewer Inspection		\$175.00		\$175.00	Add
LANDFILL FEES (established by by-law 2003-140)					
- Tipping Fee per tonne		70.00		70.00	No
- Gate Fee		10.00		10.00	No
- Out of town (Prince/Rankin) Tipping Fee per tonne		70.00		70.00	No
- Asbestos per bag following MOE Regulations (up to 4 bags)		50.00		50.00	No
- Asbestos bulk load - MOE Regulations per tonne after 4 bags		200.00		200.00	No
- Bio-Medical Waste per tonne per MOE Guideline		200.00		200.00	No
- Refrigerator/Freezer Disposal (untagged)		25.00		25.00	No
- Non Hazardous Industrial Solid Waste (for cover material)		35.00		35.00	No
- Non Hazardous Industrial Solid Waste (Non Useable)		70.00		70.00	No
- Residential pick up excess bag tag		2.00		2.00	No
PARKING METERS					
- Queenstown Area per hour		1.00		1.25	Included
- City Centre Area per hour		0.50		1.25	Included
HOODING OF PARKING METERS					
- Single Meter per day		4.00		4.00	Included
- Double Meter per day		8.00		8.00	Included
PARKING LOTS					
- Rental - Monthly		40.00		44.00	Included
- Yearly Rate - Non Refundable		411.00		452.00	Included
- Daily Rate		3.00		5.00	Included
CEMETERY					
Lots					
Adult					
1 grave lot – minimum 3.5' x 10.0'					
Land	\$459.00		\$459.00		
Care and maintenance	\$306.00	\$765.00	\$306.00	\$765.00	Added
2 grave lot – minimum 2.0' x 10.0'					
Land	\$918.00		\$918.00		
Care and maintenance	\$612.00	\$1,530.00	\$612.00	\$1,530.00	Added
Child (5 years – 10 years)					
Land					
Care and maintenance		\$329.00		\$329.00	Added
Infant (under 5 years)					
Land					
Care and maintenance		\$150.00		\$150.00	Added
Care and maintenance fund – lots on which care and maintenance charges have not been paid. This only pertains to lots purchased prior to January 1, 1955. This is a one-time charge (per lot).		\$250.00		\$250.00	Added
Cremation Lots (Urn Garden)					
1 grave lot – .6m x .6m					

<i>Services Offered</i>		<i>2016 Current Fee</i>		<i>2017 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Land	\$70.00		\$70.00		
Care and maintenance	\$150.00	\$220.00	\$150.00	\$220.00	Added
2 grave lot (.6m x 1.2m)					
Land	\$140.00		\$140.00		
Care and maintenance	\$300.00	\$440.00	\$300.00	\$440.00	Added
Cremorial Wall Niches					
Rows 1 to 4					
single 10.16 cm x 20.36 cm front					
Care and maintenance		\$693.00		\$693.00	Added
Rows 5&6					
single 10.16 cm x 20.36 cm front					
Care and maintenance		\$636.00		\$636.00	Added
Rows 7&8					
single 10.16 cm x 20.36 cm front					
Care and maintenance		\$536.00		\$536.00	Added
Urn Garden Columbarium "GC"					
Section A-B-C-D-E-F-G-H-I-J-K					
Companion niches					
Care and maintenance		\$1,481.00		\$1,481.00	Added
Single niches					
Care and maintenance		\$893.00		\$893.00	Added
Urn Garden Columbarium "GC"					
Section L					
Companion niches					
Care and maintenance		\$1,646.00		\$1,646.00	Added
Single niches					
Care and maintenance		\$999.00		\$999.00	Added
Urn Garden Columbarium "GC" (New)					
Section M					
Companion niches					
Care and maintenance		\$1,646.00		\$1,646.00	Added
Single niches					
Care and maintenance		\$999.00		\$999.00	Added
Urn Garden Columbarium "HC"					
Section O-P-Q-R					
Companion niches					
Care and maintenance		\$1,570.00		\$1,570.00	Added
Single niches					
Care and maintenance		\$940.00		\$940.00	Added
Urn Garden Columbarium "HC"					
Section S					
Companion niches					
Care and maintenance		\$1,646.00		\$1,646.00	Added
Single niches					
Care and maintenance		\$999.00		\$999.00	Added
Urn Garden Columbarium "GC" (New)					
Section T-U-V					
Companion niches					
Care and maintenance		\$1,646.00		\$1,646.00	Added
Single niches					

<i>Services Offered</i>		2016 Current Fee		2017 Proposed Fee	GST/HST Included or Added
Care and maintenance		\$999.00		\$999.00	Added
Wall Niches (Mausoleum Phase VII)					
Section MJ					
Single Niche					
Rows 2&7					
Care and maintenance		\$735.00		\$735.00	Added
Rows 4&5					
Care and maintenance		\$851.00		\$851.00	Added
Wall Niches (Mausoleum Phase VIII)					
Sections ML and MM					
Companion Niches					
Rows 1&8					
Care and maintenance		\$1,271.00		\$1,271.00	Added
Rows 3&6					
Care and maintenance		\$1,481.00		\$1,481.00	Added
Single Niches					
Rows 1,2,6,7 & 8					
Care and maintenance		\$777.00		\$777.00	Added
Rows 4&5					
Care and maintenance		\$893.00		\$893.00	Added
Mausoleum crypts - note: the price of a mausoleum crypt being transferred shall not exceed the original purchase price.					
Section MN					
Row 4 (single)					
Care and maintenance		\$5,912.00		\$5,912.00	Added
Section MO					
Row 1 (single)					
Care and maintenance		\$6,253.00		\$6,253.00	Added
Row 2&3 (single)					
Care and maintenance		\$7,476.00		\$7,476.00	Added
Row 4 (single)					
Care and maintenance		\$5,912.00		\$5,912.00	Added
Row 1 (companion)					
Care and maintenance		\$10,364.00		\$10,364.00	Added
Row 2&3 (companion)					
Care and maintenance		\$12,332.00		\$12,332.00	Added
Row 4 (companion)					
Care and maintenance		\$9,791.00		\$9,791.00	Added
Section MP					
Row 1 (single)					
Care and maintenance		\$6,566.00		\$6,566.00	Added
Rows 2&3 (single)					
Care and maintenance		\$7,850.00		\$7,850.00	Added
Row 4 (single)					
Care and maintenance		\$6,208.00		\$6,208.00	Added
Row 1 (companion)					
Care and maintenance		\$10,883.00		\$10,883.00	Added
Row 2&3 (companion)					
Care and maintenance		\$12,949.00		\$12,949.00	Added
Row 4 (companion)					
Care and maintenance		\$10,311.00		\$10,311.00	Added

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
MA – Family Units			
Section MQ			
Unit 1 (6 singles)			
Care and maintenance	\$43,200.00	\$43,200.00	Added
Unit 2 (8 singles)			
Care and maintenance	\$56,000.00	\$56,000.00	Added
MA			
Section R			
Row 1 (single)			
Care and maintenance	\$6,894.00	\$6,894.00	Added
Row 2&3 (single)			
Care and maintenance	\$8,244.00	\$8,244.00	Added
Row 4 (single)			
Care and maintenance	\$6,519.00	\$6,519.00	Added
Row 1 (companion)			
Care and maintenance	\$11,427.00	\$11,427.00	Added
Row 2&3 (companion)			
Care and maintenance	\$13,597.00	\$13,597.00	Added
Row 4 (companion)			
Care and maintenance	\$10,803.00	\$10,803.00	Added
MA (new)			
Section S			
Row 1 (single)			
Care and maintenance	\$7,239.00	\$7,239.00	Added
Row 2&3 (single)			
Care and maintenance	\$8,656.00	\$8,656.00	Added
Row 4 (single)			
Care and maintenance	\$6,845.00	\$6,845.00	Added
Row 1 (companion)			
Care and maintenance	\$11,999.00	\$11,999.00	Added
Row 2&3 (companion)			
Care and maintenance	\$14,277.00	\$14,277.00	Added
Row 4 (companion)			
Care and maintenance	\$11,344.00	\$11,344.00	Added
Interment Charges			
<i>With committal service in the chapel</i>			
Adult			
single depth	\$740.00	\$740.00	Added
double depth	\$910.00	\$910.00	Added
Child under 5 years	no charge	no charge	
Child 5-10 years			
single depth	\$398.00	\$398.00	Added
double depth	\$502.00	\$502.00	Added
Cremated remains	\$167.00	\$167.00	Added
Entombment in mausoleum	\$705.00	\$705.00	Added
<i>With committal service at the gravesite</i>			
Adult			
single depth	\$950.00	\$950.00	Added
double depth	\$1,165.00	\$1,165.00	Added
Child under 5 years	no charge	no charge	
Child 5-10 years			
single depth	\$601.00	\$601.00	Added
double depth	\$258.00	\$258.00	Added
Cremated remains	\$280.00	\$280.00	Added

Services Offered	2016 Current Fee	2017 Proposed Fee	GST/HST Included or Added
Cremated remains (columbarium or mausoleum niches)	\$280.00	\$280.00	Added
Entombment in mausoleum	\$907.00	\$907.00	Added
Cremation			
Resident (at time of death)			
Adult	\$572.00	\$572.00	Added
Child under 5 years	no charge	no charge	
Child 5-10 years	\$330.00	\$330.00	Added
Non-resident (at time of death)			
Adult	\$572.00	\$572.00	Added
Child under 5 years	no charge	no charge	
Child 5-10 years	\$330.00	\$330.00	Added
Disinterment Charges			
Another gravesite in a municipal gravesite			
Adult	\$2,185.00	\$2,185.00	Added
From single depth to double depth	\$2,375.00	\$2,375.00	Added
Child under 5 years	\$601.00	\$601.00	Added
Child 5-10 years	\$1,005.00	\$1,005.00	Added
Cremated remains	\$350.00	\$350.00	Added
Niche to niche	\$185.00	\$185.00	Added
Same gravesite or removal from a municipal cemetery			
Adult	\$1,540.00	\$1,540.00	Added
From single depth to double depth			
Child under 5 years	\$335.00	\$335.00	Added
Child 5-10 years	\$676.00	\$676.00	Added
Cremated remains	\$200.00	\$200.00	Added
Niche to niche	\$185.00	\$185.00	Added
From inground burial to mausoleum	\$3,305.00	\$3,305.00	Added
Extra charge if not in concrete container	\$675.00	\$675.00	Added
Extra charge for a container and shipment of a removal from a Sault Ste. Marie cemetery to another location shall be the responsibility of			
Double depth disinterments are not permitted			
Additional Miscellaneous Charges			
Funerals arriving after 4 p.m. – for each half hour or portion thereof	\$135.00	\$135.00	Added
Saturday funerals entering the ceremony after 1 p.m. – for each half hour or portion thereof	\$135.00	\$135.00	Added
Niche plate (including installation)	\$213.00	\$213.00	Added
Removal of crypt plate or niche plate from the mausoleum for vase installation or extra engraving	\$110.00	\$110.00	Added
Removal of niche plate from the columbarium for vase installation or extra engraving	\$50.00	\$50.00	Added
Mailing of cremains			
Inside Canada (insured)	\$80.00	\$80.00	Added
to USA (insured)	\$97.00	\$97.00	Added
outside Canada or USA (insured)	\$212.00	\$212.00	Added
Removal of trees or shrubs from lots – per tree	\$44.00	\$44.00	Added
Handling of wooden shells	\$121.00	\$121.00	Added
Transfer fee	\$50.00	\$50.00	Added
Rental of temporary storage facility (per month)	\$38.10	\$38.10	Added

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-182

REGULATIONS: (R1.41) A by-law to repeal various by-laws that amend the repealed Firearms By-law 70-359 of the City of Sault Ste. Marie.

WHEREAS on September 22, 2008 City Council passed By-law 2008-168 which repealed By-law 70-359;

AND WHEREAS any by-law that was passed by City Council whose purpose was to amend the aforementioned repealed by-law no longer serves any purpose;

NOW THEREFORE THE COUNCIL of The Corporation of the City of Sault Ste. Marie pursuant to Section 151 of the *Municipal Act, 2001*, S.O. 2001, c. 25, ENACTS as follows:

1. **BY-LAWS AMENDING BY-LAW 70-359 REPEALED**

By-laws 72-443, 78-266, 84-135, 84-136, 86-22, 87-17, 97-156, 2003-59, 2004-116, and 2006-98 are hereby repealed.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

md\\citydata\\legal\\Staff\\BYLAWS\\1. 2016\\2016-182 Firearms Housekeeping Bylaw.doc

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-188

STREETS: (S4) A by-law to repeal various by-laws that amend the repealed Streets By-law 69-150 of the City of Sault Ste. Marie.

WHEREAS on July 7, 2008 City Council passed By-law 2008-131 which repealed By-law 69-150;

AND WHEREAS any by-law that was passed by City Council whose purpose was to amend the aforementioned repealed by-law no longer serves any purpose;

NOW THEREFORE THE COUNCIL of The Corporation of the City of Sault Ste. Marie pursuant to Section 151 of the *Municipal Act, 2001*, S.O. 2001, c. 25, ENACTS as follows:

1. **BY-LAWS AMENDING BY-LAW 69-150 REPEALED**

By-laws 2006-44, 85-76, 85-11, 84-107, 82-44, 78-250, 77-321, 75-203, 71-282, 71-58, 70-407 and 70-399 are hereby repealed.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

md\\citydata\\legal\\Staff\\BYLAWS\\1. 2016\\2016-188 Streets Housekeeping.doc

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-189

LICENCING: (R1.57) A by-law to amend By-law 2003-53 to address incidents of aggressive solicitation.

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

1. **AMENDMENTS TO BY-LAW 2005-53**

(a) Section 4 of By-law 2005-53 is deleted and hereby replaced with the following:

4. PROHIBITIONS

(1) No person shall within the limits of The Corporation of the City of Sault Ste. Marie carry on or engage in any trade, calling, business or occupation set out in Section 1 of this by-law until he or she has procured such licence so to do.

(2) No person operating under a licence issued pursuant to this by-law shall engage in physical intimidation including but not limited to entering or failing to leave private property when it is known or ought reasonably be known to be unwelcome.

(b) Section 6(1) of By-law 2005-53 is deleted and hereby replaced with the following:

(1) Any licence issued pursuant to the provisions of this by-law may be revoked or cancelled at any time by the City, without notice, subject to the provisions of the *Statutory Powers Procedures Act* and the *Municipal Act*:

- a. For any reason that would disentitle the holder of the licence if he or she were an applicant;
- b. If the information in the application is false;
- c. If the operation of the licensee's business is or will not be carried on in compliance with the law;

- d. If the conduct of the licensee is calculated to mislead, deceive, or intimidate the public, or in a manner contrary to the provisions of this by-law.

2. **EFFECTIVE DATE**

This by-law takes effect on January 1, 2017.

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

mw \\citydata\LegalDept\Legal\Staff\BYLAWS\1. 2016\2016-189 Peddler Amendment.doc

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-190

PARKING: (P3.9(3)) A by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule “A” to By-law 90-305.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 15 of the *Police Services Act*, R.S.O. 1990, chapter P.15 and amendments thereto, **ENACTS** as follows:

1. **SCHEDULE “A” TO BY-LAW 90-305 AMENDED**

Schedule “A” to By-law 90-305 is hereby repealed and replaced with Schedule “A” attached to this by-law.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

\\citydata\LegalDept\Legal\Staff\BYLAWS\1. 2016\2016-190 Municipal Law Enforcement Officers.doc

SCHEDULE "A"

BADGE SPECIAL CONSTABLE EMPLOYER

PROPERTY LOCATION

26	MCLEOD, ROD	FLEMING & SMITH	378 QUEEN ST E & APARTMENTS & 27 KING ST
30	RENDELL, VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
109	SEBECIC, JOHN	DENTAL BUILDING	945 & 218 QUEEN ST E
151	PARR, DEREK	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
153	TASSONE, VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163	BUMBACCO, PHILIP	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
196	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL, ROBIN	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
253	TRAVSON, TERRANCE	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
267	CORBIERE, JOHN (TED)	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
276	SMITH, DENNIS, ROBERT	G4S SECURE SOLUTIONS	SAULT HOSPITAL
321	LORENZO, COREY	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
334	MILLER, BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
335	GROSSO, DONALD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
344	HARPE, KEN	HOLIDAY INN	320 BAY ST
346	HAZLETON, MARGARET	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK & SPORTS COMPLEX/QUE SPORTS COMPLEX
368	TROINOW, VICTORIA	G4S SECURE SOLUTIONS	SAULT HOSPITAL
369	CARMICHAEL, MARY	ONT. FINNISH HOME ASS	725 NORTH ST
370	HANSEN, LOUIS	ONT. FINNISH HOME ASS	725 NORTH ST.
372	BENOIT, ALAIN	ONT. FINNISH HOME ASS	725 NORTH ST
374	TAAVEL, ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
391	MCLEOD, HEATHER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
397	LAFRAMBOISE, YVON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
400	JOHNSON, MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
410	POYNER, HAROLD	G4S SECURE SOLUTIONS	SAULT HOSPITAL
411	MOORE, ROBERT	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
420	FABIANO, ANTONIO	G4S SECURE SOLUTIONS	SAULT HOSPITAL
435	TRAMBLE, GEORGE	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
441	WILSON, DAVID	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
442	MACCLENAN, MATTHEW	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
443	MARCIL, MARK	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
446	HALLIDAY, DANA	SAULT COLLEGE	443 NORTHERN AVE
456	CONYBEARE, KEVIN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
459	SLEEMAN, RAY	G4S SECURE SOLUTIONS	SAULT HOSPITAL
460	BOUGIE, DAN	G4S SECURE SOLUTIONS	SAULT HOSPITAL
463	MORIN, ALEX	CORPS. OF COMM	
464	DITOMMASO, RYAN	2220917 ONT INC	489 BAY ST/535 QUEEN ST E
465	DELAVALLE, DON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
484	MCLEOD VIRIGINIA	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK & SPORTS COMPLEX/QUE SPORTS COMPLEX
486	LONGO, NADIA	GT NORTH RETIREMENT	760 NORTHERN RD.
487	ROUGEAU, MARISA	GT NORTH RETIREMENT	760 NORTHERN RD.
488	LEFLEUR, MARILYN	GT NORTH RETIREMENT	760 NORTHERN RD.
489	MCQUEEN, WANDA	GT NORTH RETIREMENT	760 NORTHERN RD.
490	LUXTON, JEFF	GT NORTH RETIREMENT	760 NORTHERN RD
493	BROWN, FRASER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
516	GAY JAMES	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
517	ROY, BRENDA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
522	MCNAMA, STEVEN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
523	MCBRIDE, GUY	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
526	JOHNSTON, GORY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
537	GRAWBARGER, KYLE	G4S SECURE SOLUTIONS	SAULT HOSPITAL
541	DIMMA, WILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 48/STATION TOWER
547	LIEPA, MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON, ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR (CIVIC CENTRE)
556	ARCAND, SCOTT	G4S SECURE SOLUTIONS	SAULT HOSPITAL
565	LISCUMB, GERALD	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
566	SWEET, WILLARD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
568	PICK, DENNY	CORPS OF COMM	SAULT AIRPORT
574	BOUCHARD, DARYL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
580	CHARETTE, ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
587	GIULETTI, MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN, DANIEL	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
590	WAGNER, TODD	G4S SECURE SOLUTIONS	SAULT HOSPITAL
599	BUMBACCO, CARL	CB HOME INSTALLTIONS	321 JOHN ST /342, 346 ST GEORGE'S AVE
601	HART, JASON	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG & SPORTS/QUE ECOMPLEX/JOHN RHODES/726 QUEEN ST
602	GREENWOOD, LESLIE	GREENWOOD HARDWARD	41 ALBERT ST W
603	LAMMING, DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
604	WAGNER, MATTHEW	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QUE SPORTS COMPLEX
607	FROST, CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
608	ALISAT, THOMAS	ALISATS RUST PROOFING	24 QUEEN ST W
609	ROBINSON, SHAWN	ALISATS RUST PROOFING	24 QUEEN ST W
611	MIZZI, PRESTON	WENDY'S	1 QUEEN ST W

617	SAVAGE,SAMUEL	G4S SECURITY	SAULT HOSPITAL
619	BERTO,DEBORAH	GATEVIEW REALTY INC.	304-310 ALBERT ST/420A&B MCNABB/715 DOUGLAS/67 ELGIN/47 PRINCESS
620	FERA,NORMAN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
622	PROULX,PATRICK	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHAILIUK,JASON	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
626	CHARRON,ROBERT	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
627	BAKER,WILLIAM	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
632	SAVAGE,MATT	G4S SECURITY	SAULT HOSPITAL
633	HILL,MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
636	KLYM,TIMOTHY	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
637	TOMASONE,LUIGI	LOU'S AUTOMOTIVE	317 ALBERT ST E
638	SICOLY,TERESA	AIRPORT	1-475 AIRPORT RD
639	PANITILA,KIM	NORPROP SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
642	COULTER,BRANT	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
643	SHAW,KEVIN	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
644	SANTA MARIE,ROBERT	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
646	BOOTH,ABBY	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCKEN CENTRE/NORTHERN COMMUNITY CENTRE
647	DAFOE,TRUDY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
648	ELWGREN,STEPHEN	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
649	GRAHAM,STEVEN	FENGATE PROPERTY	248 NORTHERN AVE
650	LANG,RICHARD	G4S SECURITY	SAULT HOSPITAL
651	HUTCHINSON, HILLARY	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
653	BIOCCHI,CHRISTOPHE	AIRPORT	1-475 AIRPORT RD
654	PAVONI, JAKE	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
659	MARCIL,BONNIE	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
660	SANDIE,KEVIN	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
661	MONK,AUSTIN	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
664	HAMMERSTEDT,ERIC	STRICTLY CONFIDENTIAL INC	THE TECH/ R/J'S MARKET
665	MATTHEWS,SUANNE	NORTHLAND ANIMAL HOSP	695 TRUNK RD.
666	AITKEN,ANDREW	G4S SECURITY	SAULT HOSPITAL
667	MCLAUGHIN,RYAN	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
669	BOREAN,RICK	CITY OF SAULT STE MARIE	BELLUVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
670	MCGUIRE,STEVE	REGENT PROPERTY	402/302 BAY ST
671	MCGUIRE,PATRICK	REGENT PROPERTY	402/302 BAY ST
672	LEWIS,RYAN	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
673	CARTER,SHAWN	G4S SECURITY	SAULT HOSPITAL
674	DERASP,RICHARD	CORPS OF COMM	SAULT AIRPORT
675	KELLY,MATTHEW	G4S SECURITY	SAULT HOSPITAL
676	THOMPSON,JOHN	CORPS OF COMM	SAULT AIRPORT
677	MACMILLAN,TYLER	CORPS OF COMM	SAULT AIRPORT
678	PERRON,JENNIFER	CORPS OF COMM	SAULT AIRPORT
679	CHATEAUNEUF,YVON	CORPS OF COMM	SAULT AIRPORT
680	MACGREGOR,CHRIS	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
681	SCHMIDT,KEATON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
682	HALFORD,KEVIN	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERITES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
683	SEMENYEI, ADAM	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
684	RICKARD,EVAN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
685	HORNBY,BRANDOON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX
686	ASH,KEITH	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
687	POSSAMAI,MIKE	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
688	KING,MICHAEL	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
689	SUBRAMANIAM,DASA	DAYS INN	332 BAY ST

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2016-191

PARKING: (P3.9(4)) A by-law to appoint by-law enforcement officers to enforce the by-laws of The Corporation of the City of Sault Ste. Marie.

WHEREAS from time to time persons have been appointed by-law enforcement officers;

THEREFORE the Council of the Corporation of the City of Sault Ste. Marie pursuant to section 15 of the *Police Services Act*, R.S.O. 1990, chapter p. 15 and amendments thereto, **ENACTS** as follows:

1. **SCHEDULE “A” TO BY-LAW 93-165 REPEALED**

Schedule “A” to By-law 93-165 is hereby repealed and replaced with Schedule “A” attached to this by-law.

2. **EFFECTIVE DATE**

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

PASSED in Open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

\\citydata\LegalDept\Legal\Staff\BYLAWS\1. 2016\2016-191 City By-Law Enforcement Officers.doc

SCHEDULE "A"

Don Scott	1
Sam Piraino	3
David Etchells	51
Frank Jolicoeur	72
Alan Smith	81
Dave Devoe	84
Edward Pigeau	89
George Robinson	94
Bill Long	96
Edmund Badu	100
Jason Levesque	101

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-192

AGREEMENT: (E2.3) A by-law to authorize the execution of an Agreement between the City and Kresin Engineering Corporation for the Fort Creek Aqueduct and Sackville Road Extension.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an Agreement dated November 21, 2016 between the City and Kresin Engineering Corporate, a copy of which is attached as Schedule "A" hereto. This Agreement is for the Fort Creek Aqueduct and Sackville Road Extension.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

COUNCIL DATE: November 21, 2016

**AGREEMENT
FOR
PROFESSIONAL ENGINEERING SERVICES**

Dated the 21st day of November, A.D. 2016

-BETWEEN-

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

KRESIN ENGINEERING CORPORATION

Hereinafter called the 'Engineer'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to:

Construct an extension to Sackville Road in the City of Sault Ste. Marie between Mary Avenue and Third Line.

and WHEREAS the construction shall include the complete installation of new roadway, storm sewers, sanitary sewers, pedestrian facilities and other related infrastructure, hereinafter called the "Project";

and WHEREAS the Client has requested the Engineer to furnish professional services in connection therewith as outlined in Article 2 of this Agreement;

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Engineer mutually agree as follows:

ARTICLE 1 - GENERAL CONDITIONS

1.1 Retainer

The Client hereby retains the services of the Engineer in connection with the Project and the Engineer hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Engineer shall mean professionals and specialists engaged by the Client directly and whose names are party to this Agreement.

1.2 Services

The Services to be provided by the Engineer and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

1.3 Compensation

The Client shall pay the Engineer in accordance with the provisions set forth in Article 3. For the purposes of this agreement, the basis of payment shall be as specified in Article 3.2.

1.4 Staff and Methods

The Engineer shall use current state of the art principles and shall skilfully and competently perform the Services and shall employ only skilled and competent staff who will be under the supervision of a senior member of the Engineer's staff.

1.5 Drawings and Documents

Subject to Section 3.2.2 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Engineer for the Client may be used by the Client, for the Project herein described, including "record" drawings. The Client has ownership of the drawings and the Client indemnifies the Engineer for unauthorized use of the documents and deliverables.

All drawings shall be prepared and submitted in digital format compatible with AutoCAD 2014.

1.6 Intellectual Property

All concepts, products or processes produced by or resulting from the Services rendered by the Engineer in connection with the Project, or which are otherwise developed or first reduced to practice by the Engineer in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be and remain the property of the Engineer.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Engineer in connection with the Project and for no other purpose or project.

1.7 Records and Audit

- (a) In order to provide data for the calculation of fees on a time basis, the Engineer shall keep a detailed record of the hours worked by staff employed for the Project.
- (b) The Client may inspect timesheets and record of expenses and disbursements of the Engineer during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Engineer, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Engineer claims payment under this Agreement.
- (d) For seven (7) years after the expiry date or any date of termination of the Agreement, the Engineer shall maintain all necessary records to substantiate i) all charges and payments under the Agreement and ii) that all deliverables were provided in accordance with the Agreement.

1.8 Changes and Alterations and Additional Services

With the consent of the Engineer, the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Engineer shall be paid in accordance with Section 3.2.1 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3.2.4.

1.9 Suspension or Termination

The Client may at any time by notice in writing to the Engineer suspend or terminate the Services or any portion thereof at any stage of the undertaking. Upon receipt of such written notice, the Engineer shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Engineer shall be entitled to payment in accordance with Section 3.2 for any of the Engineer's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.2.

If the Engineer is practising as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Engineer to the date of such termination.

The Engineer may by notice in writing suspend the services, at his sole discretion, on failure of the Client to pay for Services should payment for those services not have been rendered within the time specified under Section 3.3.1 of this Agreement.

1.10 Indemnification

The Engineer shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer as a result of the negligence of the Engineer, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Engineer from and against any and all claims, actions, losses, expenses, damages, liability and costs of defence arising out of or in any way

connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligence of the Engineer in the performance of consulting services to the Client within this project.

The Client shall indemnify and save harmless the Engineer from losses arising from the use of the material provided to the Engineer by the Client under Article 2 of this Agreement.

1.11 Insurance

The Engineer agrees to provide the following insurance coverage for the duration of the Project:

a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$2,000,000.00 for general liability and \$2,000,000.00 for automobile insurance. When requested, the Engineer shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$2,000,000.00. When requested, the Engineer shall provide to the Client proof of Professional Liability Insurance carried by the Engineer.

c) Additional Coverage

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project, then the Engineer shall endeavour forthwith to obtain such additional or special insurance at the Client's expense as a disbursement allowed under Section 3.2.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Engineer until 30 days after written notice of such change or cancellations has been personally delivered to the Client.

1.12 Force Majeure

The Client agrees that the Engineer is not responsible for damages arising directly or indirectly from any delays for causes beyond the Engineer's control. For purposes of this Agreement, such causes include, but are not limited to, strikes or other labour disputes; severe weather disruptions or other natural disasters or acts of God; fires; riots, war or other emergencies; failure of performance by the Client or the Client's contractors or Engineers; or discovery of any hazardous substances or differing site conditions.

In addition, if such delays resulting from any such causes increase the cost or time required by the Engineer to perform its services in an orderly and efficient manner, the Engineer shall be entitled to a reasonable adjustment in schedule and compensation.

1.13 Contracting for Construction

The Engineer or any person, firm or corporation associated or affiliated with or subsidiary to the Engineer shall not tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

1.14 Assignment

Neither party may assign this Agreement or any portion thereof without the prior consent in writing of the other party.

1.15 Previous Agreements

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

1.16 Approval by Other Authorities

Unless otherwise provided in this Agreement, where the work of the Engineer is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Engineer, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Engineer with such other authority, department of government or agency. Costs for all application fees shall be borne by the Client unless otherwise provided for by the Engineer. The foregoing in no way limits the Engineer's responsibility to identify, understand and coordinate any and all approvals and permits required for the Project unless otherwise agreed to by the Client.

1.17 Principals and Executives

The use of Principals and Executives on a time basis by the Engineer, will be in accordance with Section 1.24.1 (c).

1.18 Sub-Consultants

The Engineer may engage Sub-Consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client.

1.19 Inspection (review by the Client)

The Client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

1.20 Publication

The Engineer agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

1.21 Confidential Data

The Engineer shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Engineer by a third party without obligation of confidentiality, which is independently developed by the Engineer without access to the Client's information, or which is required to be

disclosed by law or court order. No such information shall be used by the Engineer on any other project without the approval in writing of the Client.

1.22 Dispute Resolution

1) Negotiation

- a) In the event a matter of difference between the Engineer and the Client in relation to the Contract the grievied party shall send a notice in writing of dispute to the other party which contains the particulars of the matter in dispute and the relevant provisions of the Contract Documents. The responding party shall send a reply in writing to the dispute within ten (10) business days after receipt of the notice of dispute setting out particulars of this response and any relevant provisions of the Contract Documents.
- b) The Engineer and the Client shall make all reasonable efforts to resolve their dispute by amicable negotiations and agree to provide, without prejudice, frank, candid and timely disclosure of any and all relevant facts, information, and documents to facilitate these negotiations.
- c) In the event of failure by the Engineer and the Client to reach agreement within ten (10) business days of receipt of the responding party's reply, or if either party concludes that further negotiation is unlikely to result in agreement, the matter shall be referred to mediation as provided in Section 2 herein.

2) Mediation

- a) The Engineer and the Client shall jointly select an impartial Mediator who shall be, preferably, properly qualified in the area of work as contemplated by this Contract. In the event that the parties, acting reasonably, cannot agree on a mediator, the candidates selected by the parties shall, acting reasonably, choose a third party to act as the Mediator.
- b) The Mediator shall meet with the parties within ten (10) business days after the selection of the Mediator selection to attempt to mediate and resolve the dispute. The Engineer and the Client shall observe such reasonable procedures for conducting the mediation as the Mediator may reasonably request.
- c) If not agreement is reached within twenty (20) business days of the selection of the Mediator or if either party concludes that further mediation is unlikely to result in agreement, then either the Engineer or the Client may request the Mediator to recommend (and only recommend) a basis, or bases, for resolution of the dispute. The Mediator shall, after consideration of the parties' positions and written submissions (if so requested), issue a written recommendation in this regard. Any recommended basis for resolution shall have absolutely no binding effect upon either party unless both parties agree to accept it and shall be without prejudice to the parties' positions in any further proceeding.
- d) If no agreement is reached either party may refer such matter as is arbitrable to arbitration as provided in Section 3 herein or exercise any legal rights it may have.
- e) All meetings and proceedings shall be held in municipality of the Client or a reasonable alternate at a time and location as determined by the parties.
- f) The costs and expenses of the Mediator shall be shared equally by the Engineer and the Client.

3) Arbitration

In the event that the parties are unable to settle any dispute between them which is under mediation, either party may refer such matter to arbitration as provided herein:

- i. The Client and the Engineer shall select an arbitrator within ten (10) business days of the submission of a dispute to arbitration under this Section. If the parties are unable to agree on a neutral arbitrator, each party shall appoint an arbitrator within ten (10) business days, and the two (2) arbitrators so chosen shall select a third arbitrator acceptable to both of them within a further ten (10) business days.
- ii. The arbitration shall be conducted in accordance with the provisions of the *Arbitration Act, 1991*, S.O. 1991, C.17, unless the parties otherwise agree. If the issue in dispute is particularly time sensitive, the parties shall, in good faith, take such reasonable steps as may be required to expedite the arbitration process. In any event, all disputes shall be submitted to the arbitrator within thirty (30) calendar days of the selection of the arbitrator. All arbitration meetings and proceedings shall be held in municipality of the Client or a reasonable alternate, at a time and location determined by the parties, but in any event no later than thirty (30) calendar days following the submission of the dispute to the arbitrator.
- iii. In addition to the examination of the parties by each other, the arbitration panel may examine, in the ordinary course, the parties or either of them and the witnesses in the matter referred to the arbitration panel, and the parties and witnesses, if examined, shall be examined on oath or affirmation.
- iv. The arbitration panel shall, after full consideration of the issues in dispute, the relevant facts and applicable law, render a decision within thirty (30) calendar days after argument of the issue to the arbitrator, which decision shall be final and binding on the parties and not subject to appeal or challenge, except such limited relief provided under Subsection 45(1) (appeal on a question of law, with leave) or Section 46 (setting aside award) of the *Arbitration Act, 1991*.
- v. Each party shall bear its own costs and expenses incurred in the arbitration, and the parties shall share equally in the costs and expenses of the neutral arbitrator.
- vi. Any award of the arbitration panel may, at the instance of either of the parties to this Agreement and without notice to the other of them, be made an Order of the Superior Court of Ontario, pursuant to the *Arbitration Act, 1991* and the *Courts of Justice Act*, R.S.O. 1990, c.C-43.

1.23 Time

The Engineer shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Engineer, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Engineer.

1.24 Estimates, Schedules and Staff List

1.24.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List

When requested by the Client, and where payment is calculated on a time basis, the Engineer shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and salary ranges of staff and/or hourly rate ranges for Principals and Executives, for which the Engineer will seek payment on a time basis. The Engineer shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Engineer's staff who is to be the liaison person between the Engineer and the Client.

1.24.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List

The Engineer will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.24.1 (a).
- (b) Any change in the schedule of progress which results in a longer period than provided in Subsection 1.24.1 (b).
- (c) Any change in the number, classification and salary ranges of the staff provided under Subsection 1.24.1 (c).

Such approval shall not be unreasonably withheld by the Client.

1.24.3 Monthly Reporting of Progress

When requested by the Client, the Engineer shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

ARTICLE 2 - SERVICES

2.1 Engineer's Services for Preliminary Design of the Project

The Engineer shall provide the services for preliminary design and such work shall include the following, unless already provided during a previous study:

1. Preparation of preliminary project schedules and construction cost estimates.
2. Preparation and recommendation of alternative concepts and designs considering geometrics, property, cost and environmental features.
3. Development and recommendation of horizontal and vertical alignments for the Project on a plan scale acceptable to the Client.
4. Development of proposed typical cross-sections for the roadway, including number of driving lanes, turning lanes, rights-of-way, curbs and sidewalks, intersecting roads and other cross section elements.
5. Preparation of a design criteria with due consideration being given to such ancillary features as curbs, sidewalks, illumination, signs, signals, fences, landscaping and zone painting.
6. Preparation of a design brief indicating the principle design features, and including an estimate of construction cost.
7. Meeting with and presenting to the Client alternative design concepts and obtaining input on the preferred.
8. Development and recommendation to the Client of a preliminary soils investigation program to permit the completion of the preliminary and detail design phases of the Project.
9. Preparation and distribution of minutes of Project meetings.
10. Preparation of correspondence on behalf of the Client and circulation thereof to governmental ministries, agencies and other public authorities for design information.
11. Assembling and evaluating existing drainage data.
12. Preparation of general drainage requirements.
13. Identification of major utility installations and adjustments.
14. Preparation of preliminary design drawings.
15. Preparation of property acquisition plans, if any.
16. Development of construction cost estimates.

2.2 Client's Services for Preliminary Design of the Project

The Client shall provide the Engineer with:

1. Copies of available Functional Study or Predesign Investigations undertaken for the Work.
2. Access to and the use of existing plans, profiles, utility information, legal documents and correspondence relevant to the Project.
3. Copies of all survey data, bench marks and plans of the Project, including digital data.
4. Copies of available traffic information including traffic counts, accident reports, etc.
5. Copies of available Traffic or Transportation Study Reports of the area.
6. Copies of available Functional Planning or Preliminary Design Reports of adjoining Projects.
7. Copies of CCTV inspector reports of both sanitary and storm sewers located in the area of the Project.
8. Copies of future land use plans/development densities for sanitary/storm areas affecting the Project.
9. Copies of available sanitary sewage drainage area plans/reports prepared for the study area.
10. Copies of available storm drainage area plans/reports prepared for the study area.
11. Copies of the most current contract documents from adjacent reconstruction projects completed by the City.
12. General direction of the Engineer in the provision of services and approvals within reasonable time as necessary during the currency of this agreement.
13. Any information regarding utilities in the possession of the Client necessary for the preparation of the plans.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to clauses (1) to (13) hereof, inclusive, as being accurate, in the performance of the Engineer's services under this Agreement.

2.3 Engineer's Services for Detailed Design of the Project

The services to be provided by the Engineer in the execution of the detailed design of the Project shall include:

1. Provision of expertise required for the design of all facilities to serve the best interests of the public, with due regard for environmental concerns, capital cost and operating efficiency in accordance with current state of the art and acceptable standards established by the Client and regulatory authorities.
2. Updating of the Client's plans and profiles to show proposed above ground utility locations; underground utilities shall be indicated on the plans and profiles in accordance with information

submitted by the respective utility company. The Engineer shall be entitled to rely upon the information and direction provided to it by the utility company as being accurate in the performance of his services under this Agreement.

3. The preparation and submission of preliminary drawings, investigations, and recommendations to the Client, on such alternatives or modifications to the Project that the Engineer in his professional judgement, deems advantageous to the Client.
4. Advising the Client of the need to seek permission to enter private lands for investigation purposes. Such permission to enter private lands shall be obtained by the Client on behalf of the Engineer.
5. Participation in a reasonable number of meetings for information, negotiation or presentation purposes with the Client in connection with the services provided under this Agreement, after the establishment of the design criteria and functional alignment.
6. Preparation of a contract manual for the Project including: detailed construction drawings, tender quantity forms, general conditions, specifications, information to bidders, and special provisions.
7. Preparation of detailed quantity and cost estimates, including sundry engineering and materials.
8. Provision of ten (10) complete sets of tendering documents and drawings.
9. Incorporation, into the contract document package of design drawings and specifications of work designed by others, when required.
10. Submission of plans, specifications, schedules, and applications for approval to the Client and to appropriate authorities, as required. Attending meetings at the offices of these public authorities to discuss designs and to provide explanations for the purpose of furthering the applications towards approval.
11. Assisting the Client in advertising for tenders.
12. Consultation during the tendering of a contract for the Project, the comparative analysis of bids and recommendations thereon, and the preparation of contract documents for execution.

2.4 Client's Services for Detailed Design of the Project

The Client shall provide the Engineer with the following services, notwithstanding that, should the Client be unable to provide any of the services hereunder, they may be assigned to the Engineer under this Agreement.

1. Access to and, where necessary, copies of existing plans, profiles or other topographic information showing or pertaining to existing conditions within the Project area.
2. Detailed site survey data, in digital form.
3. Registered land plans, legal documents and surveys, where necessary, defining the property limits of existing rights-of-way and other parcels of land affected by the Project, and as required in the acquisition of property and lands for the Project.
4. Specimen contract documents for the guidance of the Engineer in the design of the Project to the standards required by the Client.
5. Standard drawings for specific installations required by the Client.
6. General direction of the Engineer in the provision of the services.
7. Any available information regarding utilities necessary for the preparation of the plans.

8. Arranging and making provision for the Engineer's entry and ready access to property (public and private) as well as to the site of the Project, as necessary to enable him to perform his services.
9. Designating in writing an individual to act as his representative who will transmit instructions to and receive information from the Engineer.
10. Acquisition of any lands that may be required.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to Clauses 1 through 10 hereof, inclusive, as being accurate, in the performance of the Engineer's services under this agreement.

2.5 Engineer's Services for Contract Administration and Construction Review of the Project

The Engineer, on behalf of the Client, shall provide a review of the work during construction. It is understood that the Contractor is responsible for discharging his obligations under the terms and conditions of the construction contract, the performance of the Contractor is not the Engineer's responsibility nor are his review services rendered for the Contractor's benefit; and the Contractor is responsible for the quality of the work. It is further understood that only work which has actually been seen during examination of representative samples can be said to have been appraised, and comments on the balance of the work are assumptions based upon extrapolation.

The extent of the Engineer's duties during the construction phase of the Project are as follows:

(a) Contract Administrative Services

1. Review of the Contractor's construction schedule, the processing of progress and final payment certificates, and the preparation of progress reports to the Client at such time and in such form and detail as the client may require.
2. Consideration and recommendation in respect to alternatives of construction methods or material proposed by the contractor.
3. Review of shop drawings submitted to the degree necessary to ensure they comply with the design requirements and contract documents.
4. Provision of recommendations on the validity of charges for additions or deletions and recommendations on the issue of change orders.
5. Processing and issuing of payment certificates.
6. Conducting progress meetings as may be required.

(b) Construction Review Services

1. Direction of the Engineer's field staff, and review of the Contractor's work to ensure compliance with the plans and specifications.
2. Measurement of pay quantities for the work.
3. Calculation and recording of quantities, for the preparation of progress and final payment certificates prescribed by the Client, together with the compilation of such survey notes, diaries, records and reports substantiating such certificates during construction and on completion of the work.

4. Coordinating on-site testing during the construction of the work to verify acceptability according to the specifications.
5. Assigning necessary field staff to perform such field operations necessary in the provision of the foregoing construction administration services.
6. Investigating, reporting and recommending on unusual circumstances which may arise during construction.
7. Carrying out final inspection at the conclusion of the construction contract, at the end of the maintenance period and as part of the acceptance program of the Client.
8. Preparing and submitting to the Client one complete set of reproducible, revised contract drawings showing the 'as constructed' Project, to the extent requested by the Client and to the extent possible from information provided by the Contractor or otherwise patently visible. It is understood that the Engineer is not responsible for the accuracy or completeness of field changed information supplied (or to have been supplied) by persons not in the Engineer's employ.

2.6 Client's Services for Contract Administration and Construction Review of the Project

The Client shall provide the Engineer with the following services notwithstanding that, should the Client be unable to provide any of the services hereunder, they may be assigned to the Engineer under this Agreement.

1. Supplementary factors governing the Contractor's operations, such as by-laws, property considerations, maintenance of public services and traffic.
2. General direction of the Engineer in the provision of the services.
3. Arranging and making provision for the Engineer's entry and ready access to property (public and private) as well as to the site of the work, as necessary to enable him to perform his Services.
4. Designating in writing an individual to act as his representative, who will transmit instructions to, and receive information from, the Engineer.
5. Providing material testing services for construction materials to be incorporated into the work.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to clauses 1 through 5 hereof, inclusive, as being accurate in the performance of the Engineer's services under this Agreement.

2.7 Milestones

The Engineer shall endeavour to perform the services set forth in Article 2 of this Agreement in the time frames provided for in Schedule "1" attached hereto.

ARTICLE 3 - FEES AND DISBURSEMENTS

3.1 Definitions

For the purpose of this Agreement, the following definitions shall apply:

a) Cost of the Work:

- i. The "Cost of the Work" shall mean the total construction cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Engineer prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- ii. Wherever the Client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- iii. Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- iv. In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- v. The Cost of the Work shall not include any fees and disbursements due to the Engineer, the Client's engineering and office expenses, or cost of land.

b) Site:

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

3.2 Basis of Payment

3.2.1 Fees Calculated on a Time Basis

3.2.1.1 Fees

The Client shall pay the Engineer a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be hourly rates based on job classifications as presented in Schedule "2" attached hereto.

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the Engineer may from time to time seek approval from the Client to adjust hourly rates and such approval shall not be unreasonably withheld.

3.2.1.2 Time Expended

All time expended on the assignment, whether in the Engineer's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable.

3.2.1.3 Upset Cost Limit

- (a) The Engineer shall be paid a fee, calculated on a time basis, for the Services.
- (b) In addition to the fee, the Engineer shall be reimbursed at cost plus an administrative charge of 5% for all reasonable expenses properly incurred by them in connection with the Services, including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, report production costs, photography, special delivery charges, supplies and equipment, field equipment costs, laboratory costs.
- (c) Notwithstanding Subsections (a) and (b) of this Section, the total fees and disbursements paid by the Client to the Engineer for the Services shall not exceed the total upset amount of \$283,000 plus applicable taxes.
- (d) Notwithstanding Subsections (a) and (b) of this Section, the Client, at its sole discretion, may limit the fees and disbursements paid by the Client to the percentage equivalent to the project complete in the opinion of the Client.
- (e) The Engineer must request and receive the written approval of the Client before any Additional Services are carried out that are not included in Schedule A. The Engineer shall not be entitled to any payment in excess of the upset amount unless the Engineer has satisfied this condition. When approving Additional Services that are not included in Schedule A, the Client, at its sole discretion, may, in writing, set a limit on the monies that may be permitted for the requested Additional Services.

3.2.2 Reimbursable Expenses

In addition to the fee, the Engineer shall be reimbursed at cost plus an administrative charge of 5% for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, travelling and living expenses, printing and reproductions, progress photography and video charges, special delivery and express charges, on-site quality control equipment, materials and supplies; and survey supplies.

3.2.3 Information Technology (IT) and Telecommunication

An Information Technology (IT) and Telecommunication charge equal to 5.5% of Professional Fees will be included on all invoicing to cover telecommunication charges and IT resources required for purposes of providing the Services.

3.3 Payment

3.3.1 Fees Calculated on a Time Basis

The Engineer shall submit an Invoice to the Client for all Services completed in the immediately preceding month. Interest at the rate of 1½% monthly will be paid on the total outstanding unpaid balance commencing 30 days following the date of issuance of the Engineer's invoice.

In the event that payment is NOT received within 30 days from the date of issuance of an invoice the Engineer may suspend the Services.

3.3.2 Terms of Payment

The Client will compensate the Engineer in accordance with the fees and charges for services as set out in the proposal or as otherwise mutually agreed. All fees and charges will be payable in Canadian funds unless noted otherwise. Invoices will be due and payable, as presented and without hold-backs, by the Client upon receipt.

ARTICLE 4 - FORM OF AGREEMENT

ENGINEER: Kresin Engineering Corporation

The signatory shall have the authority to bind the corporation or company for the purposes of this agreement.

This _____ Day of _____, 20_____

Chris Kresin, P.Eng.
PRESIDENT

Michael Kresin, P.Eng.
SECRETARY/TREASURER

WITNESS

Signature

Name and Title of person signing

CLIENT: The Corporation of the City of Sault Ste. Marie

The signatory shall have the authority to bind the municipality or its agency for the purposes of this agreement.

This _____ Day of _____, 20_____

Signature
Mayor, Christian Provenzano

Signature
City Clerk, Malcolm White

WITNESS

Signature

Name and Title of person signing

Schedule "1"

AGREEMENT FOR PROFESSIONAL ENGINEERING SERVICES dated the 21st day of November, A.D. 2016.

-BETWEEN-

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

KRESIN ENGINEERING CORPORATION

Hereinafter called the 'Engineer'

THE PARTY OF THE SECOND PART

Estimated Project Schedule

Key Task	Start	Finish
1. Preliminary Design	December 2016	January 2017
2. Geotechnical	November 2016	February 2017
3. Detail Design	February 2017	March 2017
4. Tender	April 2017	April 2017
5. Construction	May 2017	December 2017

Schedule "2"

AGREEMENT FOR PROFESSIONAL ENGINEERING SERVICES dated the 21st day of November, A.D. 2016.

-BETWEEN-

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

KRESIN ENGINEERING CORPORATION

Hereinafter called the 'Engineer'

THE PARTY OF THE SECOND PART

Estimated Project Fees (Excluding HST)

Key Task	Estimated Fee (Includes disbursements)
1. Preliminary Design	\$ 50,000
2. Geotechnical investigation allowance	\$ 20,000
3. Detailed Design	\$ 18,500
4. Tender and Approvals	\$ 30,000
5. Construction Services	\$ 164,500
UPSET COST LIMIT ESTIMATE	\$ 283,000

The upset cost limit estimate breakdown above is presented for budget planning purposes only. The Engineer reserves the right to adjust estimated fees for individual tasks as the work progresses. Changes to the upset limit cost estimate may only be made upon receipt of written consent of the Client.

Job Classifications and Rates (Excluding HST)

Job Classification	Hourly Rate Range
Project Principal	\$120 - \$140
Project Engineer	\$90 - \$120
Junior Engineer/Engineering Intern	\$70 - \$90
Senior Technician	\$80 - \$100
Junior Technician	\$60 - \$80
CAD Operator	\$60 - \$90
Administration	\$50 - \$70

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-193

AGREEMENT: (E2.3) A by-law to authorize the execution of an Agreement between the City and STEM Engineering Group Incorporated for the Fort Creek Aqueduct and Sackville Road Extension.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an Agreement dated November 21, 2016 between the City and STEM Engineering Group Incorporated, a copy of which is attached as Schedule "A" hereto. This Agreement is for the Fort Creek Aqueduct and Sackville Road Extension.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

AGREEMENT
FOR
PROFESSIONAL CONSULTING SERVICES

MEMORANDUM OF AGREEMENT dated the 21st day of November

A. D. 2016

-BETWEEN-

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

STEM ENGINEERING GROUP INCORPORATED

Hereinafter called the 'Consultant'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to perform the following reconstruction; the **Fort Creek Aqueduct Rebuild – from Cathcart Street up to Edinburgh Street**; this work includes the continuation of the Bypass Channel from south of Cathcart Street and along John Street to Edinburgh Street.

For this year, along the John Street bypass, we have allowed for preparation of construction ready drawings of the next stage of the John Street Corridor so it can be constructed for use as a diversion channel when the main aqueduct is reconstructed in two to three years. This includes the rework of the existing sanitary sewer on Cathcart at the main aqueduct, which will be lowered to tie in to the new 1050 mm sanitary that runs along John Street.

HEREINAFTER called the 'Project' and has requested the Consultant to furnish professional services in connection therewith;

This work will include the replacement of the existing aqueduct for portions which it currently occupies, as well as associated sanitary and storm sewer work, catch basins, and the road restoration work as required. This work is to include preparation of tender documents, contract administration and supervision.

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Consultant mutually agree as follows:

ARTICLE 1 - GENERAL CONDITIONS

1.01 Retainer

The Client hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement, the word Consultant shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.

1.02 Services

The services to be provided by the Consultant and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

1.03 Compensation

The Client shall pay the Consultant in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.

1.04 Staff and Methods

The Consultant shall perform the services under this agreement with that degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the Consultant's staff.

1.05 Drawings and Documents

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client, including record drawings, may be used by the Client, for the Project herein described. In accordance with Article 1.06, the client indemnifies the Consultant for unauthorized use of the documents and deliverables.

1.06 Intellectual Property

All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be considered as Intellectual Property and remain the property of the Consultant.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

1.07 Records and Audit

- (a) In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by staff employed for the Project.
- (b) The Client may inspect timesheets and record of expenses and disbursements of the Consultant during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Consultant, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

1.08 Changes and Alterations and Additional Services

With the consent of the Consultant the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Consultant shall be paid in accordance with Section 3 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3. In the event the client delays the project the consultant shall have the right to renegotiate the agreement.

1.09 Suspension or Termination

Either party may, at any time by notice in writing to the other party, suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Consultant shall be entitled to payment in accordance with Section 3 for any of the Consultant's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.

If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Consultant to the date of such termination.

1.10 Indemnification

The Consultant shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer, to the extent the Consultant is legally liable as a result of the negligent acts of the Consultant, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Consultant from and against any and all claim, losses, damages, liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Consultant in the performance of consulting services to the Client within this project.

1.11 Insurance

The Client will accept the insurance coverage amount specified in this clause section (a) as the aggregate limit of liability of the Consultant and its employees for the Client's damages.

(a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$5,000,000 per occurrence and in the aggregate for general liability and \$5,000,000 for automobile insurance. When requested, the Consultant shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

(b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$1,000,000 per claim and in the aggregate. When requested, the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant, and in accordance with the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein.

(c) Change in Coverage

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project, then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Consultant until thirty (30) days after written notice of such change or cancellations has been personally delivered to the Client.

1.12 Contracting for Construction

Neither the Consultant, nor any person, firm nor corporation associated or affiliated with or subsidiary to the Consultant shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

1.13 Assignment

Neither party may assign this Agreement without the prior consent in writing of the other.

1.14 Previous Agreements

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

1.15 Approval by Other Authorities

Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

1.16 Principals and Executives

The use of Principals and Executives on a time basis by the Consultant will be in accordance with Section 1.23.1 (c).

1.17 Sub-Consultants

The Consultant may engage others as sub-consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client plus the cost of the additional insurance incurred by the Consultant for the specialized services.

1.18 Inspection

The client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

1.19 Publication

The Consultant agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

1.20 Confidential Data

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Consultant by a third party without obligation of confidentiality which is independently developed by the Consultant without access to the Client's information, or which is required to be disclosed by law or by court order. No such information shall be used by the Consultant on any other project without the approval in writing of the client.

1.21 Dispute Resolution

- (a) If requested in writing by either the Client or the Consultant, the Client and the Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of ninety (90) calendar days with the mediator, the dispute shall be referred to and finally resolved by arbitration under the rules of the province having jurisdiction or by an arbitrator appointed by the agreement of the parties.
- (b) No person shall be appointed to act as mediator or arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The award of the arbitrator, including an award for costs if applicable, shall be final and binding upon the parties.
- (d) The provisions of The Arbitration's Act, R.S.O., 1991, Chapter 17, as amended shall apply.

1.22 Time

The Consultant shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Consultant.

1.23 Estimates, Schedules and Staff List

1.23.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List

When requested by the Client, and where payment is calculated on a time basis, the Consultant shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the Client.

1.23.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List

The Consultant will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).
- (b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

1.23.3 Monthly Reporting of Progress

When requested by the Client, the Consultant shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

1.24 Additional Conditions

Electronic Data Files and CAD Files:

The Consultant will deliver to the Client (electronically), the project drawings in pdf format, or electronic data files (the "Files") prepared by the Consultant solely for its own use. It is acknowledged that due to the nature of such electronic "Files", information contained therein could inadvertently be altered or erased by any person having access to them. Therefore, the Consultant gives no warranty or condition to the Client with respect to the "Files" and the data contained therein. The "Files" will be stamped, certified or signed by the Consultant.

ARTICLE 2 – SERVICES

2.01 Services to be provided by Consultant

Reconstruction of the Fort Creek Aqueduct Rebuild – from Cathcart Street to Edinburgh Street; this work includes all work associated with the construction as per the Request for Proposal.

Replacement of the existing aqueduct which occupies this space plus associated sanitary and storm sewer work, plus catch basins as maybe required, including the road restoration work as required. This work is to include preparation of tender documents and contract administration and supervision.

ARTICLE 3 – FEES AND DISBURSEMENTS

3.1 Definitions

For the purpose of this Agreement, the following definitions shall apply:

(a) Payroll Cost

Payroll Cost is defined as hourly salary plus payroll burden.

- (i) The following formula shall be used to calculate the hourly salary for the billing purposes. Hourly salary equals:

$$\frac{\text{Annual Salary}}{\text{Hours per week} \times 52 \times .85}$$

- (ii) Payroll burden equals fringe benefits expressed as a percentage of salary that provides for health and medical insurance, group life and disability insurance, company and Canada pension employer contribution, Workers' Compensation and Unemployment Insurance, but excludes bonuses or profit sharing. For the purposes of this agreement payroll burden is 12.4 %.

- iii) The consultant has submitted a rate sheet for their employees and these rates shall be utilized unless otherwise directed by the client to the above payroll cost.

(b) Cost of the Work:

- (i) The "Cost of the Work" shall mean the total cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Consultant prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- (ii) Wherever the client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.

- (iii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- (iv) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- (v) The Cost of the Work shall not include any fees and disbursements due to the Consultant, the Client's engineering and office expenses, or cost of land.

(c) **Site:**

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

3.2 Basis of Payment

3.2.1 Fees Calculated on a Time Basis

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be as follows:

- (a) Principals and Executives on normal assignments \$150.00 per hour. This rate will be reviewed annually and adjusted accordingly.
- (b) Staff on normal assignments – Payroll Cost plus 100%, or rate schedule as supplied.
- (c) Principals, Executives and staff rendering individual services on assignments for which they are eminently qualified and for which they require little or no assistance including providing expert testimony and attendance at hearings or courts - \$150.00 per hour.
- (d) Services during Construction

- (i) For all services, except for staff full-time continuously on site:

a) Principals and Executives on Normal assignments\$150.00 per hour.

This rate will be reviewed annually and adjusted accordingly.

b) Other Staff: Payroll Cost Plus 100%, or rate schedule as supplied.

- (ii) For site staff working full time continuously.... Payroll Cost plus 70%, or rate schedule as supplied.

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the consultant may from time to time seek approval from the client to adjust hourly rates and such approval shall not be unreasonably withheld.

Time Expended

All time expended on the assignment, whether in the Consultant's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.

3.2.2 Reimbursable Expenses

In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5%, plus the cost of additional insurance incurred by the Consultant, for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, advertising for tenders, special delivery and express charges, overtime premium costs, and the cost of providing and maintaining site offices, supplies and equipment, chemical and physical tests.

3.2.2.1 Information Technology and Reprographic (ITR) Expenses.

Costs incurred by the Consultant shall be reimbursed at a standard charge rate of \$10.00 per labour hour expended. The assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The ITR charge shall also include all regular in-house convenience copying and printing. Cost for reproducing specifications and drawing sets shall not be included in this rate. (see above).

3.3 Payment

3.3.1 Fees Calculated on a Time Basis

(a) Monthly Payment

The Consultant shall submit an invoice to the Client for all Services completed in the immediately preceding month. All fees and charges will be payable in Canadian funds unless noted otherwise. Invoices will be due and payable, as presented, by the Client upon receipt. Interest at the annual rate of 12 percent (1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Consultant's invoice.

(b) The Consultant reserves the right, without penalty, to discontinue services in the event of non-payment.

(c) If the project is abandoned or delayed for any reason beyond the Consultant's control, the Client shall pay a fee for services rendered to that date, plus the termination expenses.

3.4 Fee Estimate

Estimated Fee is contained in Appendix 1. The rates used in the estimates are representative of the type of individual who will perform the work, but the actual rates will be billed as per Article 3.

The fee for the 2017 work is under STEM project #16199 for the amount of \$452,330.00 (+HST).

SIGNED, SEALED AND DELIVERED

in the presence of:) _____
) _____
) _____
) _____
) _____
) _____

STEM ENGINEERING

The signatory shall have the authority to bind the corporation or company for purposes of this agreement

Mark P. Coleman, P. Eng.
Principal

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

The signatory shall have the authority to bind the municipality or its agency for purposes of this agreement

MAYOR – Christian Provenzano

CITY CLERK – Malcolm White

Appendix 1

Engineering Estimate

ENGINEERING ESTIMATE

Project: **Fort Creek Aqueduct - Cathcart to Edinburgh (2017 Construction)** Project No. **16199**
 Description: **Engineering of New Section of Bypass Aqueduct - including** Date: **November 21, 2016**
Survey, Design, Detailed Engineering Dwg's and Site Review

TASK	DESCRIPTION	HOURS	RATE	COST
Preliminary	MPC, AB, MB	30	\$ 115.00	3,450.00
Home/Building Survey	Review of adjacent home/bldg basements (DB)	8	\$ 80.00	640.00
	Survey of miscellaneous items missed in past (MB)	16	\$ 75.00	1,200.00
	Field Assistance (MB)	8	\$ 75.00	600.00
Engineering	Structural - aqueduct design Cathcart Intersection (DM)	40	\$ 135.00	5,400.00
	Civil - Road design assistance (AB)	16	\$ 120.00	1,920.00
	- Road design - John Street	32	\$ 120.00	3,840.00
	- MOECC, Class EA, allow	66	\$ 120.00	7,920.00
	- Sewer designs (storm, sanitary, aqueduct)	26	\$ 120.00	3,120.00
	- engineering support	120	\$ 120.00	14,400.00
	Field tech support and review (DB)	48	\$ 85.00	4,080.00
	Design support - Sr. engineer review and discussions (MPC)	30	\$ 150.00	4,500.00
Drafting	Structural Arrangement - Plans	40	\$ 75.00	3,000.00
	Structural Sections & Elevations	30	\$ 75.00	2,250.00
	Structural Engineering Details	30	\$ 75.00	2,250.00
	Structural Rebar Details	30	\$ 75.00	2,250.00
	As-builts structural	20	\$ 75.00	1,500.00
	Civil drawings - assume 8 weeks at 40 hrs/wk (MB)	320	\$ 85.00	27,200.00
	Road design (MB)	40	\$ 85.00	3,400.00
	As-builts civil (MB)	40	\$ 85.00	3,400.00
Specifications	Structural (allow) (DM)	30	\$ 135.00	4,050.00
	Civil and general (DB)	80	\$ 85.00	6,800.00
Checking	Structural (allow) (DM)	20	\$ 135.00	2,700.00
	Shop drawing reviews (DM)	40	\$ 135.00	5,400.00
	Civil (say 15 drawings at 6 hrs/ dwg) (AB)	90	\$ 120.00	10,800.00
	Civil tech review - say 8 hrs/wk for 9 wks (DB)	36	\$ 85.00	3,060.00
Site Services	2016 - Full time 30 weeks, 50 hrs / wk (DB)	1500	\$ 75.00	112,500.00
	Jr. Technician 18 wks, 50 hrs/ wk (Student)	900	\$ 55.00	49,500.00
	Str. En'g support(as req'd) - allow 8 hrs / week @ 30 wks (DM)	240	\$ 135.00	32,400.00
	Civil En'g support(as req'd) - allow (AB)	120	\$ 120.00	14,400.00
	Civil designer support(as req'd) - allow (MB)	120	\$ 85.00	10,200.00
	Senior Engineering support allow (MPC)	50	\$ 150.00	7,500.00
PUC	Water Design - allow			15,260.00
	Water Site - allow			24,200.00
	Electrical Design - allow			7,460.00
	Electrical Site - allow			10,265.00
Supervision	design phase allow (MPC)	40	\$ 150.00	6,000.00
	construction phase allow (MPC)	35	\$ 150.00	5,250.00
Clerical	design phase allow (JD)	25	\$ 55.00	1,375.00
	construction phase allow (JD)	25	\$ 55.00	1,375.00
Meetings	Design mtgs with City (3mtgsx3peoplesx3hrs ea) allow	27	\$ 115.00	3,105.00
	2 Public info mtg allow (2x6hrs.) AB	12	\$ 120.00	1,440.00
	allow 1 mtg / 3 wks over 26wks @ 2 hrs/mtg, civil engineer	27	\$ 120.00	3,240.00
	allow 1 mtg / 3 wks over 26wks @ 2 hrs/mtg, jr. civil engineer	18	\$ 85.00	1,530.00
	allow 1 mtg / 6 wks over 26wks @ 2 hrs/mtg, supervisor	8	\$ 150.00	1,200.00
Disbursements	allow for printing, plots, dwg sets			10,000.00
	allow (vehicle, mileage, prints, dwg etc.)			5,000.00
	DESIGN			162,870.00
	CONSTRUCTION			289,460.00
	SUBTOTAL	4,433.00		\$ 452,330.00
	13% HST			\$58,802.90
	TOTAL			\$511,132.90

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-194

AGREEMENT: (E2.3) A by-law to authorize the execution of an Agreement with AECOM Canada Ltd. for the electrical modifications to the Young Street and Main pump stations and to proceed with a tender for the proposed work.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an Agreement dated November 21, 2016 between the City and AECOM Canada Ltd., a copy of which is attached as Schedule "A" hereto. This Agreement is for the electrical modifications to the Young Street and Main pump stations and to proceed with a tender for the proposed work.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

M.E.A. / C.E.O.
CLIENT / ENGINEER AGREEMENT
FOR
Professional Consulting Services
2016
AGREEMENT CONTENTS

	<u>Page</u>
DEFINITIONS.....	- 2 -
ARTICLE 1 - GENERAL CONDITIONS.....	- 3 -
ARTICLE 2 – SERVICES TO BE PROVIDED	- 10 -
ARTICLE 3 - FEES AND DISBURSEMENTS.....	- 12 -
ARTICLE 4 – FORM OF AGREEMENT	- 16 -
ARTICLE 5 – ATTACHMENTS.....	- 17 -

AGREEMENT
FOR
PROFESSIONAL CONSULTING SERVICES
Dated the 21st day of November A. D. 2016
-BETWEEN-

THE CORPORATION OF The City of Sault Ste. Marie

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

AECOM Canada Ltd.

Hereinafter called the 'Engineer'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to undertake the tendering and construction administration/inspection for replacement of the ATS at the Main and Young Pump Station.

Hereinafter called the 'Project' and has requested the Engineer to furnish professional services in connection therewith.

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Engineer mutually agree as follows:

DEFINITIONS

- a) Engineer - In this Agreement the word Engineer shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.
- b) Services - As per Article 2 – Services to be Provided.
- c) RFP – N/A
- d) Addenda – N/A
- e) Order of Precedence:
 - i. Addendums
 - ii. Request for Proposal issued
 - iii. Proposal submission document including detailed Work Plan and Fee Estimate

ARTICLE 1 - GENERAL CONDITIONS

1.1 **Retainer**

The Client hereby retains the services of the Engineer in connection with the Project and the Engineer hereby agrees to provide the services described in Schedule 'A' (The Services) for the Project under the general direction and control of the Client.

1.2 **Compensation**

The Client shall pay the Engineer in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.2.2.

1.3 **Staff and Methods**

The Engineer shall perform the services under this agreement with the degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P.28) and the regulations therein. The Engineer shall employ only competent staff who will be under the supervision of a senior member of the Engineer's staff. The Engineer shall obtain the prior agreement of the Client before making any changes to the staff list after commencement of the Project.

1.4 **Drawings and Documents**

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Engineer for the Client may be used by the Client, for the Project herein described, including "record" drawings. The Client has ownership of the drawings and the client indemnifies the Engineer for unauthorized use of the documents and deliverables.

1.5 **Intellectual Property**

All concepts, products or processes produced by or resulting from the Services rendered by the Engineer in connection with the Project, or which are otherwise developed or first reduced to practice by the Engineer in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be and remain the property of the Engineer.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Engineer in connection with the Project and for no other purpose or project.

1.6 **Records and Audit**

- a) In order to provide data for the calculation of fees on a time basis, the Engineer shall keep a detailed record of the hours worked by staff employed for the Project.

- b) The Client may inspect timesheets and record of expenses and disbursements of the Engineer during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- c) The Engineer, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Engineer claims payment under this Agreement.
- d) For seven (7) years after the expiry date or any date of termination of the Agreement, the Engineer shall maintain all necessary records to substantiate i) all charges and payments under the Agreement and ii) that all deliverables were provided in accordance with the Agreement.

1.7 **Changes and Alterations and Additional Services**

With the consent of the Engineer, the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Engineer shall be paid in accordance with Section 3.2.2.1 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3.2.4, or as otherwise agreed in writing between the parties

1.8 **Delays**

In the event that the start of the project is delayed for sixty (60) days or more for reasons beyond the control of the consultant, the Engineer shall have the right to renegotiate the agreement before the commencement of the project.

1.9 **Suspension or Termination**

The Client may at any time by notice in writing suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Engineer shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Engineer shall be entitled to payment in accordance with Section 3.2 for any of the Engineer's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.2.

If the Engineer is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Engineer to the date of such termination.

1.10 **Indemnification**

The Engineer shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer, to the extent the Engineer is legally liable as a result of the negligent acts of the Engineer, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Engineer from and against any and all claims, actions, losses, expenses, costs or damages of every nature including

liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Engineer in the performance of consulting services to the Client within this project.

1.11 **Insurance**

The Client will accept the insurance coverage amount specified in this clause section (a) and (b) or as specified in the RFP as the aggregate limit of liability of the Engineer for Clients damages.

a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$5,000,000 per occurrence and in the aggregate for general liability and \$5,000,000 for automobile insurance. When requested, the Engineer shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$5,000,000 per claim and in the aggregate. When requested, the Engineer shall provide to the Client proof of Professional Liability Insurance carried by the Engineer, and in accordance with Professional Engineers Act (RSO 1990, Chapter P.28) and Regulations therein.

c) Additional Coverage

If the Client requests to have the amount of coverage increased from that detailed in the RFP, or requests other special insurance for this Project then the Engineer shall endeavour forthwith to obtain such additional or special insurance at the Client's expense as a disbursement allowed under Section 3.2.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Engineer until (30) days after written notice of such change or cancellation has been delivered to and acknowledged by the Client.

1.12 **Force Majeure**

The Client agrees that the Consultant is not responsible for damages arising directly or indirectly from any delays for causes beyond the Consultant's control. For purposes of this Agreement, such causes include, but are not limited to, strikes or other labour disputes; severe weather disruptions or other natural disasters or acts of God; fires; riots, war or other emergencies; failure of performance by the Client or the Client's contractors or consultants; or discovery of any hazardous substances or differing site conditions.

In addition, if such delays resulting from any such causes increase the cost or time required by the Consultant to perform its services in an orderly and efficient manner, the Consultant shall be entitled to a reasonable adjustment in schedule and compensation.

1.13 **Contracting for Construction**

The Engineer or any person, firm or corporation associated or affiliated with or subsidiary to the Engineer shall not tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

1.14 **Assignment**

Neither party may assign this Agreement or any portion thereof without the prior consent in writing of the other party.

1.15 **Previous Agreements**

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

1.16 **Approval by Other Authorities**

Unless otherwise provided in this Agreement, where the work of the Engineer is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Engineer, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Engineer with such other authority, department of government or agency. Costs for all application fees shall be borne by the Client unless otherwise provided for by the Engineer. The foregoing in no way limits the Engineer's responsibility to identify, understand and coordinate any and all approvals and permits required for the Project unless otherwise specified in the RFP or agreed to by the Client.

1.17 **Sub-Consultants**

The Engineer may engage Sub-Consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client.

1.18 **Inspection (Review by the Client)**

The Client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

1.19 **Publication**

The Engineer agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

1.20 **Confidential Data**

The Engineer shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Engineer by a third party without obligation of confidentiality, which is independently developed by the Engineer without access to the Client's information, or which is required to be disclosed by law or court order. No such information shall be used by the Engineer on any other project without the approval in writing of the Client.

1.21 **Dispute Resolution**

1) Negotiation

- a) In the event a matter of difference between the Consultant and the Client in relation to the Contract the grieved party shall send a notice in writing of dispute to the other party which contains the particulars of the matter in dispute and the relevant provisions of the Contract Documents. The responding party shall send a reply in writing to the dispute within ten (10) business days after receipt of the notice of dispute setting out particulars of this response and any relevant provisions of the Contract Documents.
- b) The Consultant and the Client shall make all reasonable efforts to resolve their dispute by amicable negotiations and agree to provide, without prejudice, frank, candid and timely disclosure of any and all relevant facts, information, and documents to facilitate these negotiations.
- c) In the event of failure by the Consultant and the Client to reach agreement within ten (10) business days of receipt of the responding party's reply, or if either party concludes that further negotiation is unlikely to result in agreement, the matter shall be referred to mediation as provided in Section 2 herein.

2) Mediation

- a) The Consultant and the Client shall jointly select an impartial Mediator who shall be, preferably, properly qualified in the area of work as contemplated by this Contract. In the event that the parties, acting reasonably, cannot agree on a mediator, the candidates selected by the parties shall, acting reasonably, choose a third party to act as the Mediator.
- b) The Mediator shall meet with the parties within ten (10) business days after the selection of the Mediator selection to attempt to mediate and resolve the dispute. The Consultant and the Client shall observe such reasonable procedures for conducting the mediation as the Mediator may reasonably request.
- c) If not agreement is reached within twenty (20) business days of the selection of the Mediator or if either party concludes that further mediation is unlikely to result in agreement, then either the Consultant or the Client may request the Mediator to recommend (and only recommend) a basis, or bases, for resolution of the dispute. The Mediator shall, after consideration of the parties' positions and written submissions (if so requested), issue a written recommendation in this regard. Any recommended basis for resolution shall have absolutely no binding effect upon either party unless both parties agree to accept it and shall be without prejudice to the parties' positions in any further proceeding.
- d) If no agreement is reached either party may refer such matter as is arbitrable to arbitration as provided in Section 3 herein or exercise any legal rights it may have.
- e) All meetings and proceedings shall be held in municipality of the Client or a reasonable alternate at a time and location as determined by the parties.
- f) The costs and expenses of the Mediator shall be shared equally by the Consultant and the Client.

3) Arbitration

- a) In the event that the parties are unable to settle any dispute between them which is under mediation, either party may refer such matter to arbitration as provided herein:
- i. The Client and the Consultant shall select an arbitrator within ten (10) business days of the submission of a dispute to arbitration under this Section. If the parties are unable to agree on a neutral arbitrator, each party shall appoint an arbitrator within ten (10) business days, and the two (2) arbitrators so chosen shall select a third arbitrator acceptable to both of them within a further ten (10) business days.
 - ii. The arbitration shall be conducted in accordance with the provisions of the *Arbitration Act, 1991*, S.O. 1991, C.17, unless the parties otherwise agree. If the issue in dispute is particularly time sensitive, the parties shall, in good faith, take such reasonable steps as may be required to expedite the arbitration process. In any event, all disputes shall be submitted to the arbitrator within thirty (30) calendar days of the selection of the arbitrator. All arbitration meetings and proceedings shall be held in municipality of the Client or a reasonable alternate, at a time and location determined by the parties, but in any event no later than thirty (30) calendar days following the submission of the dispute to the arbitrator.
 - iii. In addition to the examination of the parties by each other, the arbitration panel may examine, in the ordinary course, the parties or either of them and the witnesses in the matter referred to the arbitration panel, and the parties and witnesses, if examined, shall be examined on oath or affirmation.
 - iv. The arbitration panel shall, after full consideration of the issues in dispute, the relevant facts and applicable law, render a decision within thirty (30) calendar days after argument of the issue to the arbitrator, which decision shall be final and binding on the parties and not subject to appeal or challenge, except such limited relief provided under Subsection 45(1) (appeal on a question of law, with leave) or Section 46 (setting aside award) of the *Arbitration Act, 1991*.
 - v. Each party shall bear its own costs and expenses incurred in the arbitration, and the parties shall share equally in the costs and expenses of the neutral arbitrator.
 - vi. Any award of the arbitration panel may, at the instance of either of the parties to this Agreement and without notice to the other of them, be made an Order of the Superior Court of Ontario, pursuant to the *Arbitration Act, 1991* and the *Courts of Justice Act*, R.S.O. 1990, c.C-43.

1.22 **Time**

The Engineer shall perform the Services in accordance with the requirements of Schedule A and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Engineer, and shall make

any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Engineer.

1.23 Estimates, Schedules and Staff List

1.23.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List

When requested by the Client, and where payment is calculated on a time basis, the Engineer shall provide, for approval by the Client:

- a) An estimate of the total fees to be paid for the Services.
- b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Engineer will seek payment on a time basis. The Engineer shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Engineer's staff who is to be the liaison person between the Engineer and the Client.

1.23.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List

The Engineer will require prior written approval from the Client for any of the following changes:

- a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).
- b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

1.23.3 Monthly Reporting of Progress

When requested by the Client, the Engineer shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

1.24 Additional Conditions

Any requirements regarding insurance, WSIB, permits, approvals, AODA, etc. to be listed here.

N/A

ARTICLE 2 – SERVICES TO BE PROVIDED

- 2.01 Services to be provided by the Engineer as provided for in the Engineer's Work Program dated April 18, 2016 and the additional upgrades as requested. These are outlined below.

Detailed Design and Tendering

1. Project Management.
2. Conduct pre-design meeting Team to review/confirm scope of work.
3. Collect and review all background information including pump set points, wet well volumes, typical flows, etc.
4. Estimate available shutdown period during different flow conditions.
5. Identify contingencies for flow management (portable pump/trucking, etc).
6. Develop tender drawings and technical specifications.
7. Develop front end RFQ documents.
8. Submit DRAFT tender package for City/PUC Review.
9. Finalize tender package.
10. Issue to Contractors.
11. Address questions during tender period.
12. Receive tenders and prepare letter report.
13. Award Contract.

Construction Services

1. Project management.
2. Coordinate and conduct pre-construction meeting.
3. Liaison with City/PUC to address any on-site construction issues.
4. Administer construction contract.
5. Conduct periodic inspections.
6. Prepare and submit as-constructed drawings.

Provisional - SCADA Programming

1. Site visit to verify that there is a sufficient space available within existing PLC panels.
2. PLC Program & SCADA modifications to include additional 12 Input signals.
3. PLC program & SCADA modifications to include additional 4 Dial out alarms.
4. PLC hardware configuration changes at Young St. PS & Main Pumping Station to add additional 16-point Digital Input module at each PS.
5. SCADA synchronization at EEP & WEP after PLC& SCADA modifications.
6. Site inspection, co-ordination and contract admin work for SCADA.

Provisional - Electrical Engineer Site Visit

1. If site conditions require, a visit from Electrical Engineer.

Requested Upgrades

1. Update from a 'like for like' replacement of ATS's in the MCC to remote located switches to simplify the future replacement of the MCC.
2. Include the Double Throw Quick Connect switches at each site for connection of portable load banks.
3. Coordinate with the client to find suitable locations for the new equipment.
4. Submit to ESA Plan Review department. This includes the ESA review fee.
5. Additional Construction administration and inspection time for the construction of the upgrades.

2.02 Services to be provided by the Client are as provided are as outlined below:

1. Access to and, where necessary, copies of existing plans, profiles or other information showing or pertaining to existing conditions within the Project area.
2. Specimen contract drawings for the guidance of the Consultant in the design of the Project to the standards required by the Client.
3. General direction of the Consultant in the provision of the services.
4. Any available information regarding utilities necessary for the preparation of the plans.
5. Designating in writing an individual to act as his Representative who will transmit instructions to and receive information from the Consultant.
6. Arranging and making provision for the Consultant's entry and ready access to property (public and private) as well as to the site of the work, as necessary to enable him to perform his Services.

ARTICLE 3 - FEES AND DISBURSEMENTS

3.1 Definitions

For the purpose of this Agreement, the following definitions shall apply:

a) Cost of the Work:

- i. The "Cost of the Work" shall mean the total construction cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Engineer prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- ii. Wherever the Client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- iii. Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- iv. In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- v. The Cost of the Work shall not include any fees and disbursements due to the Engineer, the Client's engineering and office expenses, or cost of land.

b) Site:

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

3.2 Basis of Payment (Strike out those that do not apply)

3.2.1 Fees Calculated on a Percentage of Cost Basis

(Not Applicable)

3.2. 2 Fees Calculated on a Time Basis

3.2.2.1 Fees

The Client shall pay the Engineer a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be hourly rates based on job classifications as follows:

Classification	Billing Rate (\$/hour)
Senior Engineer	139 - 165
Intermediate Engineer	100 - 120
Senior Technician/Technologist	100 - 150
Intermediate Technician	50 - 100
Support Staff	60 - 80

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the Engineer may from time to time seek approval from the Client to adjust hourly rates and such approval shall not be unreasonably withheld.

3.2.2.2 Time Expended

All time expended on the assignment, whether in the Engineer's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable.

3.2.3 Lump Sum Fee

(Not Applicable)

3.2.4 Reimbursable Expenses

In addition to the fee, the Engineer shall be reimbursed at cost plus an administrative charge of 5%, for all expenses and disbursements properly incurred by the Consultant in connection with the project.

3.2.5 Upset Cost Limit

- (a) The Consultant shall be paid a fee, calculated on a time basis, for the Services.
- (b) In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5% for all reasonable expenses properly incurred by them

in connection with the Services, including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, report production costs, photography, special delivery charges, supplies and equipment, field equipment costs, laboratory costs. Computer and office charges are considered part of overhead and shall not be invoiced as disbursements.

A communication/ Information Technology (IT) charge equal to 5% of invoiced labour costs will be charged to cover telephone charges, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, special delivery and express charges, postage and IT costs. The IT assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The cost for reproducing specifications and drawing sets shall not be included in this rate.

- (c) Notwithstanding Subsections (a) and (b) of this Section, the total fees and disbursements paid by the Client to the Consultant for the Services shall not exceed the total upset amount of **\$43,320** plus applicable taxes.
- (d) Notwithstanding Subsections (a) and (b) of this Section, the Client, at its sole discretion, may limit the fees and disbursements paid by the Client to the percentage equivalent to the project complete in the opinion of the Client.
- (e) The Consultant must request and receive the written approval of the Client before any Additional Services are carried out that are not included in Schedule A. The Consultant shall not be entitled to any payment from the Contingency Allowance unless the Consultant has satisfied this condition. When approving Additional Services that are not included in Schedule A, the Client, at its sole discretion, may, in writing, set a limit on the monies from the Contingency Allowance that may be permitted for the requested Additional Services.

3.3 Payment

3.3.1 Fees Calculated on a Time Basis

The Engineer shall submit an invoice to the Client for all Services completed in the immediately preceding month. Interest at the annual rate of 12 percent (1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Engineer's invoice.

3.3.2 Fees Calculated on a Percentage of Cost Basis

(Not Applicable)

3.3.3 Terms of Payment

The Client will compensate the Engineer in accordance with the fees and charges for services as set out in the proposal or as otherwise mutually agreed. All fees and charges will be payable in Canadian funds unless noted otherwise. Invoices will be due and payable, as presented and without hold-backs, by the Client upon receipt. Interest on overdue accounts will be charged at the rate of 12 % per annum.

ARTICLE 4 – FORM OF AGREEMENT

ENGINEER: AECOM CANADA LTD.

The signatory shall have the authority to bind the corporation or company for the purposes of this agreement.

This ____ **Day of** _____, **2016**

Signature	
Name	
Title	

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

The signatory shall have the authority to bind the municipality or its agency for the purposes of this agreement.

This ____ **Day of** _____, **2016**

Signature		Signature	
Name		Name	
Title		Title	

ARTICLE 5 – ATTACHMENTS

N/A

SCHEDULE “A”

SCHEDULE "A"

ATS Replacement at the Main and Young Pump Station

Dated the 21st day of November, 2016

1. The estimated fees/upset fee limit for each phase of the project is as follows:

Description	Scope of Work	Estimated Fee	Upset Fee Limit	Estimated Disbursements	Totals
Detailed Design and Tendering	Article 2.01		\$11,140	\$600	\$11,740
Construction Services	Article 2.01		\$6,525	\$100	\$6,625
Provisional - SCADA Programming	Article 2.01		\$6,205	\$250	\$6,455
Provisional - Electrical Engineer Site Visit	Article 2.01		\$0	\$2,500	\$2,500
Requested Updates	Article 2.01		\$15,200	\$800	\$16,000

Note: Fees exclude taxes.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-195

AGREEMENT: (E2.2) A by-law to authorize the execution of a contract between the City and George Stone & Sons Inc. for the River Road Pump Station – 2016 Floor Modifications (Contract 2016-15E).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a contract between the City and George Stone & Sons Inc. for the River Road Pump Station – 2016 Floor Modifications (Contract 2016-15E) , a copy of which is attached as Schedule “A” hereto.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

CORPORATION OF THE CITY OF SAULT STE. MARIE

CONTRACT 2016-15E

FORM OF AGREEMENT

This Agreement made (in triplicate) this ____ day of ____ in the year **2016** by and between _____, **hereinafter** called the "Contractor"

AND

The Municipal Corporation of the City of Sault Ste. Marie, Ontario hereinafter called the "Corporation".

WITNESSETH: That the Contractor and the Corporation undertake and agree as follows:

1. The Contractor will provide all the materials and all the works shown and described in the contract documents entitled:

River Road Pump Station – 2016 Floor Modifications

CONTRACT 2016-15E

which have been signed in triplicate by both parties and which were prepared under the supervision of Don Elliott, P.Eng., Director of Engineering, acting as and herein entitled, the Engineer.

2. The Contractor will do and fulfill everything indicated by the Agreement, the General Conditions, the Specifications, the Special Provisions and the Drawings and Addenda.
3. The Contractor will complete all the work to the entire satisfaction of the Engineer within the period of time specified.
4. The Corporation shall pay to the Contractor the contract price as set forth in the Form of Bid in accordance with the provisions as set forth in the General Conditions and the Special Provisions. The quantities contained in the Form of Bid are approximate only and the final payment shall be made for the actual quantities that are incorporated in or made necessary by the work covered by the contract.
5. The Corporation shall pay the Contractor for work that is ordered in writing by the Engineer and that cannot be classified as coming under any of the contract units and for which no unit price, lump sum, or other basis can be agreed upon, on a time and material basis as set out in the General Conditions.
6. The Contractor shall indemnify and save harmless the Corporation, its officers, employees and agents, from all loss, damages, costs, charges and expenses of every nature and kind whatsoever which may be made or brought against the Corporation, its officers, employees and agents, by reason or in consequence of the execution and performance or maintenance of the work by the Contractor, its employees, agents or officers.
7. All communications in writing between the Corporation, the Contractor and the Consultant shall be deemed to have been received by the Addressee if delivered to the individual, a member of the firm or an officer of the Corporation for whom they are intended or if sent by post or by facsimile addressed as follows:

THE CORPORATION: The Corporation of the City of Sault Ste. Marie
P.O. Box 580
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5N1

THE CONTRACTOR:

THE CONSULTANT: STEM Engineering Group
875 Queen Street East, Suite 2
Sault Ste. Marie, Ontario
P6A 2B3

IN WITNESS WHEREOF the parties hereto have executed this Agreement by the day and year first above written.

Signed, Sealed and Delivered
in the presence of

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

MAYOR – CHRISTIAN PROVENZANO

(seal)

CITY CLERK – MALCOLM WHITE

THE CONTRACTOR

COMPANY NAME

(seal)

SIGNATURE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-196

AGREEMENT: (AG95) A by-law to authorize the execution of an agreement between the City and the District of Sault Ste. Marie Social Services Administration Board to lease part of the property of the City at 540 Albert Street East.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement dated November 8, 2016 between the City and the District of Sault Ste. Marie Social Services Administration Board, a copy of which is attached as Schedule "A" hereto.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

LEASE AGREEMENT

THIS AGREEMENT made in duplicate this 8 day of November, 2016

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

(the "Landlord")

OF THE FIRST PART;

-and-

**THE DISTRICT OF SAULT STE. MARIE SOCIAL SERVICES
ADMINISTRATION BOARD**

(the "Tenant")

OF THE SECOND PART;

Re: 540 Albert Street East, Sault Ste. Marie, Ontario

OFFICE LEASE

TABLE OF CONTENTS

SUMMARY	3
1. LEASED PREMISES.....	4
2. TERM OF LEASE.....	4
3. RENT	4
3.1 When Payable	4
3.2 Base Rent	4
3.3 Annual Rent	4
3.4 Termination of Lease	4
4. PARKING	4
5. TENANT'S COVENANTS	4
5.1 Rent	4
5.2 Business Taxes	4
5.3 Permitted Use	5
5.4 Rules and Regulations.....	5
5.5 Repair	5
5.6 Repairs Where Tenant at Fault	5
5.7 Notice of Defect	5
5.8 Assign or Sublet.....	5
5.9 Not to Affect Insurance	5
5.10 Tenant's Compliance with Laws	5
5.11 Services and Facilities	5
5.12 Telephone, Cable and Internet Systems	6
5.13 Nuisance	6
5.14 Tenant's Indemnity	6
5.15 Insurance	6
5.16 Entry by Landlord.....	6
5.17 Showing Premises	6
5.18 Alterations	7
5.19 Construction Liens	7
6. LANDLORD'S COVENANTS	7
6.1 Quiet Enjoyment	7
6.2 Services and Facilities	7
6.3 Access	8
6.4 Repair	8
6.5 Interior Cosmetics	8
6.6 Telephone, Cable and Internet Systems	9
6.7 Landlord Improvements	9
6.8 Indemnity	9
6.9 Landlord's Compliance with Laws	9
6.10 Insurance	9
6.12 Environmental Contaminants	9
6.13 Warranty	9
7. PROVISOS	10
7.2 Damage to Premises	10
7.3 Damage to Tenant's Property.....	11
7.4 Impossibility of Performance.....	11
7.5 Default of Tenant	11
7.6 Default of Landlord	11
7.7 Non-waiver	11
7.8 Overholding.....	11
7.9 Termination of Agreement	11
7.10 Directory Board	11
7.11 Option to Extend Lease	12
7.12 Notice.....	12
7.13 Lease Entire Relationship.....	12
7.14 Right of Re-entry.....	12
7.15 Cancellation, Relocation or Demolition.....	12
7.16 Surrender	12
7.17 Dispute Resolution.....	12
8. INTERPRETATION	13
8.1 Definitions	13
8.2 Severance.....	13
8.3 Headings and Captions	13
8.4 Effect of Lease	13
8.5 Governing Law.....	13
8.6 Time of the Essence	13
8.7 Freedom of Information	13
SCHEDULE "A"	15
SCHEDULE "B"	16
SCHEDULE "C"	17

THIS LEASE made in ** as of the ** day of September, 2016
IN PURSUANCE OF THE SHORT FORMS OF LEASES ACT

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

(the "Landlord")

OF THE FIRST PART;

-and-

**THE DISTRICT OF SAULT STE. MARIE SOCIAL SERVICES
ADMINISTRATION BOARD**

(the "Tenant")

OF THE SECOND PART;

SUMMARY

The following is a summary of certain provisions, which are part of, and are referred to in subsequent provisions of this Lease. Any conflict of inconsistency between these provisions and the provisions contained elsewhere in this Lease will be resolved in favour of the provisions contained elsewhere in this Lease:

- | | |
|--------------------------------------|--|
| a) Address of Premises: | 540 Albert St. East,
Sault Ste. Marie, Ontario
P6A 7A7 |
| b) Annual Rent: | \$390,000 plus HST for the first two years of the
initial term, payable monthly, and thereafter subject
to annual increases based on a three year rolling
average of CPI Ontario All Items. |
| c) Term: | Five (5) years |
| d) Extension Options: | On mutual agreement with 6 months' written notice |
| e) Commencement Date: | September 25, 2016 |
| f) Address of Landlord | c/o Legal Department
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5N1 |
| With rent cheques payable to: | The Corporation of the City of Sault Ste. Marie |
| g) Address of Tenant: | 540 Albert St. East,
Sault Ste. Marie, Ontario
P6A 7A7 |

BACKGROUND

The Landlord is the owner of the land and premises at 540 Albert Street East in Sault Ste. Marie, Ontario, which is an office building.

The Tenant is the District of Sault Ste. Marie Social Services Administration Board.

THE PARTIES AGREE AS FOLLOWS:

1. LEASED PREMISES

In consideration of the rents reserved and the covenants and agreements herein, the Landlord leases to the Tenant the Premises as described in Schedule "A" (the "Premises") at 540 Albert Street East, Sault Ste. Marie, Ontario.

2. TERM OF LEASE

The Term of this Lease shall commence on September 25, 2016 and shall be for a period of five (5) years, terminating September 30, 2021 with the option to extend as contained herein.

3. RENT

- 3.1 When Payable** The Tenant agrees to pay to the Landlord Rent during the Term of this Lease the amounts as designated below, in equal monthly installments, by the 1st day of each and every month.
- 3.2 Base Rent** Base Rent shall be equal to \$390,000 plus H.S.T.
- 3.3 Annual Rent** Rent shall be fixed for the first two years of the first Term at the Base Rent, and then shall be increased annually based on a rolling average of Consumer Protection Index Ontario "All Items" of the previous three years, to be determined by the Landlord and notice of which shall be reasonably provided to the Tenant. All Rental amounts are subject to H.S.T.
- 3.4 Termination of Lease** In the event that this Lease Agreement is terminated by either Party hereto and the termination date is not the last day of any month, the Rent payable for that month shall be pro-rated.

4. PARKING

The Landlord shall provide parking spaces in the on-site lot, to the East of the building, for all staff and client parking requirements, as well as parking at the City owned lot on the South side of Albert Street with civic address 139 Brock Street.

5. TENANT'S COVENANTS

The Tenant covenants with the Landlord:

- 5.1 Rent** To pay Rent in accordance with the provisions of this Lease. Despite the commencement date of September 25, 2016, the Tenant's Rent shall commence on October 1, 2016.
- 5.2 Business Taxes** To pay and discharge within twenty (20) days after they become due and payable all taxes, rates, duties and assessments and other charges that may be levied, rated, charged or assessed against or in respect of all improvements, equipment and facilities of the Tenant in the Premises, and every tax and licence fee in respect of every business carried on thereon arising from the use or occupancy thereof by the Tenant and every subtenant and licensee of the Tenant.
- To indemnify the Landlord against payment of all loss, costs, charges and expenses occasioned by, or arising from all taxes, rates, duties, assessments,

licence fees, and all taxes which may in future be levied in lieu of the taxes; all of the payments to be made by the Tenant to the Landlord, and all loss, costs, charges and expenses suffered by the Landlord in connection therewith may be collected by the Landlord as rent with all rights of distress and otherwise reserved to the Landlord in respect of rent in arrears, upon written request of the Landlord to deliver to it for inspection receipts for payment of all taxes, rates, duties, assessments, and other charges in respect of all improvements, equipment and facilities of the Tenant in the Premises; to furnish to the Landlord on request evidence satisfactory to the Landlord of payments for the preceding year.

- 5.3 Permitted Use** To use the Premises as general office space for the District of Sault Ste. Marie Social Services Administration Board and all other uses ancillary thereto only.
- 5.4 Rules and Regulations** To ensure that the Tenant and its employees and all persons visiting or doing business with on the Premises are bound by and shall observe all rules and regulations herein and those attached to this Lease as Schedule "B" and all other reasonable rules and regulations that are not inconsistent with the terms of this Lease made hereafter by the Landlord of which notice in writing are given to the Tenant and all rules and regulations are deemed to be incorporated into and form part of this Lease.
- 5.5 Repair** To repair the Premises, reasonable wear and tear and damage by fire, lightning and tempest or other casualty against which the Landlord is insured, or caused by the Landlord's negligence, only excepted; to Permit the Landlord to enter and view the state of repair at reasonable times and upon reasonable notice to the Tenant; to repair according to notice in writing and to leave the Premises in good repair subject to ordinary wear and tear.
- 5.6 Repairs Where Tenant at Fault** If the Building, including the Premises, the elevators, boilers, engines, pipes and other apparatus used for the purpose of heating or air-conditioning or operating the elevators, or if the water pipes, drainage pipes, electric lighting or other equipment or the roof or outside walls needs repairing or become damaged through negligence, carelessness or misuse by the Tenant, its servants, agents, employees or anyone permitted by it to be on the Premises, the expense of the necessary repairs, replacements or alterations shall be borne by the Tenant and paid forthwith on demand.
- 5.7 Notice of Defect** To give the Landlord notice, as soon as reasonably possible, of any accident to or defect in the mechanical and electrical services, or any other system or part of the Premises which the Landlord is obligated to repair.
- 5.8 Assign or Sublet** To not assign or sublet without leave of the Landlord, which leave may not be unreasonably withheld.
- 5.9 Not to Affect Insurance** To not do or omit or permit to be done or omitted upon the Premises anything which causes the rate of insurance for the Building to be increased and if the rate of insurance for the Building is be increased by reason of anything done or omitted or permitted to be done or omitted by the Tenant or anyone permitted by the Tenant to be upon the Premises, the Tenant shall pay to the Landlord the amount of such increase.
- 5.10 Tenant's Compliance with Laws** To comply with all provisions of law including federal and provincial legislative enactments, building by-laws, and all other governmental or municipal regulations which relate to the partitioning, equipment, operation and use of the Premises, and to the making of repairs, replacements, alterations, additions, changes, substitutions or improvements to the Premises, and to comply with all police, fire and sanitary regulations imposed by any federal, provincial or municipal authority or made by fire insurance underwriters, and to obey all governmental and municipal regulations and other requirements governing the conduct of any business conducted in the Premises.
- 5.11 Services and Facilities**
- a) **Landscaped Areas** - To maintain all landscaped areas at the address of the premises at the Tenant's expense, and to not allow debris, trash, or other material not meant to be part of the landscaped area to accumulate on the landscaped area.
 - b) **Waste** - To not do or permit any waste or damage, disfiguration or injury to the Premises or the fixtures and equipment thereof or permit any overloading of the floors thereof, and to not place therein any safe, heavy business machine or other heavy thing, without first obtaining the consent in writing of the Landlord.
 - c) **Keep Tidy** - To leave the Premises in a reasonably tidy state at the end of each business day to facilitate the Landlord's cleaning services

hereinafter referred to.

- d) **Signage** - The Tenant shall be at liberty to erect signage on the site or affixed to the building and/or on the entrance doorways, in a manner that is consistent with reasonable business practices and conforms to municipal zoning by-laws.
- e) **Exterior Cosmetics** – To not undertake cosmetic changes to the exterior of the Premises, not including landscaping, without consent of the Landlord. If cosmetic changes to the exterior of the Premises are undertaken during any term of this Lease, the Tenant shall return the exterior to its original state or to a state that is agreeable to the Landlord acting reasonably at the Tenant's sole liability and expense.
- f) **Glass** - To pay the cost of replacement with as good quality and size of any glass broken on the Premises during this lease, unless the breakage is not the result of any act of the Tenant, its employees, servants, agents, contractors, licensees or invitees.

**5.12 Telephone,
Cable and Internet
Systems**

To cover the cost of all telephone, cable and internet usage, set-up, and installation fees.

5.13 Nuisance

To not use or permit the use of any part of the Premises for any dangerous, noxious or offensive trade or business or cause or permit any nuisance in, at or on the Premises. The Landlord acknowledges and agrees that the permitted use does not contravene this section.

**5.14 Tenant's
Indemnity**

To indemnify the Landlord against any claims, including all claims for personal injury or property damage, arising out of the negligence associated with the conduct of work by or through any act or omission of the Tenant or any assignee, subtenant, agent, contractor, servant, employee, invitee or licensee of the Tenant, and against all costs, counsel fees, expenses and liabilities incurred from any claim or any action or proceeding brought thereon, on the demised premises.

5.15 Insurance

To carry Broad Form Commercial Property insurance, including commercial contents of every description on a replacement cost basis, including machinery breakdown coverage for all machinery installed, owned or maintained by the Tenant. . The Tenant shall also carry Commercial General Liability insurance in an amount not less than \$5,000,000 (five million), and Tenant's Legal Liability insurance to the replacement cost of the Premises occupied by the Tenant, and with policies and insurers acceptable to the Landlord.

Each policy will name the Landlord as an additional insured as its interest may appear.

The cost or premium for each and every such policy will be paid by the Tenant. The Tenant will obtain from the insurers under such policies undertakings to notify the Landlord in writing at least 30 days prior to any cancellation thereof. The Tenant will provide the Landlord with written evidence satisfactory to the Landlord of the existence of the insurance policies described in this clause.

**5.16 Entry by
Landlord**

To permit the Landlord or its servants or agents to enter the Premises at all reasonable and upon reasonable notice to the Tenant, except:

- a) in the event of an emergency from time to time for the purpose of inspecting and of making repairs, alterations or improvements to the Premises or to the Building, and the Tenant is not entitled to compensation for any inconvenience, nuisance or discomfort occasioned thereby; and
- b) where the purpose of the Landlord or its servant's entry is to access its own property, including without limitation stored documents or archives, in which case reasonable notice shall not be required by the Tenant.

The Landlord, its servants or agents may at any time after written notice to Tenant enter upon the Premises to remove any article or remedy any condition which in the opinion of the Landlord would be likely to lead to cancellation of any policy of insurance on the Building or any part thereof.

The Landlord, its employees, agents and servants shall, when entering the Premises for any reason, uphold and respect the Tenant's privacy and professional confidentiality requirements to the satisfaction of the Tenant.

5.17 Showing

To permit the Landlord or its agents to show the Premises to prospective

Premises	Tenants during normal business hours of the last six (6) months of the Term upon giving 24 hours' notice.
5.18 Alterations	To not make or erect in the Premises any installations, alterations, additions or partitions without submitting drawings and specifications to the Landlord and obtaining the Landlord's prior written consent in each instance, which consent shall not be unreasonably withheld, and further to obtain the Landlord's prior written consent to any change in the drawings and specifications submitted as aforesaid. Approved work may be performed by contractors engaged by the Tenant, subject to all reasonable conditions which the Landlord may impose; provided nevertheless that the Landlord may at its option require that the Landlord's contractors be engaged for any mechanical or electrical work; Any work performed by or for the Tenant shall be performed by competent workmen the Tenant shall submit to the Landlord's reasonable supervision over construction and promptly pay to the Landlord's or Tenant's contractors the cost of all the work and of all materials, labour and services involved therein and of all decorations and all changes in the Building, its equipment or services, necessitated thereby;
5.19 Construction Liens	To not permit during the Term hereof any construction liens for work, labour, services or materials ordered by it or for the cost of which it may be in any way obligated, to attach to the Premises or to the building, and that whenever any lien attaches or claim therefore is filed, within twenty (20) days after the Tenant has notice of the claim for lien to procure the discharge thereof by payment or by giving security or in such a manner as is or may be required or permitted by law.
5.20 Warranty	The Tenant represents and warrants that it will not cause or permit the storage of any hazardous materials upon the Premises.

6. LANDLORD'S COVENANTS

The Landlord covenants with the Tenant as follows:

6.1 Quiet Enjoyment	That provided the Tenant pays the rent hereby reserved when due and performs the Tenant's responsibilities herein, it shall peaceably hold the Premises during the Term of this lease without interruption by the Landlord or any person rightfully claiming through or in trust for it.
6.2 Services and Facilities	To provide and operate the following services and facilities for the Premises as expressed below, at the Landlord's expense, and maintain at the Landlord's expense, such services and facilities in good repair (and, if necessary, replace same) during the term: a) Structure and glass – To keep in good repair and condition the foundations, outer walls, roof, spouts and gutters of the building, and the plumbing sewage and electrical systems therein except to the extent that they are located on the Premises or occupied by other lessees of the building, and to promptly replace plate glass and other glazing materials for the Building in case of breakage unless the breakage is the result of any act of the Tenant, its employees, servants, agents, contractors, licensees or invitees. b) Utility Systems - To cover the cost of usage of utility systems including water and electricity. c) Heating and Air-Conditioning - To provide heating equipment of the Premises to an extent sufficient to maintain a reasonable temperature therein at all times during normal business hours, except during the making of repairs; but should the Landlord make default in doing so, for reasons beyond the Landlord's control it is not liable for indirect or consequential damages or damages for personal discomfort or illness; unless such default is due to the negligence of Landlord. To provide air-conditioning for the Premises during normal business hours, for which purpose the Landlord has installed in the building a system for ventilating and air-conditioning in summer and ventilating and heating in winter, which is designed for normal occupancy of the Premises for office purposes on the basis of the window shading being

fully closed in those offices having exterior windows exposed to the sun.

Any use of the Premises not in accordance with the present installations, or partitioning arrangement which interferes with the normal operation of the heating and air-ventilating system, may require changes or alterations in the system or the ducts through which it operates. Any changes or alterations so occasioned, if the changes can be accommodated by the Landlord's equipment, shall be made by the Tenant at its cost and expense, but only with the written consent of the Landlord obtained first, and in accordance with drawings and specifications, and by a contractor, approved first in writing by the Landlord, and such approval shall not be unreasonably withheld.

The Landlord reserves the right, should heating or air-conditioning equipment develop faults or in the opinion of the Landlord require repairs, alterations or improvements to terminate the supply of heating or air-conditioning to the Premises until any necessary repairs, alterations or improvements have been completed. The Landlord undertakes no responsibility or liability for failure to supply the heating or air-conditioning service when stopped or when prevented from doing so by strikes or by any cause beyond the Landlord's reasonable control, or by orders or regulations of any authority or failure of electric current, steam, or water or other suitable power supply or inability upon the exercise of reasonable diligence to obtain such electric current, steam, or water or other suitable power supply for the operation of the equipment.

- d) **Elevator** – To furnish, except when repairs are being made, passenger elevator service to the Premises; and to permit the Tenant, its employees, and all persons having business with the Tenant to have the free and exclusive use of the elevators service, but the Tenant and all other persons using the service do so at their sole risk and under no circumstances is the Landlord responsible for damage or injury happening to any person while using the elevator or occasioned to any person by any elevator or any of its appurtenances.
- e) **Washrooms** – To provide fully equipped washroom facilities for male and female employees in accordance with the requirements established by the *Occupational Health and Safety Act*, RSO 1990 c 0.1 as amended, and the regulations made thereunder, or any successor Act, a handicapped accessible male and female washroom in accordance with the requirements established by the Ontario Building Code, and the provision of all washroom equipment and supplies reasonably necessary, in the opinion of the Tenant, for the use and operation of such washroom facilities.
- f) **Exterior, Common Areas** - To maintain the exterior of the Building, the parking areas and walkways in good repair.
- g) **Building Security** – To provide security for the Building in accordance with the Landlord's standard practice, as would a reasonably prudent landlord of a similar building.
- h) **Janitorial Services** – To provide daily janitorial services for the Premises, as set out in Schedule "C" attached hereto, including the provision of waste removal services, all cleaning material and washroom supplies and floors.
- i) **Snow Removal** – To provide snow and ice removal, sanding and salting services, as required, at the Landlord's discretion, acting reasonably, for all parking lots and walkways servicing the premises.
- j) **Life Safety** – To establish a workable emergency evacuation program.

6.3 Access

To permit the Tenant and all persons lawfully requiring communication or dealings with it to have the use during the Tenant's normal business hours in common with others of the main entrance and the stairways, corridors and elevators leading to the Premises.

6.4 Repair

To maintain the Premises in good repair and tenantable condition during the Term and make good any defect or want of repair and/or replacement promptly upon notice thereof with minimum disruption to the Tenant's business.

6.5 Interior Cosmetics

To allow the Tenant to make minor changes to interior cosmetics in the premises at the Tenant's sole discretion and expense, including without limitation painting, wallpaper, or shelving.

6.6 Telephone, Cable and Internet Systems

To permit the Tenant to effect the installation of telephone, cable and internet systems in the Premises at the sole expense of the Tenant.

6.7 Landlord Improvements

To not, at any time during the Term, commence construction or alterations to the Building which will have the effect of altering any part of the structure, interfering with the business operations of the Tenant, interfering with entry or exit from the Premises, or causing noise or other nuisances which might interfere with the Tenant's business operations.

In the event that the Landlord intends to commence any construction or alternations to the Building during the Term, such construction shall be subject to the following terms and conditions:

- a) The Landlord shall deliver reasonable notice to the Tenant, including complete and detailed plans and specifications of the planned construction prior to the commencement of construction;
- b) The Landlord must receive the prior written approval of the Tenant and of any required Authorities, the Tenant's approval therefor not to be unreasonably withheld;
- c) All construction must be completed promptly and in a good workmanlike manner, and must not interfere with the use of the Premises or any part thereof by the Tenant and wherever possible, must be completed outside normal business hours, unless the Tenant otherwise agrees; and
- d) All Utilities and other base building systems must continue to be fully operative during any period of construction and the Landlord shall be responsible for any damages or costs incurred by the Tenant to the extent caused or contributed to by any interruption of such Utilities or systems.

6.8 Indemnity

To indemnify the Tenant and those for whom it is in law responsible against any claims, including all claims for personal injury or property damage arising out of any negligence associated with the performance or conduct of work by or through any act or omission of The Landlord and its agents against all costs, counsel fees, expenses and liabilities incurred from any claim or action or subsequent proceeding brought thereon, as having occurred in or about the demised Premises or the property.

6.9 Landlord's Compliance with Laws

To comply with all codes and regulations and any federal, provincial or municipal laws, regulations, by-laws and codes or any relevant Authority which relate to the Premises or to the use or occupation of the Premises or to the making of any repairs, replacements, additions, changes, substitutions or improvements to the Premises. The Landlord agrees not to bring or commence any application with the respective Authority to change the respective use of the Premises and lands, or the zoning of the lands, without the Tenant's prior written consent.

6.10 Insurance

The Landlord shall maintain insurance in respect of the Building against loss, damage or destruction caused by fire and extended perils for the full replacement cost basis. The Landlord shall also maintain commercial general liability insurance on the Property with coverage for any one occurrence of not less than \$5,000,000 (five million).

6.11 Consent and Approval

That the Landlord and each person acting for on or behalf of the Landlord making a determination, designation, calculation, estimate, conversion or allocation or in giving an approval or consent under this Lease, will act reasonably, promptly and in good faith and each accountant, architect, engineer or surveyor, or other professional person employed or retained by the Landlord will act in accordance with the applicable principles and standards of that person's profession.

6.12 Environmental Contaminants

To remove any Environmental Contaminant located on or in the building after the Commencement Date and whether or not resulting from any act, omission or negligence of the Landlord or those for whom it is in law responsible, which is contained in accordance with all applicable requirements of any relevant Authority. If any such Contaminant is not removed forthwith by the Landlord, the Tenant shall be entitled, but not required, to remove the same on the Landlord's behalf and the Landlord shall reimburse the Tenant for the cost thereof.

6.13 Warranty

The Landlord represents and warrants that there has not been and is not now and covenants to ensure that there will not be, at any time during the Term any

Environmental Contaminant located, stored, manufactured, refined, disposed of, produced or incorporated in or on any part of the Premises.

7. PROVISOS

Provided always and it is agreed:

7.1 Alterations and additions

- a) All installations, alterations, additions, partitions and fixtures other than trade or Tenant's fixtures in the Premises, whether placed there by the Tenant or the Landlord are, immediately upon placement, the Landlord's property without compensation therefore to the Tenant and, except as hereinafter mentioned in this proviso, shall not be removed from the Premises by the Tenant at any time either during or after the Term.
- b) The Landlord is under no obligation to repair or maintain the Tenant's installation alterations, additions, partitions and fixtures or anything in the nature of a leasehold improvement made or installed by the Tenant.
- c) The Tenant may remove any fixtures they install, but must repair any holes or other damage in the walls, ceiling or floor to original condition at the Tenant's sole expense. The Tenant shall have the continuous right during the Term or any extension thereof to move in or out of the Premises any of its furniture, personal effects, chattels and any business equipment.

7.2 Damage to Premises

If, at any time during the Term, the Building shall be damaged or destroyed, either in whole or in part, by fire or other peril insured against by the Landlord, then, and in every such event:

- a) If the damage or destruction to the Building is such that, in the opinion of the Tenant's architect to be given to the Landlord within twenty (20) days of the date of occurrence of such damage (the "Date of Damage"), the Premises are rendered partially unfit for occupancy or impossible or unsafe for use of occupancy, then the Rent shall abate as of the Date of Damage in proportion to the part of the Premises which is rendered unfit, and Rent will not be payable again until such time as the Premises have been fully restored by the Landlord to their condition as of the Commencement Date.
- b) If the damage or destruction to the Building is such that, in the opinion of the Tenant's architect to be given to the Landlord within twenty (20) days of the Date of Damage, the Premises are rendered wholly unfit for occupancy or impossible or unsafe for use or occupancy, or that reasonable or convenient access is prevented thereto, and if the damage, in the opinion of the Tenant's architect to be given to the Landlord within twenty (20) days of the Date of Damage cannot be repaired with reasonable diligence within 120 days of the Date of Damage, then either the Landlord or the Tenant may terminate this Lease within twenty (20) days following the date of the architect's opinion by written notice to the other party, in which event this Lease will be at an end as of the Date of Damage and the Rent shall be apportioned and paid in full to same.
- c) In the event that neither the Party terminate this Lease accordance with the previous section, then the Landlord shall repair the Premises with all reasonable speed and the Rent hereby reserved shall abate from the Date of Damage until the date that the either the Premises are responded to their condition as of the Commencement Date or reasonable and convenient access is restored hereto.
- d) If the damage or destruction to the Building is such that, in the opinion of the Tenant's architect to be given to the Landlord within twenty (20) days of the Date of Damage, the Premises are rendered wholly unfit for occupancy or impossible or unsafe for use or occupancy, or that reasonable or convenient access is prevented thereto, and if the damage, in the opinion of the Tenant's architect to be given to the Landlord within twenty (20) days of the Date of Damage can be repaired with reasonable diligence within 120 days of the Date of Damage, then the Rent shall abate from the Date of Damage until the date the Premises are restored to their condition as of the Commencement Date or reasonable and convenient access is restored hereto.

- e) The decision of the Tenant's architect as to the time within which damage cannot be repaired, the extent of the damage, or the state of tenantability of the Premises, shall be final and binding upon the Parties.
- f) If the Landlord does not commence to repair or restore the Premises within fifteen (15) days of the date of the Tenant's architect's opinion, the Tenant may terminate this Lease upon fifteen (15) days' prior notice to the Landlord, in which event this Lease will be at an end as of the Date of Damage and the Rent shall be apportioned and paid in full to same.

**7.3 Damage to
Tenant's Property**

The Landlord is not liable or responsible in any way for any loss of or damage or injury to any property belonging to the Tenant or to any other person while the property is on the Premises or in the building whether the property has been entrusted to employees of the Landlord or not and the Landlord is not liable for damage to property caused by steam, water, rain or snow which may leak into, issue or flow from any part of the building or from the water, steam or drainage pipes or plumbing works of the building or from any other place or quarter or for any damage caused by or attributable to the condition or arrangement of any electric or other wiring or for any damage caused by anything done or omitted by any other tenant. Landlord shall remain liable for any damage due to Landlord negligence or willful misconduct or the negligence or willful misconduct of its agents, employees, contractors, invitees or guest.

**7.4 Impossibility of
Performance**

Whenever and to the extent that the Landlord is unable to fulfill, or is delayed or restricted in fulfilling any obligation hereunder in respect of the supply or provision of any service or utility or the doing of any work or the making of any repairs by reason of being unable to obtain the material, goods, equipment, service, utility or labour required to enable it to fulfill the obligation or by reason of statute, law or order-in-council or any regulation or order passed or made pursuant thereto or by reason of the order or direction of any administrator, controller or board, or any government department or officer or other authority, or by reason of not being able to obtain any permission or authority required thereby, or by reason of any other cause beyond its control whether of the foregoing character or not, the Landlord is entitled to extend the time for fulfillment of the obligation by a time equal to the duration of the delay or restriction, and the Tenant is not entitled to compensation for any inconvenience, nuisance or discomfort thereby occasioned.

**7.5 Default of
Tenant**

If the Rent or any part thereof is not paid within ten (10) days of the due date, whether lawfully or not, or if the Tenant shall make default in the observance or performance of any of the Tenant's covenants or agreements contained in this Lease and such arrears or default continue for a period of ten (10) days, then the Landlord may give the Tenant notice requiring the Tenant to pay the arrears or remedy the default within thirty (30) days of receipt of notice or such longer period as is reasonably required under the circumstances. If the Tenant fails to pay the arrears or commence to remedy the default within such period, the Landlord may, in addition to any other remedies the Landlord may have either in this Lease or at law, re-enter the Premises and the Term here by granted shall be terminated.

**7.6 Default of
Landlord**

If the Landlord defaults in the observance or performance of any of its covenants or agreements contained in this Lease, the Tenant will give the Landlord a reasonable opportunity to remedy the default.

7.7 Non-waiver

No condoning, excusing or overlooking by the Landlord of any default, breach or non-observance by the Tenant at any time or times of any covenant, proviso or condition herein operates as a waiver of the Landlord's rights hereunder in respect of any continuing or subsequent default, breach or non-observance, or so as to defeat or affect in any way the rights of the Landlord herein in respect of any continuing or subsequent default or breach, and no waiver shall be inferred from or implied by anything done or omitted by the Landlord except an express waiver in writing. All rights and remedies of the Landlord contained in this lease are cumulative and not alternative.

7.8 Overholding

If the Tenant continues to occupy the Premises after the expiration of this lease with or without the consent of the Landlord, and without any further written agreement, the Tenant is a monthly tenant at the rent herein and on the terms and conditions herein except as the length of tenancy.

**7.9 Termination of
Agreement**

The Tenant or Landlord may terminate this Lease following the first twelve months of this Agreement upon providing at least twelve (12) months' written notice to the other Party of the actual vacancy.

**7.10 Directory
Board**

The Tenant is entitled to have its name shown upon the directory board of the Building, but the Landlord shall in its sole discretion design the style of the

identification and allocate the space on the directory board for each Tenant.

7.11 Option to Extend Lease

Provided the Tenant is not in material default in the performance of any obligations contained in the Lease, the Tenant shall have the option of the extending the Term for two (2) successive periods of five (5) years each, commencing upon the day immediately following the date of expiration of the Lease.

In each case such option shall be exercised by notice in writing given to the Landlord no later than six (6) months prior to the expiration of the Term or the first extended term, as the case may and, if not so exercised, shall be null and void. Each such further extended term, unless the parties otherwise agree in writing, shall be on the same terms as in the Lease, except as to any further right of extension and except as to Basic Rent which shall be as mutually agreed between the parties.

If the parties have failed to agree on the amount payable as Basic Rent for the extended term within 60 days following notice of renewal the parties agree that the amount shall be determined by binding arbitration by a mutually agreed upon qualified single arbitrator pursuant to the provisions of the *Arbitration Act* (Ontario). If the decision of the arbitrator has not been delivered by the date of commencement of the extended term Basic Rent shall continue at the then existing rate and Basic Rent shall then be adjusted between the parties without interest within 10 days after such decision is delivered.

7.12 Notice

Any notice required by any provision of this lease shall be given in writing by registered mail or facsimile addressed to:

In the case of notice to the Landlord:

Corporation of the City Of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5X9
Fax: 705-759-5405
Attention: Nuala Kenny, City Solicitor

In the case of the Tenant:

540 Albert Street East
Sault Ste. Marie, Ontario
P6A 7A7
Fax: 705-759-5452
Attention: Mike Nadeau, Chief Administrative Officer

The time of giving notice is deemed to be the fourth business day after the day of mailing. The notice is also sufficiently given when it is delivered to an executive officer of the recipient Party at the time of delivery.

7.13 Lease Entire Relationship

The Tenant acknowledges that there are no covenants, representations, warranties, agreements or conditions expressed or implied, collateral or otherwise forming part of or in any way affecting or relating to this lease except as expressly set out in this lease and that this lease constitutes the entire agreement between the Landlord and the Tenant and may not be modified except as herein explicitly provided or except by subsequent agreement in writing of equal formality executed by the Landlord and the Tenant.

7.14 Right of Re-entry

On the Landlord's becoming entitled to re-enter upon the Premises under any of the provisions of this lease, upon due process of the law, the Landlord may enter the Premises either by force or otherwise, without being liable therefore, to relet the Premises, to receive the Rent therefore and as the agent of the Tenant, to take possession of furniture or property on the Premises and to sell the furniture or other property at public or private sale without notice and apply the proceeds of sale and any rent derived from reletting the Premises upon account of the rent under this lease, and the Tenant is liable to the Landlord for any deficiency.

7.15 Cancellation, Relocation or Demolition

The Landlord shall not have the rights to relocate the Tenant to alternate premises or to cancel the lease or demolish the building the term of the lease or any renewal thereof without the Tenant's prior consent.

7.16 Surrender

It is understood that the Tenant, at the termination of the lease will surrender the Premises in their existing state at that time without compensation, and free from any obligation to remove or demolish their existing leasehold improvements.

7.17 Dispute Resolution

If a dispute arises out of, or in connection to, this Lease Agreement, the Parties agree to meet to pursue resolution through negotiation or other appropriate

dispute resolution process before resorting to litigation.

All information exchanged during this meeting or any subsequent dispute resolution process shall be regarded as “without prejudice” communications for the purpose of settlement negotiations and shall be treated as confidential by the parties and their representatives, unless otherwise required by law. However, evidence that is independently admissible or discoverable shall not be rendered inadmissible or non-discoverable by virtue of its use during the dispute resolution process.

8. INTERPRETATION

8.1 Definitions

In this lease:

- (a) “business day” means any of the days from Monday to Friday of each week inclusive unless the day is a holiday;
- (b) “normal business hours” means the hours from 8:00 a.m. to 6:00 p.m. on business days and any other hours as may be determined by the Tenant.
- (c) “Environmental Containment” includes any hazardous or toxic substances or materials, including without limitation, products of waste, contaminants, pollutants, dangerous substances, noxious substances, toxic substances, hazardous wastes, flammable, explosive or improperly handler friable materials including asbestos, PCBs and substances or any other materials declared or defined to be hazardous, toxic, contaminant or pollutant in or pursuant to any law or any Authority.

8.2 Severance

In the event that any provision of this Lease is deemed to be invalid or unenforceable, it is understood between the Parties that such provision shall, whenever possible, be interpreted, construed, limited or it necessary severed to the extent necessary to eliminate such invalidity or unenforceability. All the remaining provisions of the Lease shall remain valid and continue to bind the parties.

If required, the parties agree to negotiate in good faith a valid enforceable substitute provision which most nearly reflects the parties’ original intent in entering into the Lease or to provide an equitable adjustment in the event so much provision can be added.

8.3 Headings and Captions

The headings in this Lease have been inserted as a matter of convenience and for reference only and in no way define, limit or enlarge the scope of meaning of this Lease nor any of the provisions hereof.

8.4 Effect of Lease

This Lease and everything herein contained shall operate to the benefit of any and by binding upon the respective successors, assigns and other legal representatives, as the case may be, of each of the parties hereto subject to the granting of consent by the Landlord as provided herein to any assignment or sublease, and every reference herein to any party hereto shall include the successors, assigns and other legal representatives of such party.

8.5 Governing Law

This Lease shall be governed by and construed in accordance with the laws of Ontario.

8.6 Time of the Essence

Time shall be of the essence hereof.

8.7 Freedom of Information

The Tenant acknowledges, agrees and consents to the release by the Landlord of this Lease and any information contained herein.

IN WITNESS WHEREOF the parties hereto have executed this Lease.

SIGNED, SEALED & DELIVERED

THE CORPORATION OF THE CITY OF SAULT STE MARIE Per: _____ MAYOR – CHRISTIAN PROVENZANO Per: _____ CITY CLERK – MALCOLM WHITE Authorized Signing Officer DISTRICT OF SAULT STE. MARIE SOCIAL SERVICES ADMINISTRATION BOARD Per: _____ Name: _____ Title: _____ Per: _____ Name: _____ Title: _____ Authorized Signing Officer	THE CORPORATION OF THE CITY OF SAULT STE MARIE Per: _____ MAYOR – CHRISTIAN PROVENZANO Per: _____ CITY CLERK – MALCOLM WHITE Authorized Signing Officer DISTRICT OF SAULT STE. MARIE SOCIAL SERVICES ADMINISTRATION BOARD Per: _____ Name: _____ Title: _____ Per: _____ Name: _____ Title: _____ Authorized Signing Officer
--	--

SCHEDULE "A"

Leased Premises

The area of the leased Premises for the purpose of this Agreement shall consist of the space used by the Tenant in the building immediately prior to the Commencement Date of this Lease.

Any addition to, reduction from, or change in use or purpose of the area of the leased Premises shall be agreed to in writing and attached hereto.

SCHEDULE "B"

Rules and Regulations

1. No one shall use the Premises for sleeping apartments or residential purposes, or for the storage of personal effects or articles not required for business purposes.
2. The Landlord, its employees, agents and servants shall uphold and respect the Tenant's privacy and professional confidentiality requirements to the satisfaction of the Tenant.
3. The sidewalks, entries, passages, hallways, elevators and staircases shall not be obstructed or used by the Tenant, its agents, servants, contractors, invitees or employees for any purpose other than an ingress to and egress from the Premises. The Landlord reserves entire control of all parts of the Building used for the common benefit of all tenants and of the sidewalks, entries, corridors and passages not within the Premises, washrooms, lavatories, air-conditional closets, fan rooms, janitors' closets, electrical closets and other closets, stairs, elevator shafts, flues, stacks, pipe shafts and ducts, and has the right to place signs and appliances therein, as it may deem advisable, provided that the ingress to and egress from the Premises is not unduly impaired.
4. The Tenant shall not permit any cooking in the Premises without the prior consent of the Landlord.
5. The washrooms and other water apparatus shall not be used for any purpose other than those for which they were constructed, and no sweepings, rubbish, rags, ashes or other substances shall be thrown therein. Any damage resulting from misuse shall be borne by the Tenant by who or by whose agents, servants, or employees the damage is caused. The Tenant shall not let the water run unless it is in actual use.
6. The Tenant shall permit window cleaners to clean the windows of the Premises during normal business hours.
7. Canvassing, soliciting and peddling in the Building are prohibited.
8. Any hand trucks, carryalls, or similar appliances used in the Building shall be equipped with rubber tires, side guards and such other safeguards as the Landlord requires.
9. No animals other than guide dogs shall be brought into the Building.

SCHEDULE “C”

Janitorial Services

Janitorial services shall continue during the term of this Lease Agreement under the same arrangement that was in place immediately prior to the Commencement Date of this Lease.

Amendments to this arrangement shall be made confirmed in writing and attached hereto as an addendum.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-198

PROPERTY ACQUISITION: (PR1.85 AND PR1.86) A by-law to authorize the City's acquisition of property located at civic 125 Gore Street and 143 Gore Street (Kerns).

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. **PROPERTY ACQUISITION**

The Corporation shall acquire by purchase the absolute right in fee simple to the lands more particularly described in Schedule "A" and Schedule "B" hereto at prices not exceeding the consideration provided in said Schedule "A" and "B" .

2. **EXECUTION OF DOCUMENTS**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to all documents required to complete the said acquisition.

3. **SCHEDULE "A"**

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

4. **SCHEDULE "B"**

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

5. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

SCHEDULE "A"

PURCHASER: The Corporation of the City of Sault Ste. Marie

VENDOR: Perry Raymond Kerns

ADDRESS: 125 Gore Street

LEGAL DESCRIPTION: LT 13 PL 3599 ST. MARY'S; SAULT STE. MARIE

CONSIDERATION: \$110,000.00 (subject to usual adjustments)

SCHEDULE "B"

PURCHASER: The Corporation of the City of Sault Ste. Marie

VENDOR: Perry Raymond Kerns

ADDRESS: 143 Gore Street

LEGAL DESCRIPTION: PT LT 1-3 PL 3599 ST. MARY'S AS IN T304092;
SAULT STE. MARIE

CONSIDERATION: \$73,000.00 (subject to usual adjustments)

SCHEDULE "A"

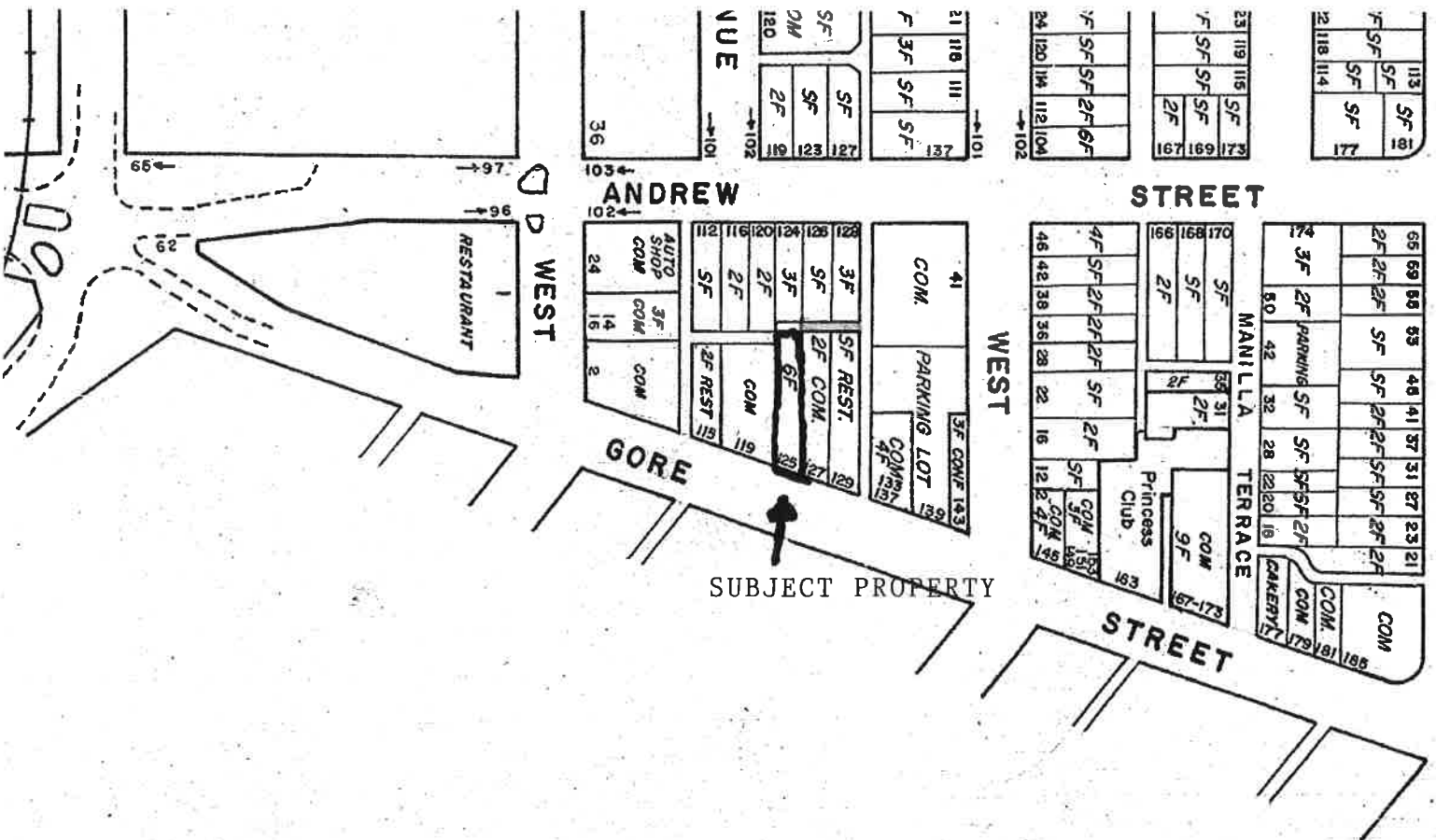
PURCHASER: The Corporation of the City of Sault Ste. Marie

VENDOR: Perry Raymond Kerns

ADDRESS: 125 Gore Street

LEGAL DESCRIPTION: LT 13 PL 3599 ST. MARY'S; SAULT STE. MARIE

CONSIDERATION: \$110,000.00 (subject to usual adjustments)



SCHEDULE "B"

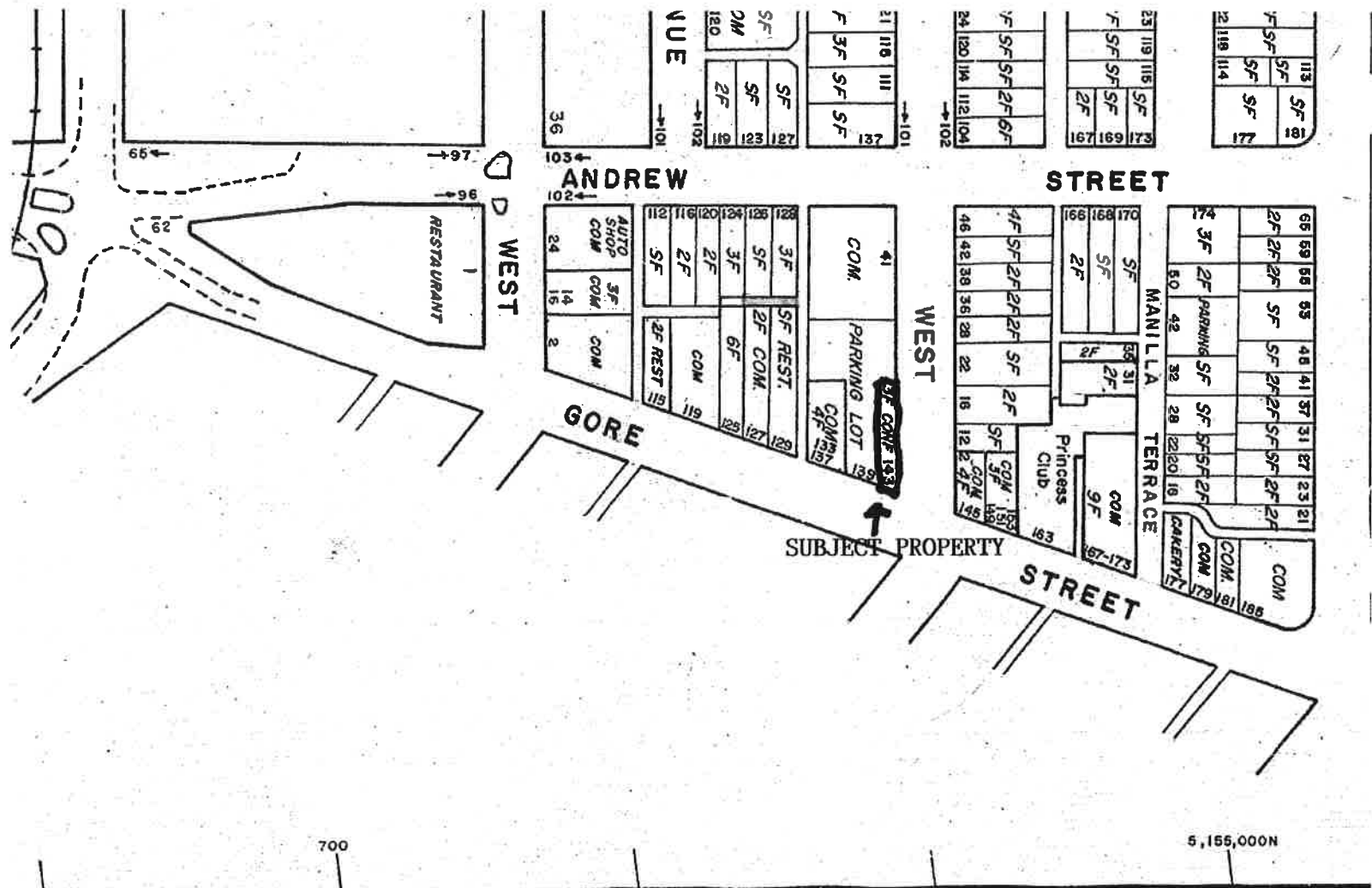
PURCHASER: The Corporation of the City of Sault Ste. Marie

VENDOR: Perry Raymond Kerns

ADDRESS: 143 Gore Street

LEGAL DESCRIPTION: PT LT 1-3 PL 3599 ST. MARY'S AS IN T304092;
SAULT STE. MARIE

CONSIDERATION: \$73,000.00 (subject to usual adjustments)



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2016-201

AGREEMENT: (PR1.33) A by-law to authorize the execution of a Licence to Occupy Agreement between the City and the Federal Bridge Corporation Limited (FBC) and the International Bridge Administration (IBA) for the use of the City lands designated to be transferred to the FBC until such a time the land transfers are complete.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a Licence to Occupy Agreement dated November 21st, 2016 between the City and the Federal Bridge Corporation Limited and the International Bridge Administration, a copy of which is attached as Schedule "A" hereto. This Agreement is for the use of the City lands designated to be transferred to the FBC until such a time the land transfers are complete.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of November, 2016.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

LICENCE TO OCCUPY CITY PROPERTY AGREEMENT

THIS LICENCE AGREEMENT made this 21ST day of November, 2016

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
hereinafter referred to as the "City"

- and -

FEDERAL BRIDGE CORPORATION LIMITED
hereinafter referred to as the "FBC"

- and -

INTERNATIONAL BRIDGE ADMINISTRATION
hereinafter referred to as the "IBA"

WHEREAS the City is the registered owner in fee simple in possession of lands legally described in *Schedule "A"* to this Agreement (collectively referred to as the "Subject Property") and illustrated on the map attached as *Schedule "B"* to this Agreement;

AND WHEREAS the FBC expressed to the City its desire to acquire the Subject Property to facilitate the construction and ongoing maintenance, occupation and use of a new International Bridge Plaza and accompanying infrastructure (the "Project") and the City is agreeable to same, subject to the terms and conditions set out herein and the Letter of Agreement between the parties regarding the transfer of the properties;

AND WHEREAS the FBC commenced the Project and has advised that the International Bridge Plaza is ready for occupation and use, the operations of which shall be overseen and managed by the IBA;

AND WHEREAS the FBC and IBA (collectively referred to as the "Licencees") have requested a licence to occupy and use the Subject Property until such time as the land transfers for the Subject Property are complete and the City is agreeable to same, subject to the terms and conditions herein;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and the terms and conditions herein contained, the receipt and sufficiency of which are hereby acknowledged by each of the parties hereto, the parties hereto agree with each other as follows:

1. The City hereby grants the Licencees and its directors, officers, employees, consultants, contractors, subcontractors, agents or other persons for which they are responsible in law or any of them permission to enter onto the Subject Property for the purpose of carrying out the Project, including but not limited to, the construction, demolition, installation, set up, operation, inspection, maintenance, occupation, use and otherwise complete matters dealing with the Project, the International Bridge Plaza, the infrastructure supporting same, and any other matters related

directly or indirectly thereto (the "Licence"). The Subject Property shall only be used for the Project, the International Bridge Plaza and the infrastructure supporting same and the Licencees shall not use or permit the Subject Property to be used for any purpose other than as set out herein.

2. The Licencees acknowledge that the Project has already commenced and that the Licencees have enjoyed the Licence created in Section 1 of this Agreement from the commencement of the Project. To this end, the Licencee acknowledge and agree that the terms and conditions set out in this Agreement apply to any past, present and future use of and presence on the Subject Property by the Licencees and its directors, officers, employees, consultants, subcontractors, agents or other persons for which it is responsible and any matters related directly or indirectly to the Licence created herein.
3. The Licence created in Section 1 of this Agreement shall continue for a period of one (1) year, ending on November 30, 2017 or ending at such time as the land comprising all of the Subject Property is transferred from the City to the FBC, whichever occurs first.
4. The Licencees covenant and agree that they shall be jointly and severally liable for all costs, expenses and liabilities related to the Project, including but not limited to, the construction, demolition, installation, set up, operation, inspection, maintenance, occupation, use and any matters otherwise dealing with the Project, the International Bridge Plaza, the infrastructure supporting same, along with any matters related directly or indirectly thereto. FBC shall fully indemnify and save harmless the City for any past, present and ongoing costs, liabilities and expenses incurred by the City that may result from the commencement of the Project, all matters set out herein, and any matters related directly or indirectly thereto.
5. The Licencees shall be solely responsible for any and all maintenance responsibilities for the Subject Property, including but not limited to interior and exterior maintenance, snow removal and related activities and yard and grounds maintenance. FBC shall save harmless and fully indemnify the City from and against all losses, costs (including solicitor costs on a substantial indemnity scale basis and disbursements), damages and expenses of every kind or nature which the City may suffer, be at or be put to by reason of in consequence of the Licencees' failure to comply with same, including but not limited to any breach of obligations under the *Workplace and Safety and Insurance Act* and the *Occupiers' Liability Act*, and any other legislation applicable to the Licencee's use and occupation of the Subject Property.
6. The Licencees shall, at their own expense, ensure that they have obtained all necessary approvals and secured and/or completed all such permits, plans, assessments, proposals, and studies that are necessary, if any, for the Project and all matters related to this Licence Agreement. FBC shall save harmless and fully indemnify the City from and against all losses, costs (including solicitor costs on a substantial indemnity scale basis and disbursements), damages and expenses of every kind or nature which the City may suffer, be at or be put to by reason of or in consequence of the noncompliance by the Licencees of such approvals, permits, plans, assessments, proposals, and studies.
7. The Licencees shall comply with all Laws, By-Laws, Rules and Regulations of any governing body respecting the Project and all matters related to this Licence Agreement. FBC shall save

harmless and fully indemnify the City from and against all losses, costs (including solicitor costs on a substantial indemnity scale basis and disbursements), damages and expenses, of every kind or nature which the City may suffer, be at or be put to by reason of or in consequence of the noncompliance by the Licencees with such Laws, By-Laws, Rules and Regulations.

8. FBC shall fully indemnify the City from any actions, causes of action, claims, demands, interest, damages, expenses, liens, losses, costs, charges and other proceedings made or brought against or suffered by or imposed upon the City or their respective property in respect of any loss or damage to property, personal injury or death or any other losses of any nature or other relief to any person or property directly or indirectly arising out of or resulting from or sustained by reason of any act, error, default, failure, fault, neglect, negligence, omission or wrong doing of the Licencees or any of them and their respective directors, officers, employees, consultants, contractors, subcontractors, agents or other persons for which the Licencees are responsible in law or any of them including but not limited to the Project and any matters related directly or indirectly to this Agreement.
9. FBC shall indemnify and save harmless the City from all costs and expenses caused to or incurred by the City and from all claims and demands, awards, losses, costs, damages, actions, suits or other proceedings, by whomsoever made, brought or prosecuted, in any manner based upon, arising out of or connected with, the Project and this Licence Agreement, the intent being that the City shall be at no risk or expense to which it would not have been put had the Project not occurred or the Licencees not entered onto, used or occupied the Subject Property.
10. FBC agrees to defend, indemnify and save harmless the City and their respective councilors, officials, officers, directors, employees, consultants, agents, successors, contractors and assigns, or any of them, from any actions, causes of actions, claims, demands, interest, damages, expenses, liens, losses, costs, charges and other proceedings (including without limitation those relating to environmental, product liability, work place safety and insurance compensation, personal injury, property damage, occupational health and safety matters) made or brought against or suffered by or imposed upon all or any of them or their respective property in respect of any loss or damage to property, personal injury or death or any other losses of any nature or other relief to any person or property directly or indirectly arising out of or resulting from or sustained by reason of any act, error, default, failure, fault, neglect, negligence, omission or wrong doing of the Licencees, its directors, officers, employees, consultants, subcontractors, agents, users, customers, or other persons for which it is responsible in law or any of them including but not limited to the Project, the ongoing use and occupation of the Subject Property, any other activities related directly or indirectly thereto or otherwise arising out of or connected with this Licence Agreement.
11. The Licencees acknowledge and agree that the indemnities provided herein shall survive the termination of this Licence Agreement.
12. The Licencees represent and warrant that it has and shall maintain for the term of this Agreement, which includes that period of time this Project commenced until such time as this Licence Agreement is terminated, at its own cost and expense, with insurers satisfactory to the City, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including automobile and commercial general liability insurance on an

occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than Five Million (\$5,000,000.00 CDN) Dollars per occurrence. The Policy shall insure all claims for damage to property, personal injury or death or any other losses or damages, both direct and indirect, including such other costs and expenses, howsoever and whatsoever incurred, suffered or sustained in relation to or in connection with the Project. From the date of this Agreement and going forward, the Policy shall further include a cross-liability clause, contractual liability coverage and the City as "Additional Insured". The Licencees shall file proof of said insurance with the City's Legal Department upon request. In addition to filing proof of insurance as set out herein, the Licencees shall provide the City with a copy of each insurance policy upon request. The Licencees shall ensure that any third party subcontractors retained to perform any part or parts of the Project shall have adequate insurance in place that is appropriate to the Project risks and to the third party.

13. The Licencees confirm that the City has not provided any representation, warranty or other assurance regarding the suitability of the Subject Property or any part thereof, for the Project and the ongoing use and occupation of the Subject Lands. The Licencees each respectively acknowledge that it carried out an inspection of the Subject Property specifically to satisfy itself concerning the suitability of same for its proposed use and further, that it is using the Subject Property on an "as is where is" basis.
14. Until the Subject Property is transferred, the Licencees acknowledge and agree that the Licencees do not have any proprietary right, title or interest in the Subject Property and that same is and shall remain the property, title and right of the City.
15. The parties shall not assign, transfer or make any other disposition of this Licence Agreement or of the rights conferred thereby, without the prior written consent of the other party.
16. Any notice pursuant to any of the provisions of this Licence Agreement shall be deemed to have been properly given if delivered in person or sent electronically as follows:

In the case of notice to the City to:
Melanie Borowicz-Sibenik
Assistant City Solicitor/Senior Litigation Counsel
Email: m.borowiczsibenik@cityssm.on.ca

In the case of notice to FBC to:
Micheline Dubé, FCPA, FCMA
President and Chief Executive Officer

In the case of notice to IBA to:
Peter M. Petäinen
General Manager

17. This Licence Agreement and the recitals and Schedules appended hereto constitutes the entire agreement of the parties and supercedes all prior representations, proposals, discussions, and

communications, whether oral or in writing. This Agreement may be modified only by written instrument signed by both parties.

18. The provisions of this Licence Agreement shall be binding upon, and enure to the benefit of the parties and their respective successors and (where applicable) permitted assigns.
19. This Licence Agreement shall be exclusively governed by, and construed in accordance with, the laws of the Province of Ontario, and the federal laws of Canada applicable therein.
20. This Licence Agreement may be executed by the parties hereto in separate counterparts, each of which so executed shall be deemed to be an original. Such counterparts together shall constitute one and the same instrument and, notwithstanding the date of execution, shall be deemed to bear the effective date set forth above.

SIGNED, SEALED AND DELIVERED	)	FEDERAL BRIDGE CORPORATION
	)	LIMITED
	)	
	)	
	)	
	)	_____ NAME: Micheline Dubé, FCPA, FCMA
	)	TITLE: President and Chief Executive Officer
	)	I have authority to bind the Corporation
	)	
	)	INTERNATIONAL BRIDGE
	)	ADMINISTRATION
	)	
	)	
	)	_____ NAME: Peter M. Petäinen
	)	TITLE: General Manager
	)	I have authority to bind the Corporation
	)	
	)	THE CORPORATION OF THE CITY
	)	OF SAULT STE. MARIE
	)	
	)	
	)	_____ MAYOR – CHRISTIAN PROVENZANO
	)	
	)	
	)	_____ CITY CLERK – MALCOLM WHITE

\\citydata\LegalDept\Legal\Staff\AGREEMENTS\Bridge Plaza\Occupy Property Agreement.docx

SCHEDULE "A"

The parties hereto acknowledge and agree that the City is the registered owner of the lands legally described as follows:

GEORGE ST PL TOWN PLOT OF ST. MARY'S CLOSED BY T127029 BTN QUEEN ST AKA SUPERIOR ST TOWN PLOT OF ST. MARY'S & ALBERT ST AKA MURRAY ST TOWN PLOT OF ST. MARY'S; LT 12 N/S SUPERIOR ST PL TOWN PLOT OF ST. MARY'S EXCEPT PT 2 1R1177 MRO; PT LT 11 N/S SUPERIOR ST, 11 S/S MURRAY ST, 12 S/S MURRAY STREET, 13 S/S MURRAY ST PL TOWN PLOT OF ST. MARY'S PT 1, 3 & 4 1R1177, PT 1 1R10605 SRO; SAULT STE. MARIE, PIN 31578-0170 (LT);

PT LT 15 S/S MURRAY ST, 16 S/S MURRAY ST, 15 N/S SUPERIOR ST, 16 N/S SUPERIOR ST PL TOWN PLOT OF ST. MARY'S AS IN RY22821 (SECONDLY, THIRDLY & FOURTHLY) & AS IN T113494 EXCEPT T149152, T339457 & PT 7 1R2137, CLOSED BY BYLAW AL158973; S/T RY48557, T360047, T361971, T84473, T386646 & T113565, T129342; SAULT STE. MARIE, PIN 31578-0173 (LT);

PT LANE PL 4175 ST. MARY'S E OF HUDSON ST & W OF PT 1 & 2 1R10648; PT LANE PL 4175 ST. MARY'S CLOSED BY T441832, PT 1 1R10648; SAULT STE. MARIE, PIN 31576-0010 (LT);

PART HUDSON ST PL TOWN PLOT OF ST. MARY'S N OF PT 4 & 5 1R10149; SAULT STE. MARIE, PART OF PIN 31576-0329 (LT);

PART OF THE FOLLOWING PROPERTIES: LT 19 S/S SUPERIOR ST, 20 S/S SUPERIOR ST, 21 S/S SUPERIOR ST, 22 S/S SUPERIOR ST, 23 S/S SUPERIOR ST, 24 S/S SUPERIOR ST, 23 PORTAGE ST, 24 PORTAGE ST PL TOWN PLOT OF ST. MARY'S; PT LT 19 PORTAGE ST, 20 PORTAGE ST, 21 PORTAGE ST, 22 PORTAGE ST PL TOWN PLOT OF ST. MARY'S; PT PORTAGE ST PL TOWN PLOT OF ST. MARY'S CLOSED BY RY5684, PT 1 TO 8, 1R4514; S/T T433158, T217657, T242063; S/T T241680, T242587, T278276, T456523; SAULT STE. MARIE, PART OF PIN 31576-0024 (LT); AND

PT LT 16 N/S SUPERIOR ST PL TOWN PLOT OF ST. MARY'S PT 7 1R2137; SAULT STE. MARIE, PIN 31578-0196.

The parties further acknowledge and agree that these lands are collectively referred to as the "Subject Property" in this Licence Agreement.

Huron Street

Albert Street West

Queen Street West

George Lane

INTERNATIONAL BRIDGE PLAZA OVERVIEW
 CARMEN'S WAY EAST TO JOHN ST.
 CATHCART ST. SOUTH TO BAY ST. W



Project Name: International Bridge Plaza Overview
 Prepared By: City of Regina
 Date: November 27, 2018
 No liability is accepted for any use of the information provided, whether or not the information is used for planning, engineering, or other purposes.
 Prepared: 10/24/2018 10:24 AM
 Project: 10/24/2018 10:24 AM
 User: 10/24/2018 10:24 AM
 Version: 1.0