



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

Monday, February 4, 2019

4:30 pm

Council Chambers

Civic Centre

Pages

1. Approve Agenda as Presented

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Bruni

That the Agenda for February 4, 2019 Budget meeting as presented be approved.

2. Declaration of Pecuniary Interest

3. Staff Reports Provided for the Information of Council

3.1 Budget Input 2019

4 - 43

A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council.

Mover Councillor L. Dufour

Seconder Councillor R. Niro

Resolved that the report of the Chief Financial Officer and Treasurer dated 2019 02 04 regarding 2019 Budget Input be received as information.

3.2 OMPF Allocation Update 2019

44 - 45

A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor R. Niro

Resolved that the report of the Chief Financial Officer & Treasurer dated February 4, 2019 regarding the 2019 OMPF Allocation update be received as information.

3.3 Corporate Membership Fees 2019

46 - 54

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

Mover Councillor L. Dufour

Seconder Councillor M. Bruni

Resolved that the report of the Deputy City Clerk dated 2019 02 04 concerning 2019 corporate membership fees be received and that payment of 2019 memberships in the amount of \$37,834 be approved, with \$6,200 to the Federation of Canadian Municipalities referred as a supplementary budget request.

4. Current Budget

Mover Councillor L. Dufour

Seconder Councillor M. Bruni

Resolved that City Council now proceed into Committee of the Whole to consider the following matter referred to it for consideration – 2019 Budget.

Mover Councillor L. Dufour

Seconder Councillor R. Niro

Resolved that the Committee of the Whole Council now rise and report on the matter referred to it by City Council – 2019 Budget.

4.1 Corporate Services

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4.2 Community Development and Enterprise Services

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4.3 Public Works and Engineering Services

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4.4 Legal Department

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4.5 Fire Services

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4.6 Capital Budget Deliberations

4.7 Operating Budget Deliberations

4.7.1	<i>Additional Information (Proposed Motions – Councillor Shoemaker)</i>	109 - 114
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4.7.2	<i>Additional Information – Fringe North International Theatre Festival</i>	115 - 124
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5.	Ontario Regulation 284/09	125 - 127
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A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Bruni

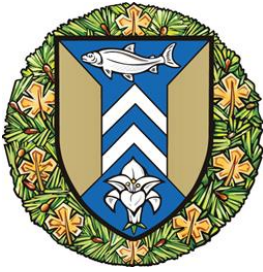
Resolved that the report of the Chief Financial Officer and Treasurer, dated 2019 02 04, concerning Ontario Regulation 284/09 be approved for the budget year 2019.

6. Adjournment

Mover Councillor L. Dufour

Seconder Councillor R. Niro

That this Council shall now adjourn.



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

COUNCIL REPORT

February 4, 2019

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Corporate Services

RE: 2019 Budget Input

PURPOSE

The purpose of this report is to provide Council with a summary of the 2019 Budget Input received.

BACKGROUND

Budget input is sought from the public annually as part of the budget process. The focus of the input is to engage the taxpayers/stakeholders and get input regarding the highest priority services and how they would like to see their tax dollars spent.

The City provides numerous ways to in which the community can be involved in the budget conversation:

- Social media through Facebook and Twitter (Appendix A)
- Email (Appendix B)
- Call direct to the Finance Department (Appendix C)
- Mail to City of Sault Ste. Marie (Appendix E)
- Online Budget Input Tool (Appendix D)
- Open House on January 16, 2019 4:30pm-5:30pm Russ Ramsay Room

ANALYSIS

A summary of the input received through social media, email, phone and the Online Budget Input Tool are in the attached appendices.

The Open House attendees included 6 taxpayers and two media representatives. The City's Executive Management team, the CAO and the CFO/Treasurer represented staff while 5 Councillors were also in attendance. Although not well attended, the conversation assists to confirm direction for staff and councillors. There were comments provided which indicated more spending on roads should

be prioritized and with no more spending on parks and splash pads. Many other comments were focused on growth, diversification and quality of life.

The Finance Committee will be provided the budget input to review and provide a recommendation to Council on items for follow up.

FINANCIAL IMPLICATIONS

There are no financial implications.

STRATEGIC PLAN / POLICY IMPACT

Budget input relates to all the strategic focus areas as it provides Council an indicator of how well the priorities and outcomes of the strategic plan are being achieved.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer & Treasurer dated February 4, 2019 regarding 2019 Budget Input be received as information.

Respectfully submitted,



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

#saultbudget Feedback

Twitter

November 22, 2018

Mike M @Mike_McCl 7h7 hours ago

[@CitySSM](#) I would love to see some more green initiatives. A strong focus on compost & recycling to reduce waste. More focus on local farms & agriculture to help reduce the city's carbon footprint from factory farming. [#SaultBudget](#)

[@CitySSM](#) maybe work with SSM Michigan to offer local businesses incentives for a local city pass to increase tourism on both sides. Eg. One pass gets admission to tour train & tour boat & discounts at local restaurants on both sides. Good for x amount of days only. [#SaultBudget](#)

December 6, 2018

Tay Audrianna @tayaudrianna 8h8 hours ago

I already emailed [@CitySSM](#) regarding the lack of garbage bins in the city, resulting in atrocious amounts of littering and irresponsible dog walkers. I believe our tax dollars should go towards implementing disposal units and RECYCLING along the city streets!! take part Jan 16

Facebook

November 22, 2018

Kathy Stienburg-Pelletier A graffiti park for people to display their art work instead of all over train cars, mailboxes and buildings. They made a skate park for the skaters why not a graffiti park for the artists. A few concrete walls and structures that get painted white once a year to start a blank canvas.

KiSS 100.5 Sault Ste. Marie That's such a great idea, absolutely love it!!

Lianne Lavergne Downtown needs to be a hub again. Let's move the meth clinics out, bring in more shops, bars and restaurants, really plant the flowers in spring, get more trees, string lights across the outdoor patios, have a spot for outdoor entertainers....I have a million ideas.

Debbie Charron Fixing these terrible roads!

Karen Westrope Amanda Mora's adopt-a-box Safe sharp disposal Program!!

Chasity LeeAnn Inch Roads, more activities for children and teens, mental health and addiction services.

Jason Scali Lower the cost of property tax

Chasity LeeAnn Inch Roads, more activities for children and teens, mental health and addiction services.

November 27, 2018

Emily McKiernan #saultbudget I would put money towards adding these to the busses [https://encrypted-](https://encrypted-tbn0.gstatic.com/images...)

[tbn0.gstatic.com/images...](https://encrypted-tbn0.gstatic.com/images...)



Shelley Schell

From: vicki young <vickiyoung0725@gmail.com>
Sent: Monday, November 26, 2018 8:54 PM
To: Budget Input
Subject: Transit system

I would like to see council put some serious thought into the current bus system...not the routes but the buses themselves. The buses often travel with little to no riders at a huge cost to the city.

A large city like Edmonton has large buses for the main routes and t
rush hours and use smaller 'buses' for off hour transit and less travelled areas.

The city could sell off larger buses and purchase smaller ones. More efficient on fuel and better on environment.

Shelley Schell

From: Angela Romano <angelaromano1974@icloud.com>
Sent: Tuesday, November 27, 2018 10:59 PM
To: Budget Input
Subject: Priorities for budget

The City should really look to implement more of the recommendations in Roger Brook's long list of suggestions ... he knows what he's talking about and many of them can be done at relatively low cost. Get rid of the unfriendly signage all over town! Beautify downtown more - add more -recycling/garbage bins , bike racks, a piazza, build a multi use/all season splash pad (make it a rink in winter) at Clergue Park, an under-utilized Park which is more central and offers families other programming in summer with nearby library and art gallery and close proximity to downtown helping our downtown businesses. Revisit transit routes and schedule. These would be some of my thoughts. Also - Invest in bringing new industry to the City. Outsource talent and event booking for the GFL arena ... city staff aren't doing it well enough so it loses money.

Angela Romano

Sent from my iPhone

Shelley Schell

From: yvonne rosset <yrosset@hotmail.com>
Sent: Tuesday, December 4, 2018 8:57 AM
To: Budget Input
Subject: Input

Our waterfront is one of the best features of our city and one that should be focused on. The current condition of both the former General Hospital and the Plummer Renal building are deplorable. Not only are they an eyesore but they are becoming a hazard as far as safety and security are involved.

It would be ideal if these locations could become residential or commercial, I. E. Coffee shops, restaurants, local retail so as to draw not only tourism but local residents to the boardwalk.

I do live in the Riverwalk condos so the condition of these buildings is somewhat personal but I truly feel that our waterfront should be priority number one when it comes to spending of tax dollars.

Yvonne Rosset

Sent from my iPhone

Shelley Schell

From: City of Sault Ste. Marie
Sent: Thursday, December 6, 2018 8:44 AM
To: 'tay audrianna'
Cc: pwt; Budget Input
Subject: RE: Sault Ste Marie Street Litter Issue * Important *

Hi Taylor,

Thank you for your email.

We have forwarded your message to our budget team as well as Public Works.

To contact Public Works directly, please call 705-759-5201 or email pwt@cityssm.on.ca.

To provide additional budget feedback, please visit saultstemarie.ca/budgetinput.

Thank you,



City of Sault Ste. Marie

99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
t. 705.759.2500
info@cityssm.on.ca
saultstemarie.ca

From: tay audrianna <office.tayaudrianna@gmail.com>
Sent: Thursday, December 6, 2018 1:13 AM
To: City Clerk <cityclerk@cityssm.on.ca>; City of Sault Ste. Marie <info@cityssm.on.ca>
Subject: Sault Ste Marie Street Litter Issue * Important *

Hello Sault Ste Marie City Hall and City Council,

I am writing you today with great concern regarding the amount of littering and dog defecating I witness across the city.

My name is Taylor, I am 26 years old and recently moved to Sault Ste Marie from South Western Ontario area (particularly London, Ontario) about a month ago.

Prior to moving to Sault Ste Marie, my excitement grew with the idea of relocating to the "great outdoors". The Sault is know all across Ontario for it's natural atmosphere and outdoorsy way of life even within city limits. However, after moving here I was disappointed when I saw nothing but litter surrounding the streets, people not picking up after their dogs and absolutely no trash cans anywhere!

As I mentioned, I used to live in London Ontario, the forest city of our province. The city of London prides

itself on keeping it's roads clean and presentable not only for the visitors but for the Earth as well. I expected this same mentality from Sault Ste Marie considering the amount of wildlife around this area. I've visited multiple cities in Ontario: from Windsor to Sarnia, London, Toronto and Ottawa. These cities are conscious about cleanliness when it comes to garbage (of course the larger the city the more difficult it is to maintain such as Toronto), however the effort is still there.

I walk my dogs many blocks at a time for almost an hour a day. During the entire hour of my walk, I only saw ONE garbage can, and that garbage can was in a bus stall. If I hadn't passed that bus stop, I would not have seen a garbage bin within an hours time. This is alarming to me. I am a responsible dog owner so I know enough to pick up if my dogs defecate, and I will wait until I find a garbage bin to dispose of the waste, but it's almost become normal for Sault Ste Marie residents to NOT pick up after their dogs, considering the amount of dog waste I see on a daily basis all along the streets.
(I currently reside in the residential area near Great Northern Road).

Not providing garbage bins is the number one cause for littering and irresponsible dog walkers. It is also up to the city to provide these means of garbage disposal in order to keep it off of our streets.

In London, there is a garbage bin approximately every 20 feet along the streets of downtown, and a garbage bin near every bus stop and corner outside of downtown area. as well as some recycling bins too. If you take a walk downtown you may also find some dog-bag stations.

In Chatham, my high school held a fundraiser in order to place garbage bins along the streets between the school and the plazas where the students would typically walk between lunches or to and from school. There are also garbage cans lined up along downtown core as well.

Ottawa is one of the cleanest cities I've ever been to. Yes it is the capital of our country, but that should not be any reason why smaller cities have lower standards regarding cleanliness.

Ottawa's population is estimated 1,363,159
London's population is estimated 400,000
Chatham's population is estimated 100,000
Sault Ste Marie's population is estimated 73,368

BUDGET

Now I understand that budget may have a lot to do with the fact that garbages are not provided to the public , it may also have to do with the fact that workers must than be hired to empty and dispose of these garbages regularly , a larger city would typically have a larger budget for these implementations, but with 2019 just around the corner I HIGHLY recommend you take my concerns into consideration and have more garbages placed (recycling is also a fantastic idea and would also promote the city to be less wasteful and think about what gets thrown in the trash and what can be recycled).

-In Chatham, which has a population almost comparable to Sault Ste Marie, the city workers are cleaning along the streets weekly and no trash is left on the ground. The residents of the city also utilize the garbage cans and abandoned dog feces is a rarity.

-Placing garbage and recycling along the streets, even at street corners only, should also aid in cutting back street cleaning costs as I would assume someone needs to pick up the litter left behind on the sidewalks. Money and efforts need to be redirected to something more efficient and after visiting other cities who have implemented these changes, I can almost guarantee people will comply.

- Let's not forget to mention the impact littering and not providing means of recycling has on our Earth. Canada is proud to be known as the great up north, with our beautiful ecosystem and abundant wildlife. We should not allow littering and poor judgement to take away from that . We are along the border of the United States, Sault Ste Marie is a FIRST impression and represents Ontario and Canada. We need to start being more aware of how this city looks always.

As I said, I expected so much more from a city that's known best for it's natural surroundings and outdoorsy residents. Seeing nothing but litter and waste lining the streets is such a disgrace.

I truly hope you take what I have to say into consideration . I would love to see Sault Ste Marie thriving as a litter-free city.

Thank you for your time. If you have any further questions or concerns kindly let me know. I would be more than pleased to find ways for the city to improve it's garbage systems.

Sincerely,

Taylor

Shelley Schell

From: Diane Harrison <dharrison705@gmail.com>
Sent: Tuesday, January 8, 2019 8:18 PM
To: Budget Input
Subject: 2019 Budget

Hello, my name is Diane Harrison. I am writing to you tonight in regards on what to soend money on this year. What about better detox system for the seug addicts as we have had a lot of overdoses, better wait times at the hospital, more beds at the hospital. Even a better detox system at the hospital. I had a friend who went up there a few months ago and the hospital was going to send her home qhen she really needed to be there to detox in order to go to teeatment. Please consider these things. Thanks so much.

Shelley Schell

From: Shelley Schell
Sent: Thursday, January 17, 2019 11:35 AM
To: 'Credit Bureau'
Subject: RE: City Budget

Good Morning

Thank you for your budget input suggestion.

This service is put out regularly through a Request for Proposal process and all submissions are evaluated based upon the same criteria. It was last issued in 2015 for a 2 year term with renewals possible for an additional 3 years requiring a new RFP in 2020 at the latest – awarded to EOS Canada as approved by Council at its April 27, 2015 meeting.

Although the Credit Bureau did not respond to the last proposal in 2015 nor the one previous to that in 2012, we look forward to your submission when the service is put to proposal again.



Shelley J. Schell

Chief Financial Officer & Treasurer
Finance Department
City of Sault Ste. Marie
t. 705.759.5355
s.schell@cityssm.on.ca

99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
saultstemarie.ca



From: Credit Bureau <cbsault@outlook.com>
Sent: Wednesday, January 9, 2019 5:28 AM
To: Budget Input <budgetinput@cityssm.on.ca>
Subject: City Budget

Why don't you use local services instead of call centers to collect your receivables, the Credit Bureau Collections Algoma District is local, employs local people, we do not use recordings as your current provider does, we are live collectors, we can collect far more money, and I say that confidently, this has not been reviewed in years. Why not give us a shot. I promise you won't be disappointed. We work very hard to collect receivables as we don't get paid unless you do, which means, if we don't collect the money, we don't take any commissions. Not only is it a huge disappointment our city doesn't use local services, but we really would like

a fair shot at it, we lost the bid years ago, but it has never been reviewed. We can bring in some of this money owed. Give us a chance.

Kathryn Fleming-Office Manager

Credit Bureau Collections Algoma District

201 - 262 Queen St. E.

Sault Ste. Marie, ON P6A 1Y7

Tel: 705 254 7525

Fax: 705 256 5065

Hours: 8:30 - 4:00 Mon. - Fri.

Shelley Schell

From: Gilbert Clement <gilbertc6@gmail.com>
Sent: Wednesday, January 9, 2019 2:24 PM
To: Budget Input
Subject: what we should spend money on.

This is a reply to the survey posted online on Sootoday

We really need to work on **resurfacing the roads** in SSM, coming in to SSM is a rough ride with poorly filled in crack in the road that make the welcome to SSM look bad and in my opinion saying that its a city that is falling apart. McNabb is bad with holes every where and there are allot more streets, more streets than i want to mention, you know them better than i do.

Please consider this in the budget fro 2019.

Also when a contractor works on repairing a problem and digs into a road there should not be a hole or mound in the repaired spot after the repair has been made, like whats with that!!

Black Road was paved in the fall and its full of waves in the asphalt also its very narrow, what happen to bike lanes on the shoulder of that repair.

Shelley Schell

From: N Garrow <Burgundy9@canada-11.com>
Sent: Tuesday, January 15, 2019 12:31 PM
To: Budget Input
Subject: Taxes Input

Please start fixing the roads
and quit offering excuses. 🙄

I would suggest to you that this
lack of road repair is a vital concern
to businesses that are looking to locate
in the Soo.

Shelley Schell

From: Susan Hamilton Beach
Sent: Friday, November 23, 2018 2:13 PM
To: Matthew Shoemaker
Cc: Larry Girardi; Shelley Schell
Subject: request for expenditure

Hi Matt,

Historically, our HHW was approved and open to the small 'regional' communities. An agreement was entered into with each one and a rate per household was charged regardless of the use by the residents from the community. It has been at least 5 years now where the program is partially funded by the provincial government, but, a condition of our agreement with the province is that we do **not** charge any resident. We are paid by volume regardless of the source (ie. SSM or surrounding community) of the product/waste. We have remained a service option for all of the communities which we served prior to the funding.

All this being said, Styrofoam is not a material that we receive funding for nor is it collected by many communities in the north. Currently, we are landfilling it as no market is available.

Regards,



Susan Hamilton Beach, P. Eng.

Director, Public Works
Public Works and Engineering Services
City of Sault Ste. Marie
t. 705.759.5207
s.hamiltonbeach@cityssm.on.ca

128 Sackville Road, Sault Ste. Marie, ON P6B 4T6
saultstemarie.ca

From: Larry Girardi
Sent: Friday, November 23, 2018 11:47 AM
To: Matthew Shoemaker <m.shoemaker@cityssm.on.ca>
Cc: Susan Hamilton Beach <s.hamiltonbeach@cityssm.on.ca>; Shelley Schell <s.schell@cityssm.on.ca>
Subject: RE: request for expenditure

Matthew,

I don't see it as a money maker as the market from what I understand is very weak. I see it as the responsible thing to do because we must collect it and it takes up a lot of space in its present form. As for taking other communities product, I don't know if our EA will allow that but I am sure Susan will provide a response.

Lg.

From: Matthew Shoemaker
Sent: Friday, November 23, 2018 11:42 AM
To: Larry Girardi <l.girardi@cityssm.on.ca>
Cc: Susan Hamilton Beach <s.hamiltonbeach@cityssm.on.ca>; Shelley Schell <s.schell@cityssm.on.ca>
Subject: Re: request for expenditure

Can it be a money maker for us? Can we take in styrofoam from surrounding municipalities?

Matthew Shoemaker
City Councillor - Ward 3
www.MatthewShoemaker.ca

On Nov 23, 2018, at 11:40 AM, Larry Girardi <l.girardi@cityssm.on.ca> wrote:

Matthew,
It is on the list for Council approval during budget process.
Lg.

From: Matthew Shoemaker
Sent: Friday, November 23, 2018 11:29 AM
To: Larry Girardi <l.girardi@cityssm.on.ca>; Susan Hamilton Beach <s.hamiltonbeach@cityssm.on.ca>
Cc: Shelley Schell <s.schell@cityssm.on.ca>
Subject: Fwd: request for expenditure

Any feedback on this budget request below? It was sent in to our budget input email address.

Matthew Shoemaker
City Councillor - Ward 3
www.MatthewShoemaker.ca

Begin forwarded message:

From: Peter McLarty <pjmclarty@shaw.ca>
Date: November 23, 2018 at 11:13:34 AM EST
To: <budgetinput@cityssm.on.ca>
Cc: Matthew Shoemaker <m.shoemaker@cityssm.on.ca>
Subject: request for expenditure

The City has been forced to stop collecting styrofoam (polystyrene) because there is no market for "loose" styrofoam.

The current market for "densified" polystyrene is about \$60/tonne. A transport can carry 20-30 tonnes... market price (\$1200-\$1800) would cover the cost of transport to market.

Without a densifier/compactor our only alternative is to landfill the styrofoam.

Clean North respectfully requests that the purchase of a densifier/compactor be included in the 2019 budget.

Peter McLarty
Chair, Clean North

Shelley Schell

From: Rory Ring <rory@ssmcoc.com>
Sent: Friday, January 25, 2019 2:54 PM
To: Al Horsman; Shelley Schell; Malcolm White
Cc: Don Mitchell; Carlo Spadafora
Subject: Pre-Budget Commentary
Attachments: SSMCOC City Budget Input-January 23, 2019.pdf

Good afternoon folks, hope to see you at the Business Awards,, a great night out and an exciting event.

Please accept this submission from the Chamber in respect to your, and Councils, Budget considerations.

Respectfully,

Rory Ring, CEO
Sault Ste. Marie Chamber of Commerce
369 Queen Street East, Suite 1
Sault Ste. Marie, ON P6A 1Z4
Tel: 705-949-7152, Fax: 705-759-8166 Cell: 705-255-4361
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369 Queen Street East, Suite 1
Sault Ste. Marie, ON, P6A 1Z4

His Worship Christian Provenzano, Mayor, and Members of Council

Cc: Al Horsman, CAO, Shelley Schell, Chief Financial Officer / City Treasurer
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON, P6A 5X6

January 24, 2019

RE: 2019 Municipal Budget Input Submission

The Sault Ste. Marie Chamber of Commerce (SSMCOC) will not be commenting directly on the 2019 municipal budget prior to final deliberations in early February 2019. In the months ahead we hope to participate more fully and provide more input on specific trends in city expenditures and ongoing challenges faced by our business community regarding municipal taxation. We feel the City Council Finance Committee is best suited as the mechanism where we can bring our concerns and recommendations in the upcoming months.

SSMCOC nevertheless wishes to participate in the city's current municipal budget input process by informing SSM City Council and SSM senior officials about key recommendations pertinent to municipalities, inclusive of Sault Ste. Marie, which the Ontario Chamber of Commerce (OCC) provided in its 2019 Provincial Pre-Budget Submission to the Ontario government.

SSMCOC participated in the development of the OCC recommendations to the province as a non-partisan body representing 41% of the workforce in SSM. The OCC represents over 60,000 businesses employing over 2 Million persons Province wide. SSMCOC is convinced the recommendations pertaining to municipalities, if adopted, will be of tremendous benefit to the City of SSM as the city deals with its ongoing municipal budgetary and economic challenges in the months and years ahead.

It is hoped that City of SSM city councillors and senior officials will add their voice of support to these important recommendations, recommendations which SSMCOC and OCC are working hard to ensure are adopted by the Ontario government in its upcoming provincial budget.

Enhance Fiscal Capacity for Municipalities

In its 2018 Fall Economic Statement, the Government of Ontario rightly recognized that municipalities have real, tangible impacts on the day-to-day lives of Ontarians. Supporting the fiscal capacity of

municipalities is essential to ensuring that individuals and businesses across the province are provided with the conditions they need to prosper.

To that end, the OCC applauds the Province's commitment to provide municipalities with a portion of revenues from the federal cannabis excise tax to help offset the costs associated with new administrative and enforcement functions – an ask we had made in advance of legalization.

Given the importance of well-funded municipalities, it is important to recognize and continue alleviating the fiscal challenges that local governments face in Ontario. In 1995, in order to balance the provincial budget, the Ontario government began a process of “downloading” its responsibilities onto municipalities – including programs for child care, transit, housing, and public health. As revenue sources have not been sufficiently downloaded to fund these programs, municipal governments are faced with a multi-billion dollar funding gap that has led to service cuts and severe underfunding for essential projects like infrastructure.

Programs that are still running are often much less cost-effective than before, since municipalities often lack the human capital, economies of scale, experience, and market power present at the provincial level. Moreover, in order to make up for the funding gap, municipal governments have had to compensate with measures that penalize Ontarians, such as property tax hikes. The net effect has been to increase the cost of living for taxpayers, discourage business investment, and hamper efforts to retain and attract talent.

In light of this, the OCC urges the Ontario government to avoid the same mistake made by previous governments by taking further action to support the fiscal capacity of municipalities across the province.

Gradually increase the Heads and Beds Levy on institutions

The Heads and Beds Levy is paid by the Province of Ontario to municipalities on behalf of certain public institutions (i.e. provincial correctional facilities, hospitals, and universities) in lieu of taxes. The rate has not changed since 1987, when it was increased to \$75.

This long period of inaction has prevented municipal revenues from keeping up with increased costs. It also means that municipalities with a large number of post-secondary institutions, hospitals, and correctional facilities face significant competitive disadvantages vis-à-vis other municipalities, as they are forced to make up for the increasing funding shortfall associated with those institutions.

The OCC recommends increasing the levy to \$100 per bed, then matching future increases to the Consumer Price Index. The economic impact would be immediate, as municipalities would no longer have to compensate for this lost revenue in other ways.

Fix the interest arbitration system for fire and police services.

The OCC and our members value the contributions that firefighters and police make to our communities. We also recognize, however, that the costs of these services have increased at over three times the rate of inflation annually since 2002, contributing to a fiscal crisis in many municipalities. Furthermore the arbitration system, as it currently stands, subjects all parties to unnecessary legal expenditures, lost

opportunity costs and diversion of human resources into efforts that do not benefit the community nor invest in valued service delivery.

In Ontario, interest arbitration is the legal mechanism through which emergency service personnel and municipalities resolve collective bargaining disputes. The awards granted by arbitrators are often based on comparisons to provincial—not regional—emergency services, challenging rural and remote municipalities with significantly smaller tax bases than large urban centres. In Owen Sound, for instance, 46 percent of tax dollars allocated to managing city affairs were absorbed by police and fire services in 2016. The OCC believes it is time to reform the system to reflect the current capacity of our municipalities to pay for increased service costs.

In addition, we recommend that the Ontario government mandate that arbitration decisions be delivered in fewer than 12 months; the current system places no limit on the length of time for which a decision can be delayed, resulting in significant inefficiencies and costs. Finally, to improve accountability and transparency, arbitrators should be required to publicly release a written explanation of their decision that indicates consideration given to the fiscal health of a community.

In late 2018, the Government of Ontario modernized the interest arbitration system for the firefighting sector by amending the Fire Protection and Prevention Act, 1997 as part of Bill 57, the Restoring Trust, Transparency and Accountability Act, 2018. The OCC applauds these amendments, which will:

- Update the system to reflect the current capacity of municipalities to pay for increased service costs;
- Improve efficiency by requiring that arbitration decisions be delivered within four months; and
- Improve accountability and transparency for taxpayers by requiring arbitrators to provide written reasons for their decisions if requested by either party.

The OCC supports these changes within the firefighting sector and encourages the Province to undertake similar reforms with police services by updating the Police Services Act, 1990. Moreover, for greater accountability to taxpayers, the OCC maintains that arbitrators should be required to release written decisions to the public following all cases.

Address Ontario's Infrastructure Deficit

Ontario's infrastructure deficit is limiting economic development. Our underfunded transportation, utility, and telecommunications stock is keeping Ontarians away from services, information, and jobs, while preventing businesses from tapping into value chains and efficiently getting their goods and services to market. Growing demographic and environmental pressures will only add to these challenges in the future.

In the current context of fiscal restraint, it is more important than ever to deliver infrastructure projects in a way that yields the highest return on taxpayer dollars. If chosen and delivered strategically, these investments can be a powerful engine for economic growth.

The Government of Ontario has taken steps in the right direction with initiatives like Bill 32, the Access to Natural Gas Act, 2018. Budget 2019 should prioritize additional investments in technology and

transportation infrastructure with expected long-term value. For recommendations on strengthening critical transportation infrastructure, we encourage the government to consult our recent report, *Moving Forward: Towards a Strategic Approach to Ontario's Transportation Needs (Part I)*

Modify the Municipal Accommodation Tax to protect tourism industry competitiveness.

In December 2017, the Province of Ontario granted municipalities the authority to impose a Municipal Accommodation Tax on facilities that offer accommodation stays under 30 days.

We commend the City of Sault Ste. Marie, Tourism Sault Ste. Marie and the Sault Ste. Marie Economic Development Corporation for working with the Tourism Industry, Businesses, Stakeholders and Partners in the implementation of the MAT, with the goal of embracing and enhancing tourism in Sault Ste. Marie. We look forward to the resulting benefits of investing in the Travel Industry, Businesses and Travel Infrastructure.

Tourism is an important driver of economic activity in Ontario, contributing over \$32 billion to the provincial GDP and supporting nearly 400,000 jobs. Effective implementation of the Municipal Accommodation Tax will ensure that the industry remains competitive and continues to be a source of economic prosperity for our province.

Restore passenger rail in Northern Ontario by partnering with the Canada Infrastructure Bank

The lack of adequate transportation infrastructure in Northern Ontario is a significant barrier to economic development. In recent years, mass transit service within Northern Ontario has been significantly reduced or cancelled, limiting mobility in a region already underserved compared to the rest of the province. In 2012, the Northlander passenger rail service came to an end, followed in 2018 by the cancellation of inter-city Greyhound routes as well as those that link the North to Western Canada.

A lack of transit limits access to health care, jobs, and business opportunities for Northern communities. It also hinders development of the Ring of Fire, which has the potential to generate up to \$9.4 billion in GDP over 10 years for this province.

In its 2018 Fall Economic Statement, the Ontario government committed to supporting economic development and job creation in the North by investing in infrastructure. Since the expansion of passenger rail in Northern Ontario would generate fare revenue, it can be funded in part by the Canada Infrastructure Bank (CIB), a Crown corporation that attracts private sector investment to fund revenue-generating infrastructure in the public interest. By partnering with the CIB on this project, the Ontario government would take considerable strides towards unlocking economic development opportunities in Northern Ontario—including the Ring of Fire—at an acceptable cost to Ontario taxpayers.

Direct business support to where it is needed most

Supporting businesses is an important means for the Ontario government to foster economic development, and job creation across the province. It is in everyone's best interests that business tax incentives, training programs, and grants are effective and making good use of taxpayer dollars. Currently, there may be opportunities to improve the value of existing business supports.

Following a recommendation made by EY Canada, the Ontario government announced in its 2018 Fall Economic Statement that it will undertake a review of all business support programs to determine their effectiveness, value for money, and sustainability.

The OCC welcomes this decision. We encourage the government to undertake this review in close collaboration with industry, which is well positioned to help clarify whether business supports are creating the intended value for our economy and to identify opportunities to make them more effective.

Currently, more than half Ontario's business support initiatives provide firms with resources to increase their general inputs (financial assistance, and human and physical capital), while fewer programs support those factors known to increase firm size and productivity, such as export capacity.

Reorienting some of these initiatives can be one way to create more value under fiscal restraint. Additionally, we recommend looking at whether the existing programs are the best means to achieve the desired outcomes. In some cases, it may be more appropriate to reduce red tape, connect businesses with available resources, or use other tools to fulfill the underlying rationale.

Finally, where grants are deemed to be the most appropriate policy mechanism, consider establishing specific and transparent return on investment thresholds to ensure that funds are directed to where they are most helpful. Simply put, require that projects produce a minimum level of incremental economic value before funding them through the business support budget.

In conclusion the Sault Ste. Marie Chamber of Commerce wants our City leadership and City staff to know that the together we can partner on not just budgetary dialogue but in many ways that will enhance Sault Ste. Marie's competitiveness, social fabric, quality of life, and by working together bring economic prosperity to all.

We look forward to working together.



Don Mitchell, President



Carlo Spadafora, 1st Vice President



Rory Ring, CEO

Shelley Schell

From: [REDACTED]
Sent: Thursday, November 22, 2018 10:59 AM
To: Shelley Schell
Subject: Budget Suggestion

A woman called this morning, but did not wish to give her name. Her budget suggestion was to provide assistance to seniors with shoveling or plowing their driveways. She lives in her home with her husband and must go for radiation treatments. Her husband is waiting for hip surgery. She mentioned that last week the City plow went by at 6:00 am and she was unable to get out of her driveway. She inquired about hiring someone, but found it to be very expensive. Red Cross no longer assists seniors with cleaning their driveways, and VON is booked for the year. Can the City provide this service?

[REDACTED]

THE CORPORATION OF THE CITY OF SAULT STE MARIE
2019 BUDGET INPUT
SUMMARY OF RESPONSES-ONLINE BUDGET INPUT TOOL

Average: Simple average of all responses

Minimum: Lowest number in all responses

Maximum: Highest number in all responses

Standard Deviation: Quantifies the amount of variation in the responses. A value close to 0 indicates the responses tend to be very close to the average.
a high value (20% being highest) indicates the responses are spread out over a wider range.

Ward 0: no ward selected

Police Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-1%	-20%	20%	7%
1	-1%	-10%	10%	5%
2	0%	-20%	20%	9%
3	-1%	-20%	10%	7%
4	1%	-5%	15%	5%
5	1%	-10%	20%	8%
ALL WARDS	0%	-20%	20%	7%

Public Works and Engineering Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-15%	20%	7%
1	1%	-15%	20%	7%
2	-1%	-20%	5%	7%
3	-2%	-10%	15%	6%
4	-4%	-10%	5%	5%
5	-2%	-20%	20%	8%
ALL WARDS	-1%	-20%	20%	7%

Recreation and Culture

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	1%	-20%	20%	9%
1	0%	-20%	20%	10%
2	2%	-20%	20%	10%
3	2%	-20%	20%	9%
4	3%	-10%	20%	10%
5	-1%	-20%	15%	8%
Grand Total	1%	-20%	20%	9%

Fire Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-4%	-20%	5%	9%
1	-1%	-20%	10%	5%
2	-2%	-20%	20%	8%
3	2%	-20%	20%	13%
4	5%	-15%	20%	12%
5	-1%	-5%	0%	2%
ALL WARDS	-1%	-20%	20%	9%

Winter Maintenance

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	3%	-5%	20%	6%
1	2%	-20%	20%	9%
2	4%	0%	20%	6%
3	3%	-10%	20%	7%
4	-1%	-10%	5%	5%
5	2%	-5%	10%	5%
ALL WARDS	2%	-20%	20%	7%

Planning

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-2%	-20%	15%	8%
1	-4%	-20%	5%	8%
2	1%	-20%	20%	9%
3	-4%	-20%	10%	9%
4	0%	-5%	5%	5%
5	-2%	-10%	10%	6%
ALL WARDS	-2%	-20%	20%	8%

Corporate Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-8%	-20%	0%	8%
1	-9%	-20%	0%	7%
2	-6%	-20%	0%	8%
3	-11%	-20%	0%	7%
4	-10%	-15%	-5%	4%
5	-6%	-20%	0%	7%
ALL WARDS	-8%	-20%	0%	7%

Waste Management

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-10%	20%	6%
1	0%	-5%	5%	3%
2	0%	-10%	5%	3%
3	-1%	-5%	0%	2%
4	-2%	-10%	0%	3%
5	-1%	-10%	0%	3%
ALL WARDS	-1%	-10%	20%	4%

Transit

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-2%	-20%	15%	8%
1	-4%	-20%	5%	8%
2	1%	-20%	20%	9%
3	-4%	-20%	10%	9%
4	0%	-5%	5%	5%
5	-2%	-10%	10%	6%
ALL WARDS	-2%	-20%	20%	8%

Community Development and Enterprise Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-2%	-20%	20%	9%
1	-3%	-20%	20%	9%
2	-1%	-20%	10%	6%
3	-2%	-20%	5%	6%
4	-3%	-10%	5%	5%
5	-5%	-20%	10%	9%
ALL WARDS	-3%	-20%	20%	8%

Community Centres

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	20%	8%
1	-2%	-20%	15%	8%
2	0%	-10%	10%	5%
3	0%	-20%	10%	7%
4	1%	-10%	5%	5%
5	-3%	-20%	10%	8%
ALL WARDS	-1%	-20%	20%	7%

Economic Development

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-1%	-20%	20%	9%
1	-2%	-20%	20%	11%
2	1%	-20%	20%	10%
3	-4%	-20%	20%	12%
4	-4%	-10%	20%	9%
5	2%	-20%	20%	11%
ALL WARDS	-1%	-20%	20%	10%

Capital Financing & Debt

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-4%	-20%	20%	10%
1	1%	-20%	20%	8%
2	-1%	-20%	20%	7%
3	-2%	-20%	20%	9%
4	-5%	-10%	0%	4%
5	-1%	-20%	20%	10%
ALL WARDS	-2%	-20%	20%	8%

Response_Comments

And cut everybody's pay at the city by 5%. All of them, from secretaries and pothole fillers right over to the CAO. Everyone. 5% less pay starting in 2019.

I am in favour of maintaining basic services - winter maintenance, road repair, property management, etc. and cutting back on staff salaries and arms-length organizations. I am not convinced that we need all the staff that we have at city hall or that they are providing value in all cases.

The culture sector is underfunded and requires more support, specifically our museums.

more more into business development to create jobs

If we can eliminate debt faster we are saving interest payments. When planning for the future it would be nice to carry less burden of debt and interest to allow growth. The trouble with this is it is unpopular as it will always make the next government look better as they will have better groundwork to spend and increase services due to less on debt. It would be nice to see a council think ahead in this way.

Municipal Infrastructure should be the top priority for increased funding. Council must act to replace aging infrastructure - this is particularly important in a community which lacks significant growth which might otherwise assist with funding infrastructure renewal. Caution must be exercised to resist "window dressing" - that is cosmetic upgrades, when foundational infrastructure such as roads and municipal services are in decline. We can sustain loss in cosmetic upgrades in times of austerity, but must not allow core infrastructure to decline if we are to assure a foundation for growth is ever ready when opportunities such as Noront presents. It is irresponsible to defer renewal of core infrastructure renewal costs in a community that may see a decline in population - infrastructure renewal will only become increasingly unaffordable should population remain static or in decline. Social services - specifically those which contribute to improving community health and housing and contribute to reductions in crime and can enable existing EMS and policing costs to withstand inflationary costs.

Too much emphasis and \$\$\$ are spent on policing. The police budget should be reduced & funds redistributed for planning, infrastructure (roads), transit, community development & recreation and if possible debt reduction. As well, we need to spend \$\$\$ (on infrastructure where necessary) to attract more business / industry to build our tax base and provide higher end jobs (not minimum wage businesses).

I think the city shouldn't be spending peoples money to help other people with their businesses. They shouldn't waste money fighting with people like me who just want to run their own business, and be left alone. Let people do what they want on their own property as long as it isn't affecting other properties, within reason. And tell the police that if they don't want to enforce the criminal code when there is strong evidence that someone has contravened it, they will have their budget cut. And get the police to try to investigate crimes against properties. My house was broken into and robbed, my car was stolen out of my yard, other people have been robbed. We even know who some of these criminals are, and the police won't even investigate. Maybe take some funding away from the police, and fund another new group to investigate crime.

We must cut back on salary and benefits being half of our budget, whether through a wage freeze for 5 years, less city employees or maybe a bit of both. Public sector MUST stop outpacing private sector wage growth or we will never solve our finance issues. Innovation Center and EDC are great ideas but have not lived up to the billing, not sure how much funding they receive but a lot less money should go to them.

With the early snow this year, I was disappointed to see that the sidewalks to my neighbourhood school were not cleared for two days. Any child not on a bus route was forced to walk in knee deep snow or take to the road. Please keep maintaining our infrastructure but the decision to simultaneously close both central access routes from the lower downtown to the upper mid-town was a poor compromise. I would like to see more money spent here to avoid such circumstances in the future by bringing one project forward 1-2 years.

Would like to see some external consultation to guide innovative efforts to attract major industry to the area: 'free' land, no/low taxes for 5-10 years after relocating here, etc. Auto parts manufacturer? Other manufacturing, especially using steel, or other feedstock that would be sourced from US or via shipping. External consult would be to identify companies that are planning to open facilities in Southern Ontario or elsewhere in Canada. SSM could then make a pitch as to why they should locate here instead. Goal "to add 1000 manufacturing jobs" in SSM over next 5-10 years, etc. Hold the line on services in the interim but once residential and corporate tax base is increased, city focus shifts to enhancing those public and community services. Also, tourism efforts should focus on compelling cross-country travellers to spend at least one night in SSM. Lots of people drive through already - let's work to get them to stay one / one extra night and spend tourism dollars that way. Need to lobby government to fund a world-class attraction here, like Science North in Sudbury. Bushplane is good, but need more. Maybe create "World's Largest Museum" by installing large, beautiful, informative outdoor displays at each KM along the hub trail? E.g. world's largest birchbark canoe to honour voyageurs; world's largest snowman (built each year by local contractor who get to advertise on site in exchange for their work); world's largest windmill tower; world's largest teepee, etc., etc. People love to stop and look at "world's largest" attractions. What if we had 20 of these along the hub trail? That would get some attention and tourists stopping to take a look and give the city a tourist identity that can be tied to local features. And bit kitschy, but people like that kind of thing :)

Eliminate one fireball. Consider training firemen as paramedics too so we are not paying for people sleeping on 24 hrs shifts and they can take paramedic calls. Cut back on duplication of vehicles to calls and unnecessary micromanaging ie. Supervisor trucks following ambulances. Unnecessary expensive SWAT team and armed vehicle which we pay lots of overtime for normal police arrests and pay for guys working out in gym vs. Finding drug dealers whom most highschoolers seem to be able to find.

Quit wasting money on studies like the change of traffic patterns on Bay and Queen Street. Focus on safety issues like clearing our critical sidewalks in winter. They were built to keep pedestrians off City streets, use them before someone is hurt. If the Parks, like Bellevue, have staff that have extra time in winter to clear non-sanctioned paths then reassign them to clear sidewalks in the neighbourhoods around the Park. This clearing of non-sanctioned paths is a waste of tax dollars to fund Parks when they are wasting gas, labour and equipment on these frivolous activities. Restrict land development within already established subdivisions and commercial areas and stop the urban sprawl. Why should existing taxpayers pay for this extra infrastructure, stretching sewer and water lines to meet these new demands. If you want to pursue it add hefty land development fees, make the developer pay for all the infrastructure necessary and make the developers aware that taxes on landowners in perpetuity will be 100% of the cost, at minimum, of this development and increased as necessary. Add speed mounds like other Cities have done to problem speeding areas in town. Police enforcement is great but can't be everywhere this solution works and will perhaps prevent some of the accidents and injuries in this City. These are not speed bumps but a gradual increase which will only be a problem if you speed and will not affect snow clearing efforts.

I think we need better road maintenance, I couldn't find exactly where that was located but assumed it was public works. We need better winter snow clearing, I've never lived anywhere else that loses lanes in the winter. I think Transit could be cut way down by transitioning away from buses (which appear to be mostly empty most of the time) to smaller vehicles. We could even look into what Innisfil, Ontario did by partnering with Uber to create on-demand transit rather than routes with empty buses. As for corporate help, my main concern was letting the steel plant get away with not paying taxes. I get they are a major employer but it sends the message that if you're rich you can not pay your taxes. If I stopped paying my taxes on my house I would expect that I would lose my house. There shouldn't be exceptions for the people taking advantage of every person they can in this city with no consequence.

Taxes are getting to high, we need to sacrifice services to get taxes lower.

carrying debt is a poor practice. corporations like essar are taking advantage of taxpayers and small service and suppliers because of government. forgiving corporate taxes makes me pay more. that is unacceptable. waste diversion should be increased via creative innovative thinking.

This may sound awful but with Narcan readily available, I'm going to assume police services are being used less AND the Narcan is much cheaper than having to pay for emergency services, such as the police. I only say this because some people have complained about the costs of Narcan when in reality it is saving money on ems; it is sad, but it's also the reality.

As a northern city, we should be better equipped to deal with winter. Roadways should be cleared sooner and without narrowing the lanes to protect public safety and reduce collisions. We should also invest significantly in transit which would reduce the number of vehicles on the roads in the winter.

I don't know how paying firemen to "work" 24 hrs straight is "safe" and a wise use of our dollars but cutting from 4 to 3 firehalls and eliminating 25% staffing and trucks by placing a hall in the centre of the city on the hill (closing downtown and Old Garden River rd halls) sounds like a great idea. Also sending "every service to all calls" seems a waste and appears to only serve as making fire and police look busier than they are. Cut the SWAT team waste of tax dollars too. Shouldn't all police be able to make arrests without them?

importance and accountability. front line workers.

Jail the drug dealers, synchronize the traffic lights properly... alot of lights don't allow time to get to the posted speed limit between them, bring in manufacturing plants that will use large amounts of steel and develop a nation wide shipping/receiving port, expand airport. Create jobs!

I myself work in public sector and see the waste . A 2% saving is doable without any cuts just being more efficient.

There should be a considerable decrease in the Mayor's and Council woman/man, salary. Individuals that are running for these positions, should be running for the purpose of making a difference in the community and volunteering there time and not for the money.

Family programming and activities Library John Rhodes Splash pad

We spend too much on fire fighting. I would support a volunteer fire service.

A city like our spend too much on fire fighters. They all have side jobs because they don't ever work. There are tons of young ppl in this city who would do the job for half the pay. Slash their budget.

I would be happy to know we live in a safe community with effective monies given to our Police and Fire Department's good work. With children whom we hope will stay in our community, it is of utmost importance to allow community and recreational facilities that will ensure they have the best access to activities to lead happy, healthy childhoods and grow up with adequate recreational spaces. A hockey family, I would love to see the City spend funds on additional sporting spaces, namely hockey and hockey dryland pads. I understand the extremely high cost of these to build may not appear to be in the short term budget, however invest properly in adjunct businesses that will mean extra city generated income to assist in offsetting the expenses to run such a facility. We all know that when you buy a Tim Horton's franchise, you will earn an excellent income and most owners we personally know, have achieved tremendous financial successes. Put a Tim Horton's into the arena (as well as putting one into the existing Rhodes). At the ice rink 4-5 times per week, we see tremendous numbers holding coffee, and not those sold in the canteen of the said facility. I returned to my hometown from a large centre where it was also common to have mini kiosks for other food companies (ie Pizza Hut). I understand a large restaurant with competing menus may be a concern, but if you consider the reality, this should be seriously reviewed. There will always be the clientele who will go into the restaurant either before, during, or after their child(s)' sporting activity. However, with a large family, I have no desire to have the expense of a large sit down type of meal on days we are at the rinks/facilities for various hockey and sporting activities. However, offer me the chance to pick up the portable personal-sized pizzas? I would most definitely purchase regularly. Consider the discretionary income of those attending these facilities. If you have funds available for placing your children in organized sports, you generally possess funds to purchase better food than a burnt bag of popcorn, mystery-meat hotdog, etc. I would love to keep my snack money at the arena. Something to seriously think about Sault Ste. Marie! Dollars spent on a new, large, multi-pad arena, with the inclusion of a dryland hockey space, would also allow the Sault to host more tournaments. We continue to increase our hockey numbers every year (just ask the Soo Pee Wee who has seen an influx of a reported 2,000 additional players this year alone). There is not enough space, and more and more teams are taking their dollars across the bridge, which is unfortunate. As much as longtime Saultites may not appreciate the big fast food chains, they are what sell. A canteen for a small organization will likely earn a minimum income, whereas including a popular, successful brand, will only add to the income of local community centres. Thank you for your time.

Police service in Sault Ste. Marie, are under over paid and under worked. Fire services has had to make ambulance care their main focus, to make them selves seem fundable. The city has had a proven tract record of not being able to properly manage its and to over tax it's people. the budget is getting to be for it's resources. The whole thing needs to be thinned out and reworked. services on the social side to the budget need to be trimmed. its construction projects needs to be revamped. city projects seems to be out to lunch with no real focus. The city needs to cut costs to balance the books with out raising property taxes. worry about the people paying into the taxes. I deal with a lot of people from Outside of Sault Ste. Marie, Ontario. their comments are the best part of Sault Ste. Marie is leaving. remove social services from out side the down town core. bring in true tourist events to Sault Ste. Marie. Lower property taxes, to increase the desire for businesses and people to move to Sault Ste. Marie. My property taxes went up 60 dollars a month and there is nothing to show for it. help the people that want to help themselves. lower the taxes and put the money where it truly belongs, bring in big businesses, put the money into education, and infrastructure. I've read over the last two years how the city of Sault Ste. Marie, has been dishonest with businesses and the people about how much they should be paying for taxes. I've read how the City of Sault Ste. Marie had to be taken to court and to forced to come good for the over taxation. I personally believe that if you come clean say yes we made a mistake and come good for it. People and Businesses with come to Sault Ste. Marie. Remove some of the control the down town association has on the City. bring in big stores, bring in any business that wants to come to Sault Ste. Marie. Bring in Costco their stating wage is over 20 an hour. Lower taxes bring in businesses and people, this will get people working, more people buy houses, buying goods and services. This will bring more people and more businesses which means more taxes. The old saying is still applies, less is more.

Stop spending money on out of town consultants. Either Go Local and keep the money here or don't do it at all.

We need to balance the budget and reduce the amount of staff running this city via attrition. Administrative costs are too high. Staffing levels continue to increase gradually as do salaries. We cannot spend on frivolous projects like adding new roads/thoroughfares to improve traffic, or having less one way streets downtown, when we are in such a deficit! Let's go to Sault Ste. Marie, they have less one way streets... really...My taxes continue to increase and increase. I am a single mother. I do not know how seniors are managing to stay in there homes. In the 9 years I have lived in my home my taxes have increased \$1000. Our taxes are some of the highest in Ontario. This has to stop.

Without a large population base this city needs to focus on maintaining quality of essential services such as police, fire, and public works. Less spending in other areas in order to make this city affordable to live in and run a business in.

Fix the roads.

Waste management could be reduced by incorporating a 'no plastic' bag law and developing an educational campaign to help people make informed choice about the amount of consumable items used and it's impact on our community. We have so many empty buildings, I'd like to see more focus on what to do with them than spending money to build new ones. Perhaps providing an incentive to retro-fit rather than build new. Increasing the number of cycling paths so that more people can commute safely to and from work. Developing new and building on existing partnerships with our city businesses, educational institutions and not-for-profit organizations.

Cut back on overpaid ambulance chasing spoiled firemen. eliminating one hall out of 4 would save 25 %. why are we going to pay guy 100000 to work 7 days a month and sleep half of that!!!

too many firemen being paid big bucks to sleep and eat on the job and follow around ambulances. fix up the tennis courts and basketball courts, play grounds for kids to play outside old ratty playgrounds don't invite anyone to use them. pick one a year to fix and keep rotating around the city spend some money celebrating different cultures in Sault Ste Marie each year with a themed festival rotating the nationalities or cultures celebrated "a cultural weekend"

Cut the fat!

I think the city should make road repair and road construction its number one priority!!!! Black Rd, Third Line to SAH, Sackville Rd to Third Line. Road repairs, everywhere!!!!

I think it's ward five...Matt Scott is councillor that I recall. Our taxes are too high for what we get. My house is way over assessed and couldn't sell near what assessment was. We've asked for reassessment but in meantime have been over assessed for 6 years. So we want lower taxes bottom line. Things that matter are being able to get to work ..so winter maintenance. No one should have to shovel two feet of snow at end of driveway. We have grinder pumps in place forced by city which always break costing us thousands every couple years. Not fair that we get nothing for this in return. Survey the street on Brule to see how many have had to be fixed replaced. So I guess we would rather see less spent on planning, debt repayment, etc. Try to fund some other maintenance other ways..user fees for parks etc. Make us safe (police/ fire) , make winter stress free. The rest you can figure out. Lower our taxes. I couldn't sell my house because taxes are too high and average joe couldn't afford it. I'm an average joe stuck in this situation. Having to move to evade taxes is ridiculous. Look at older same size homes and try even out payments as newer homes (last 8 years) are killing us.

I understand people get all up in arms over taxes increase, but it's a fact of life if we want the services we have. I would much prefer to see smaller increases than a huge jump, it's easier to absorb that way. I'd like to see more money go towards snow removal (we seem to exceed that budget every year recently, and we can't just leave the snow). I'm also interested in seeing some increases to diversify the economy and bring in new businesses. SSM is well positioned to become an IT hub for Northern Ontario, and I'd love to see us try to expand on that! We can't rely on a single industry to employ our city, we need to diversify. I am also really loving the increase in publically accessible activities. I am really looking forward to trying out the splash pad in the spring with my kids. I love to see our city expanding on public, free to use things like that. I feel that it is really important to make sure our lower income families have safe and easy access to lots of outside activities for a healthy lifestyle.

Whilst it is very difficult to judge the impact of a dollar spent on an economic development agency, one thing is for sure: if a business is interested in investing here, it is not someone at the Innovation Center, the Economic Development Corporation (EDC) or Development SSM that will change their minds. I agree that we need people to reach out and respond to businesses that are interested in investing here and to make tax deals when necessary, but a budget of \$1.3 million to do so, and 3 agencies definitively seems overkill. Plus, it is not even the people from those agencies that have a real say in tax deals, so why employ middle men? From a citizen point of view, it is hard to understand the distinct role these agencies have. The reduction in the proposed budget for EDC in 2018 is a welcome measure, but I believe we should be really more drastic: fuse all those 3 agencies and reduce their budget to a million dollars. That should be more than enough for the intended purpose. True it means firing people, but those people could be working at something else, creating way more value for our community than what they are doing now. Finally, please do not use taxpayers' money in those obscure agencies for bids like that of Amazon that clearly we had no chance of obtaining (they needed 50 000 employees... more than all the population in age of working we have in town!). That's a real waste of our resources, and we got laugh at, again, at national level. Thank you for reaching out to your citizen, it's appreciated.

Resurface roads, fix up playgrounds for kids. Cut back on overpaid firemen. Less fires should mean less firemen. Can't pay guys 100 000 to eat and sleep and workout all year. How is working 24 hrs shifts safe....hypocrits! Cut back on management in emergency services too. Develop economy and jobs not just at Walmart

Please invest more in winter road maintenance and recreation/community centres.

I would like to suggest that a MAJOR effort be made to gather all the unpaid taxes that are owed to the city. Repo the properties that are 3 year (or more over due and sell them off) both business and residential. I'm tired of paying the bill for losers...

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There is a difference between want and need, when we are not growing economically as a town we should be carefully considering those wants before committing my tax dollars to it. For example the study to change the traffic in the downtown to two way, was a waste of excess funds that we don't have. Tighten up those dollars, work to increase the tax base. Be wary of those who claim privatization will save us money, typically it is getting the same job done except with lower paid workers. That does not help the local economy.

More focus on community services like transit and recreation, and economic development will lead to better QOL in sault ste marie and will hopefully attract younger talent to our aging city.

Additional money to EMS services in the community.

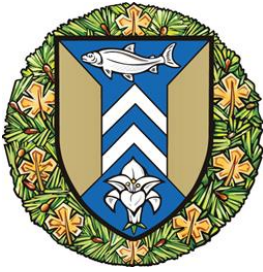
Any city official reading this would agree that 20% could easily be cut in dire straights. There is little motivation and leadership in this city to seek to be the best it can be. The status quo will win the race until we have a true leader that can motivate the citizens and workers of the city of Sault Ste. Marie. Thanks Lee

I have zero faith in your skills or abilities to run a city, and I think the evidence objectively supports that belief.

Just a note...

Shelley please read
my note.

Taxes are going up
again. Older people who
have houses away seem
to pay and pay. Some are
having a hard time
paying them. I know you
can't put them down
maybe you could stretch
payments from four
to ~~four~~ five this
time. This would
help a lot. If you
can't help us, I don't
know how some



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

COUNCIL REPORT

February 4, 2019

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Corporate Services

RE: 2019 OMPF Allocation Update

PURPOSE

The purpose of this report is to provide Council with an update for the 2019 Ontario Municipal Partnership Fund (OMPF) allocation.

BACKGROUND

On December 21, 2018, correspondence was received from the Minister of Finance indicating to municipalities that the OMPF will be reduced by an unspecified amount and allocation notices for 2019 would be released at a later date. Typically the allocations are received prior to the end of the previous fiscal year to assist municipalities in their budget planning.

The presentation to Council of the 2019 Preliminary Budget on January 14, 2019, stated the OMPF grant had been maintained at the 2018 level and an update would be provided when information became available. On January 21, 2019, the Assistant Deputy Minister for the Ministry of Finance provided additional correspondence to municipal Treasurers.

ANALYSIS

The Province is providing an interim payment equivalent to the 2018 quarterly payment for January to March to support cash flow administration only. The Province has stressed in their correspondence that it does not reflect what the actual 2019 OMPF allocations may be. The City of Sault Ste. Marie is being provided a payment of \$3,863,800.

Actual OMPF allocations are to be announced once a decision regarding the OMPF has been finalized. At that time applicable adjustments will be made for funds already provided in 2019. No indication of the timing of a decision has been provided.

FINANCIAL IMPLICATIONS

The provision of an interim payment for the 1st quarter of 2019 assists with cash flow, but uncertainty still exists regarding the 2019 OMPF allocation. If allocations to municipalities are reduced, Councils will need to compensate with property tax increases or local service reductions in 2019. Delayed notification of the allocations make it difficult to make 2019 spending decisions.

STRATEGIC PLAN / POLICY IMPACT

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

RECOMMENDATION

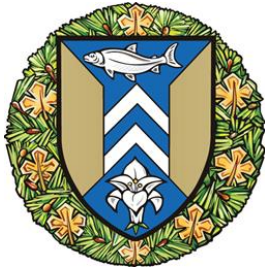
It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer & Treasurer dated February 4, 2019 regarding the 2019 OMPF Allocation update be received as information.

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
COUNCIL REPORT

February 4, 2019

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Rachel Tyczinski, Deputy City Clerk

DEPARTMENT: Corporate Services

RE: Corporate Membership Fees 2019

PURPOSE

The purpose of this report is to request approval of 2019 corporate memberships from City Council.

BACKGROUND

The following memberships will be due in 2019:

	2019 Renewal	2018 Fees
Algoma District Municipal Association	300	300
Algoma Veterinary Committee	*864	864
Association of Municipalities of Ontario	13,165	13,033
Chamber of Commerce	*406	406
Federation of Canadian Municipalities (voluntary – additional fee for pre-election advocacy)	11,551 6,200	11,438
Federation of Northern Ontario Municipalities	*3,150	3,150
Great Lakes and St. Lawrence Cities Initiative	5,500	5,500
Ontario Good Roads Association	*2,228	2,268
Ontario Traffic Council	670	661
	44,034	37,620

*projected amount – invoice not yet received

ANALYSIS

Council approved the Federation of Canadian Municipalities (FCM) membership as a 2018 supplementary budget item on December 4, 2017. This was the base membership and did not include an additional fee for advocacy.

FINANCIAL IMPLICATIONS

Total 2019 membership fees are estimated at \$44,034. This includes a voluntary contribution to a pre-federal election advocacy fund in the amount of \$6,200 which is not included in the 2019 preliminary budget. The additional one-time advocacy funds are referred to 2019 budget and included with the 2019 operating increase requests for Council deliberation.

STRATEGIC PLAN / POLICY IMPACT

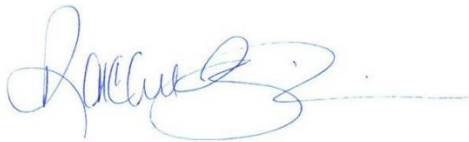
This is an operational activity not specifically linked to the corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy City Clerk dated 2019 12 04 concerning 2019 corporate membership fees be received and that payment of 2019 memberships in the amount of \$37,834 be approved, with \$6,200 to the Federation of Canadian Municipalities referred as a supplementary budget request.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Rachel Tyczinski', followed by a horizontal line.

Rachel Tyczinski
Deputy City Clerk
705.759.5392
r.tyczinski@cityssm.on.ca

Subject: FW: Contribution to Advocacy Fund

Sent: Wednesday, January 30, 2019 3:37 PM

To: Kim Vaudry <k.vaudry@cityssm.on.ca>

Subject: RE: Contribution to Advocacy Fund

Dear Ms. Vaudry,

Thank you for your question about FCM's Special Advocacy Fund.

Election 2019 is a significant moment for Canadian cities. We have the opportunity to move the yard stick on new fiscal tools for municipalities to help our members tackle the increasing challenges and issues that local governments face. Our Board of Directors proposed the [Special Advocacy Fund](#) to deliver on these priorities and to leverage the federal election for the benefit of the municipal sector. Members who choose to pay this optional contribution will be funding an ambitious, multi-faceted campaign that integrates polling, detailed platform development, sustained outreach to every federal party, and an innovative communications and media plan - all with the goal of keeping municipal priorities front-and-centre during the election and the crucial first months of a new government.

Since the last federal election, FCM has made significant gains for municipalities, from historic infrastructure investments to Canada's first National Housing Strategy. With another election coming up we can't risk seeing federal parties move on from local priorities. We have to ensure that all federal parties understand that local solutions tackle national challenges. For more information on the types of issues and municipal involvement we'll be championing during the campaign, see our [pre-budget submission](#).

The amount on your invoice is what Sault Ste. Marie would pay if you choose to join the fund, covering both years of the fund term. Contributions were calculated on a sliding scale based on population, similar to member dues but with a cap at the high and low ends.

So far, the support has been very positive. We have received contributions from municipalities of all sizes in every province and territory.

I hope this information helps you as you decide whether to be part of this ground-breaking campaign. I would be happy to speak on the phone if there are any further questions.

Sincerely,

Jarrah Hodge

Jarrah Hodge

Outreach and Engagement Advisor | Policy and Public Affairs

Conseillère en sensibilisation et mobilisation | Politiques et affaires publiques

T. 343-925-6456



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CANADIENNE DES
MUNICIPALITÉS[HOME](#) > [ABOUT FCM](#) > [MEMBERSHIP](#) > **SPECIAL ADVOCACY FUND**

Special Advocacy Fund

Election 2019 is a vital opportunity to propel local governments to new heights. Seizing this moment will take our biggest effort ever. To help make that happen, FCM's Board of Directors has approved a Special Advocacy Fund.

This 2-year Special Advocacy Fund will drive an intensive, multi-faceted campaign to keep municipal priorities front-and-centre heading into

Election 2019, as well as in the crucial first months of a new government. It will be FCM's largest and most ambitious campaign, reaching out to every federal party. The fund is supported by FCM members on a voluntary basis.

FCM has delivered unprecedented gains for municipalities, starting with Election 2015. We can't risk seeing federal parties move on from local priorities. Election 2019 is our vital opportunity to build on our historic gains and to make municipal progress "the new normal" for years to come.

For more information on the FCM Special Advocacy Fund, see our questions and answers below or email membership@fcm.ca.

Questions and Answers

Q: What is the Special Advocacy Fund?	+
Q: What will the fund be used for?	+
Q: Why is this fund important?	+
Q: How much are municipalities being asked to pay?	+
Q: Is the fund mandatory?	-

The Special Advocacy Fund is voluntary, and not tied to FCM membership. However, it's a vital opportunity for municipalities to take our historic progress to new heights and to continue to deliver for Canadians the same way we always have—together.

What municipal leaders are saying about FCM's Special Advocacy Fund:

Our choice in the next federal election is simple: either we continue to move forward as local governments, or we fall back. If we get this right,

we'll see federal parties competing to support municipal priorities. We'll see a federal government that understands why full partnership with municipalities is the only way forward. Election 2019 is our opportunity to make that happen. We can't leave anything to chance.

— Don Iveson

Mayor, Edmonton, AB

FCM delivers for municipalities

Starting with our Election 2015 breakthrough, FCM's hard work and influence has significantly shaped historic gains for local governments, including:

- The Investing in Canada infrastructure plan—a **12-year, \$180 billion federal investment in local infrastructure**, from public transit to wastewater system upgrades.
- Canada's first-ever **national housing strategy**, including key commitments to repair and build affordable housing across the country.
- A **strengthened seat at the table**, including through unprecedented engagement with federal, provincial and territorial ministers, as well as with opposition leaders and the Prime Minister.
- A **predictable federal allocation model for transit expansions** that put municipalities in the driver's seat.
- A **\$2 billion rural and northern infrastructure fund**—the biggest investment of its kind in a generation.
- Better access to **high-speed broadband** through the federal Connect to Innovate program and the CRTC decision to mandate universal broadband access
- New **capacity-building programs** on asset management and climate change—led by FCM—as well as a new \$125 million capital investment in FCM's Green Municipal Fund.



24 Clarence Street
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Email: info@fcm.ca

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Focus areas

Programs

Funding

Resources

Events & training

News & media

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CAREERS

Site Map



Corporate Services (incl. Mayor and CAO Offices)

Budget 2019

Corporate Services

Finance



☐ Administration

☐ Accounting

☐ Tax

☐ Information Technology

☐ Purchasing

Human Resources



☐ Administration

☐ Health and Safety

☐ Return to Work Management

Clerk's



☐ Council Administration

☐ Corporate Communications

☐ Licencing

☐ Office Services



2019 Operating Budget Summary

Corporate Services (inc. Mayor and CAO Offices)

	2018	2019	\$ Change	% Change
Revenue	\$ 715,230	548,380	\$ (166,852)	-23.33%
Salaries & Benefits	\$ 7,096,653	7,148,643	\$ 51,990	0.73%
Other Expenses	\$ 4,903,501	\$ 4,932,680	\$ 29,089	0.59%
Tax Levy	\$11,284,914	\$11,532,943	\$ 247,931	2.20%



Maintaining Services – Significant Changes

- Employee Benefits \$668,500
 - Statutory \$260,500
 - Extended Benefits \$258,000
 - Retiree Benefits \$150,000
- WSIB \$200,000
 - PTSD/Presumptive cancer trend increase

Capital Request

Replacement of corporate telephone system	\$600,000	Current system is at the end of it's useful life. The telephone system is critical infrastructure for all corporate areas.
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Operating Increase Requests

Corporate Services

Hire a Chief Technology Officer (CTO) per IT service review recommendation (½ year 2019, full year 2020)	\$ 75,000
Hire one non-union support staff to address increasing volume and demand of return to work functions	\$ 60,170
Customer service training for front-line staff	\$ 30,000
Increase to implement close captioning of Council meetings	\$ 35,000
Hire one non-union staff to monitor compliance over the labourer/carpenter initiative (3-5 year period)	\$ 70,000
Increase labour relations budget to address labourer/carpenter initiative	\$ 50,000



Operating Increase Requests

Mayor and Council

Increase training budget	\$ 1,500
Support Mayor's Bawating Advisory Committee in order to strengthen relations with First Nations community	\$ 10,000
Federation of Canadian Municipalities (FCM) special advocacy fund request (one-time)	\$ 6,200





Community Development & Enterprise Services

Budget 2019

Community Development and Enterprise Services

Community Services

- ☐ Transit and Parking
- ☐ Recreation and Culture
- ☐ Arenas
- ☐ Cemeteries

Planning & Enterprise Services

- ☐ Zoning and Official Plan
- ☐ Developer Support
- ☐ Accessibility Office support
- ☐ Community development projects

Building

- ☐ Inspection and Plans Examination
- ☐ Building Inspection
- ☐ By-law Enforcement

FutureSSM

- ☐ CDR and Action Team support
- ☐ Labour Force Dev't
- ☐ Arts and Culture
- ☐ Film, Television and Digital Media
- ☐ Social Equity



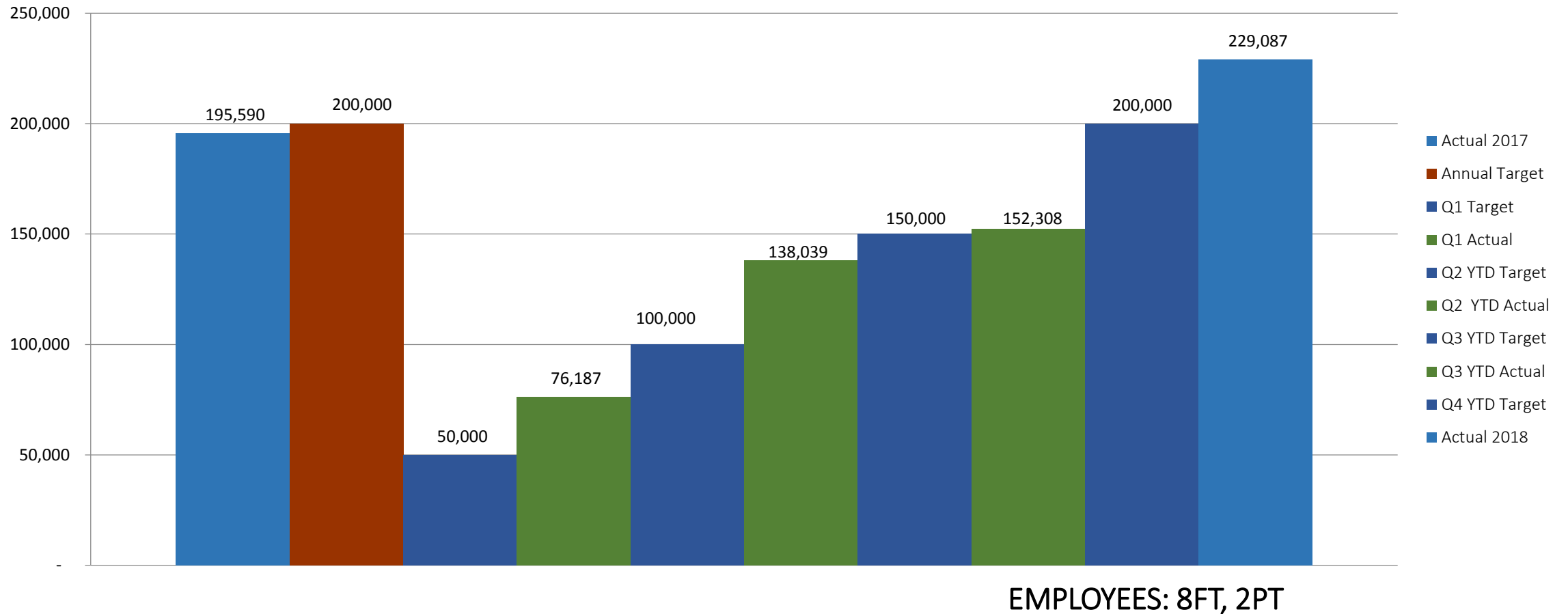
Key Performance Indicators

- CDES has begun tracking a number of key performance indicators (KPI's) which provide staff and Council with interesting information on performance, demand and use of services
- Some highlights from the KPI's include...



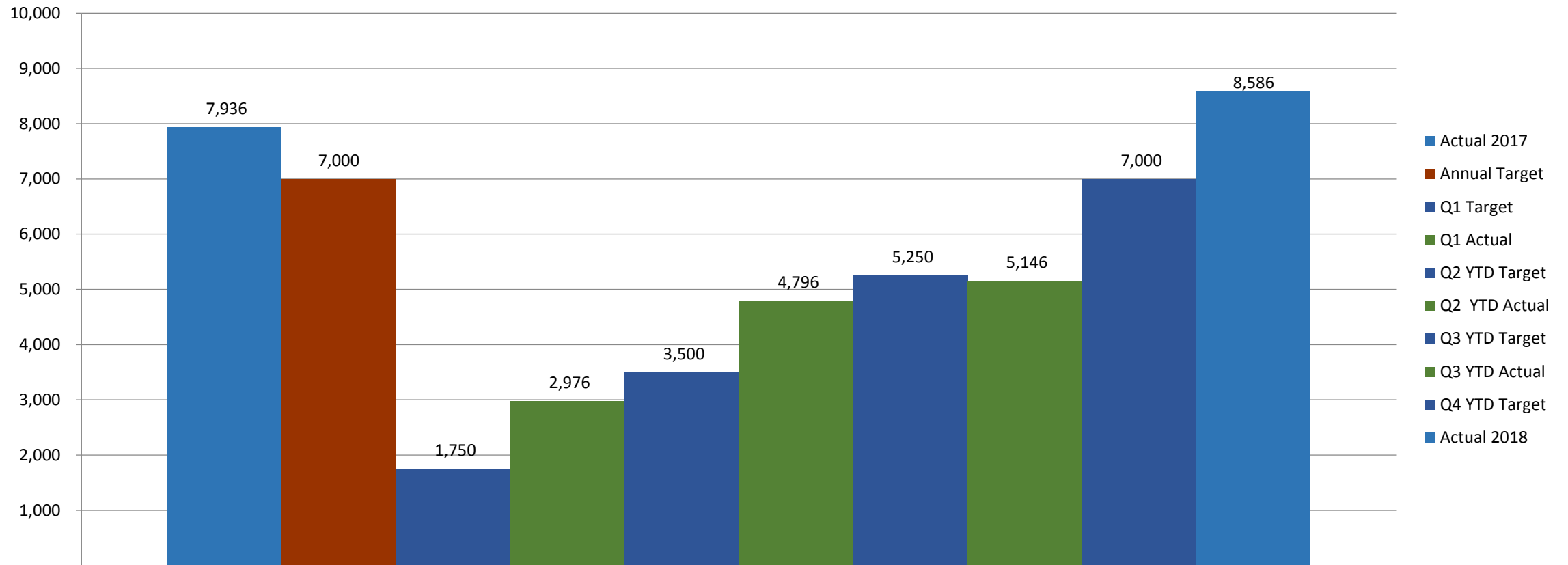
GFL Memorial Gardens

GFL Memorial Gardens - Number of Visitors

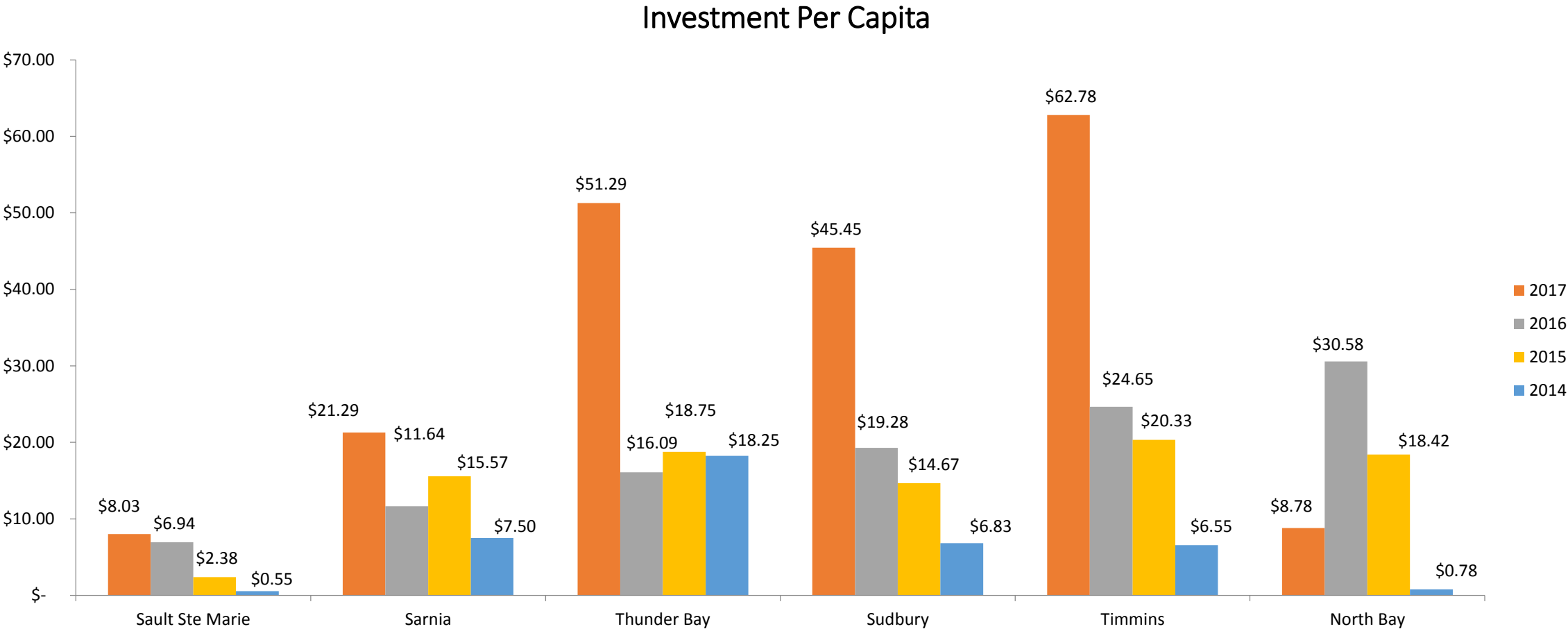


GFL Memorial Gardens

GFL Memorial Gardens - Number of Walkers Per Year



Transit Investment Per Capita

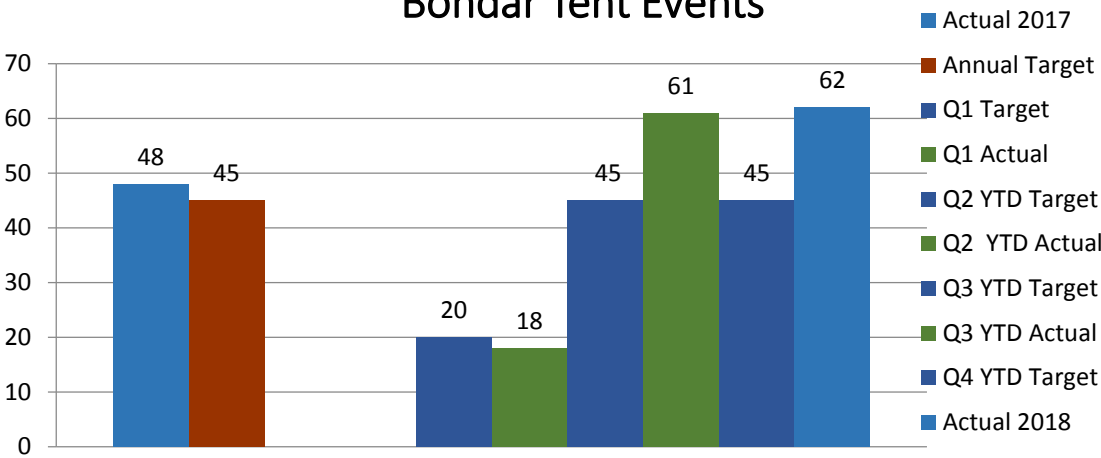


Source: Canadian Urban Transit Association

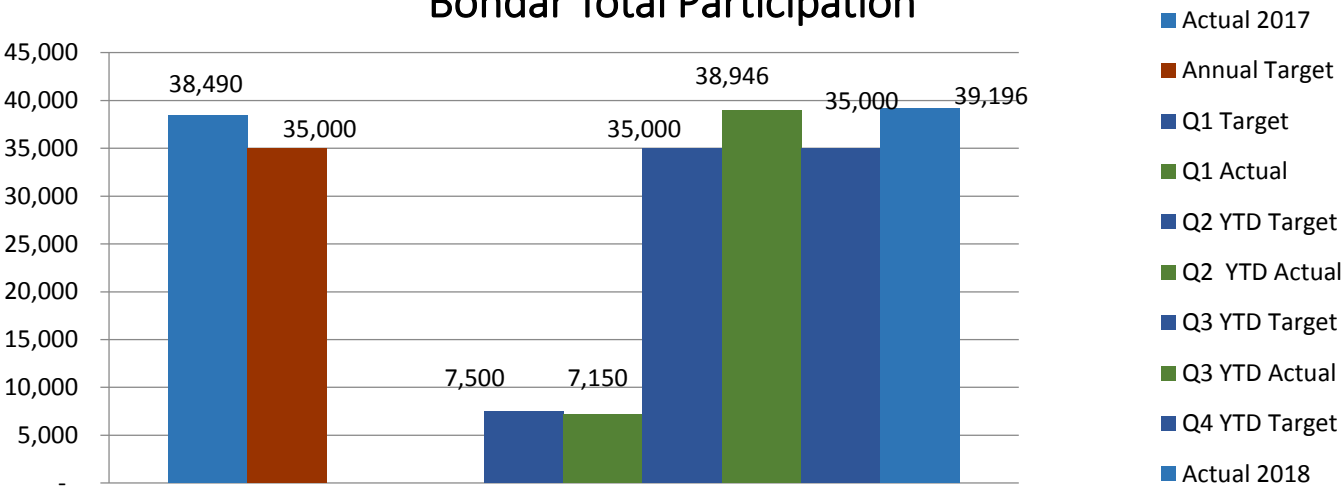


Recreation and Culture

Bondar Tent Events

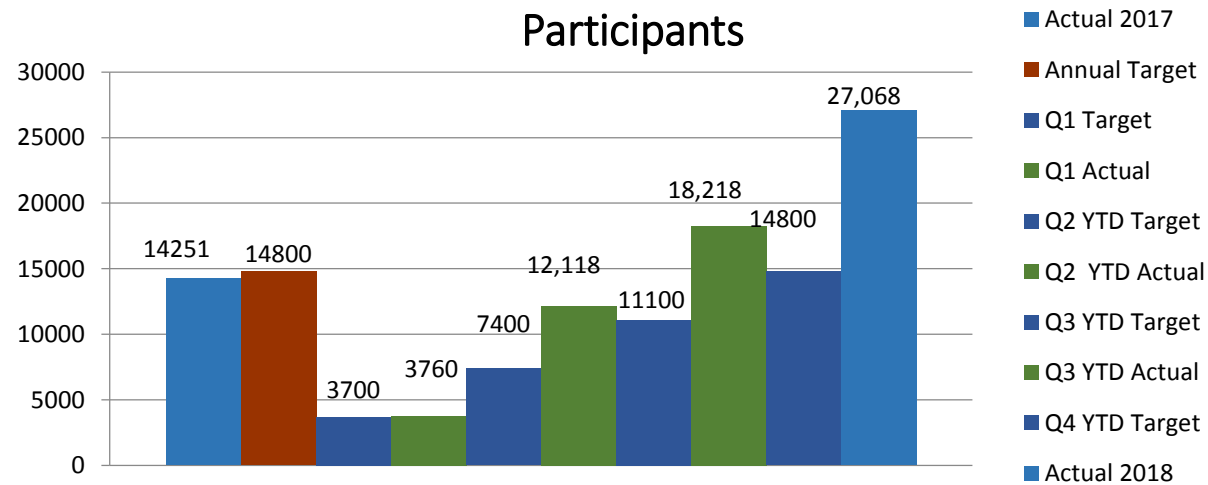


Bondar Total Participation

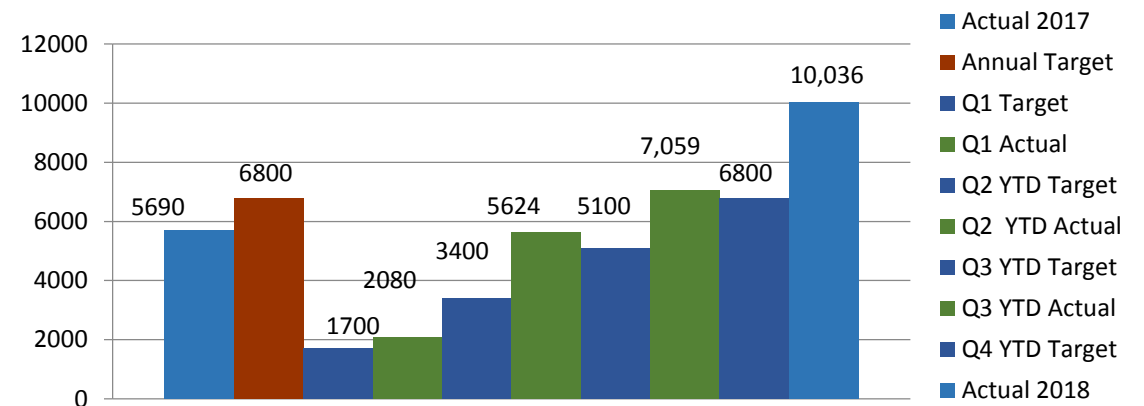


Recreation and Culture

Senior's Drop In Centre Bay - No. of Registered Participants

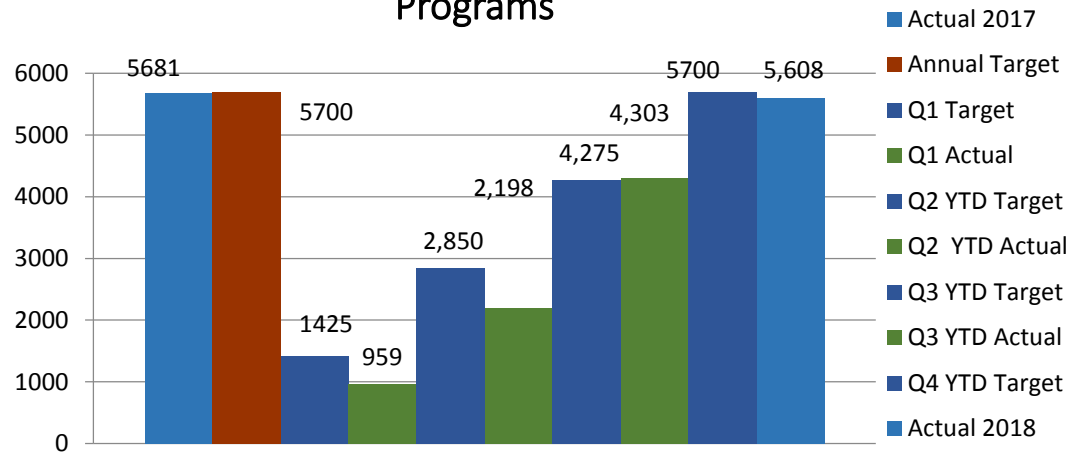


Senior's NCC-No. of Registered Participants



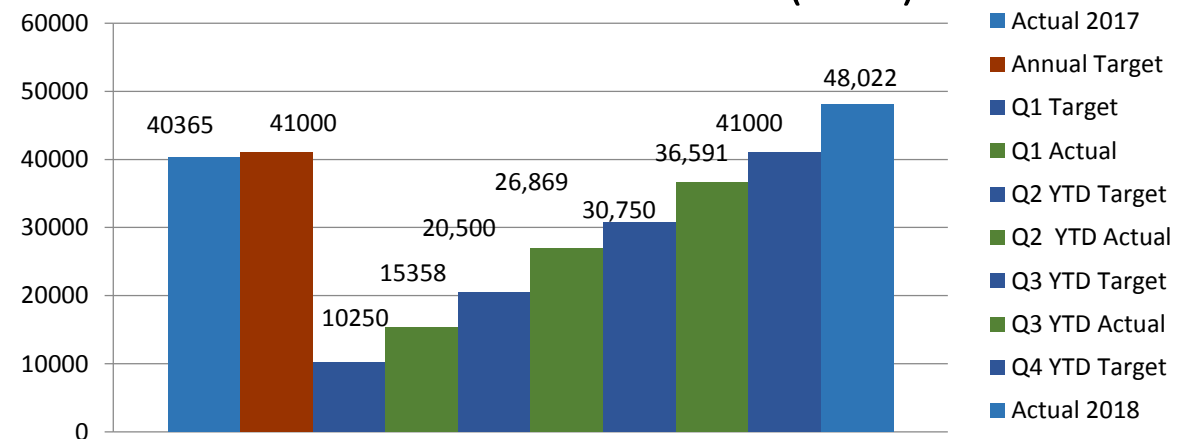
Recreation and Culture

John Rhodes Pool - Participants Registered for Programs



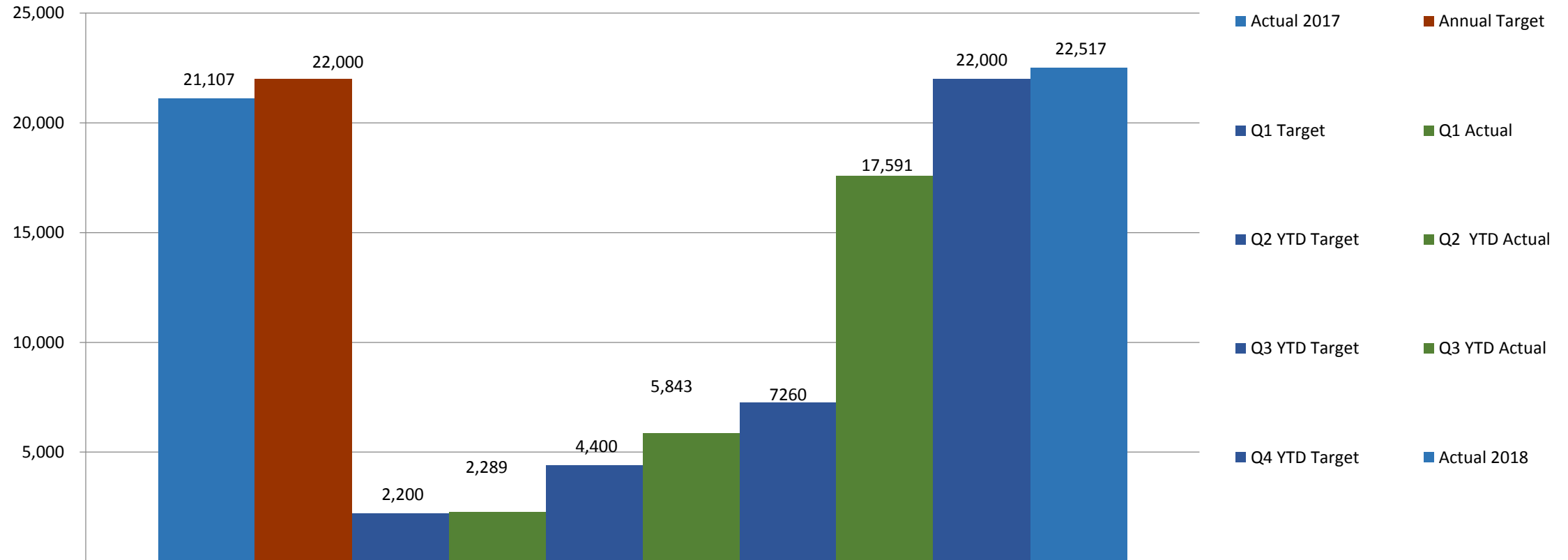
EMPLOYEES: 3FT 1PT

John Rhodes Swim Passes (Visits)



Recreation and Culture

ECNHS - Total Visitation



HEAD COUNT: 2FT



2019 Operating Budget Summary

	2018	2019	\$ Change	% Change
Revenue	10,612,760	11,669,291	1,056,531	9.96
Salaries & Benefits	15,522,679	16,640,326	1,117,647	7.2
Other Expenses	8,808,225	9,174,225	366,000	4.16
Tax Levy	13,718,144	14,145,260	427,116	3.11



Operating Increase Requests

Department	Description	Cost	Explanation
Transit	Increase summer service hours	\$300,000	This will enable summer service hours to be consistent with the remainder of the year. This was a significant complaint of Transit users within the route optimization process and impacts quality of service.
Ermatinger Clergue	Add a part-time cook and part-time interpreter to meet Old Stone House demands	\$26,060	The Historic Sites Board has passed a resolution in favour of this request. This is important to meet additional Cruise ship and bus tour demand and also has the potential to generate revenue.
Recreation and Culture	Increase cultural financial assistance grants	\$21,100	Will increase the grant fund from \$53,900 to \$75,000. Each year the grant applications far exceed the amount allocated and this is important to support cultural organizations in the community.
Recreation and Culture	Fireworks budget	\$2,500	Support appropriate costs for Canada Day celebrations.



Operating Increase Requests

Department	Description	Cost	Explanation
Building	By-Law Enforcement Inspector	\$87,995	To hire one by-law officer to address property standard concerns, sign infractions, etc.
Recreation and Culture	Skating trail budget	\$36,300	The pilot project for the skating trail at Clergue park has been an enormous success and this will provide funds to make this a regular feature of the community.
Seniors Centre	Hire additional part-time cook	\$7,875	An additional part-time cook will assist with kitchen preparations or large events.
Cemetery	Maintenance increase	\$5,000	To meet year over year rising costs of maintenance.



Capital Requests

Department	Description	Cost	Benefit for undertaking in 2019
Transit	Buses, call out system, bus shelters, site prep & curb/asphalt work, and parabus	\$4,050,000	The City's share of this project is \$1,093,500 with PTIF funding of 73% available. A 10 year expenditure plan is in place (Planned Key Projects Year 1: Replace three 40' Buses, Replace 40' buses with two 35' buses, Replace one Para Bus with Low Floor Unit, Replace existing AVL , Transit Shelters installed, Northern Transfer Point) – Average Age of Fleet 12.3yrs vs. Canada 8.6, ON 7.6yrs
Marinas	Bondar marina dock replacement	\$800,000	Service Level Impact- potential Dock failure: 2 emergency repairs in 2018 at a cost of \$52K (A Dock- Hoisting, pumping and lifting-\$1,200, C Dock corner replacement South end of near Norgoma - \$50K). Current critical issues on North section of C-Dock, 3 sections of D Dock, and the main float and 1st two fingers of A Dock. The existing docks have reached their useful life and maintenance efforts are no longer able to address the issues that exist.
Building	Online building permit application submission and tracking	\$100,000	Service delivery improvement. We believe there may be an opportunity to obtain a solution for a lower price but have estimated conservatively.



Capital Requests – Growth Projects

Department	Description	Cost	Benefit for undertaking in 2019
Planning	Implement Active Transportation Study	\$20,134	The \$20,134 contribution will leverage an additional approved \$116,107 from the Ontario Municipal Commuter Cycling Program.
Planning	Downtown Action Plan	\$264,866	Investment furthers development of downtown revitalization projects which aligns with Corporate Strategic Plan and goal of creating a vibrant and attractive downtown area.
Recreation and Culture	Activate the waterfront with interactive equipment for citizens (youth, seniors, families).	\$15,000	Addresses strong recommendation from Roger Brooks for immediate action, along with Downtown Development Action Team of FutureSSM and collaboration with BIA.
Planning	Implement wayfinding signage	\$50,000	Addresses a longstanding recommendation from Planning, the number one recommendation from Roger Brooks for immediate action, along with Downtown Development Action Team of FutureSSM and collaboration with BIA.
Planning	Extend the Huron Street Hub Trail by 300m	\$150,000	Investment will result in constructing the proposed extension into the former St. Mary's Paper property redevelopment.



Questions





Public Works & Engineering Services

Budget 2019

Public Works

Administration



- ☐ Dispatch
- ☐ Health & Safety
- ☐ Accounting

Operations



- ☐ Road and Sidewalk Maintenance
- ☐ Winter Control
- ☐ Sewers

Parks



- ☐ 6 Major Parks and 75 Neighborhood Parks
- ☐ Forestry
- ☐ Horticulture
- ☐ Outdoor Rinks



Public Works

Waste Management



- ☐ Landfill Operations
- ☐ Recycling
- ☐ Residential Waste
- ☐ HHW Depot
- ☐ Environmental Services

Buildings and Equipment



- ☐ Maintenance of Public Works facilities and equipment

Traffic and Communication



- ☐ Traffic Signals Operation and Maintenance
- ☐ Line Painting
- ☐ Carpentry Division



Engineering

Engineering



- ☐ Capital Works, Connecting Links and Misc. Construction Programs
- ☐ Subdivision and Land Development
- ☐ Environmental Engineering, Wastewater and Solid Waste
- ☐ Survey, Design and Inspection
- ☐ GIS, Asset Management, Plans and Records



- ☐ Stormwater Management
- ☐ Traffic Engineering

Building Services



- ☐ Building and Property Maintenance for Civic Centre and OW Building
- ☐ HVAC, Security, Renovations, Janitorial and Caretaking



2019 Operating Budget Summary

Public Works & Engineering Services

	2018	2019	\$ Change	% Change
Revenue	\$ 3,073,848	\$ 2,630,424	\$ (443,424)	-14.43%
Salaries & Benefits	\$ 21,657,907	\$ 21,834,403	\$ 176,496	0.81%
Other Expenses	\$ 22,937,601	\$ 23,437,382	\$ 499,781	2.18%
Tax Levy	\$ 41,521,660	\$ 42,641,361	\$ 1,119,710	2.70%



2019 Operating Budget Summary

Public Works

	2018	2019	\$ Change	% Change
Revenue	\$ 3,024,048	\$ 2,590,617	\$ (433,431)	-14.33%
Salaries & Benefits	\$ 19,052,780	\$ 19,185,428	\$ 132,648	0.70%
Other Expenses	\$ 12,267,491	\$ 12,562,513	\$ 295,022	2.40%
Tax Levy	\$ 28,296,223	\$ 29,157,324	\$861,101	3.04%



2019 Operating Budget Summary

Engineering

	2018	2019	\$ Change	% Change
Revenue	\$ 49,800	\$ 39,807	\$ (9,993)	-20.07%
Salaries & Benefits	\$ 2,605,127	\$ 2,648,975	\$ 43,848	1.68%
Other Expenses	\$ 10,670,110	\$ 10,874,869	\$ 204,759	1.92%
Tax Levy	\$ 13,225,437	\$ 13,484,037	\$ 258,600	1.96%



Operating Increase Requests - Public Works

To replace aging fleet based on the equipment replacement schedule	\$	765,170
OR		
Increase budget for additional repair parts required to maintain aging fleet	\$	480,000



Operating Increase Requests - Public Works

To hire 4 paving stone/cement finishers and 1 labourer to maintain the interlocking brick throughout the City	\$ 372,200
To hire 1 labourer in Parks to maintain new infrastructure projects (splash pad, disc golf, off-leash dog park, park pump track, outdoor exercise equipment, sensory playground equipment, park playground equipment, skateboard park)	\$ 69,700
To hire 1 electrician to inspect and maintain traffic control equipment	\$ 100,000
To hire 3 apprentices to expand in-house services	\$ 240,000
To create a budget for maintenance of city property (i.e. fencing, site security, risk management items, etc.)	\$ 40,000
To increase the Winter Control budget for damage caused to PUC poles, overhead wires and electrical boxes during the winter	\$ 25,000



Operating Increase Requests - Engineering

Civic Centre maintenance cost to maintain building	\$	25,000
To increase the environmental cleanup expense account	\$	10,000
To increase the miscellaneous construction budget for Road Resurfacing	\$	500,000



Capital Requests – Public Works & Engineering

Engineering

#1	PW&ES - 2019 Roads Construction & 2020 Engineering	\$ 24,200,000	Various funding sources
#7	Engineering - Construct 3 pedestrian cross-overs: Churchill Blvd at Bellevue Park etc.	\$ 90,000	

Public Works

#8	Landfill - Hot melt densifier	\$ 32,000	Landfill Reserve
#9	Traffic - Replace control system	\$ 75,000	
#10	Traffic - Optimize traffic signals at 2 intersections: Second Line at Old Garden River Road and Great Northern Road at Third Line	\$ 60,000	



Public Works & Engineering 2018 Efficiencies

▪ Layoff - 2018 Savings	\$ 140,000
▪ Gapping - 2018 Savings	\$ 600,000
Total Savings by Efficiencies	\$ 740,000





Legal Department

Budget 2019

Legal Department

Legal



- ☐ Administration
- ☐ Property (Purchase/Sale)
- ☐ By-laws
- ☐ Municipal Freedom of Information Requests
- ☐ Risk Management/Insurance
- ☐ Agreements, Licences, Easements, Leases

Provincial Offences Division



- ☐ Administration
- ☐ Court Services for Algoma Catchment Area
 - Sault Ste. Marie
 - Thessalon
 - Wawa
- ☐ Prosecution



Efficiencies

1. Insurance

- **Results:**
 - Significant savings realized through RFP process (over \$300,000 per year)
 - Rate structure guaranteed:
 - 5-year on property rate
 - 3-year on liability rate
 - translates into 3 year savings of approximately \$1,000,000

2. Adjusting Services

- **Results:**
 - Significant savings realized through RFP process
 - Annual savings of approximately \$30,000 per year for 2018-2021

3. General

- Streamlining of Claims Process
- Accelerated Claims Management
- More control and knowledge of claims status
- Ongoing risk management measures being developed.



2019 Operating Budget Summary

	2018	2019	\$ Change	% Change
Revenue	\$2,149,651	\$2,261,698	\$112,047	5.21%
Salaries & Benefits	\$1,320,053	\$1,330,409	\$10,356	0.78%
Other Expenses	\$2,381,780	\$2,083,111	(\$298,669)	-12.54%
Tax Levy	\$1,552,182	\$1,151,821	(\$400,360)	-25.79%



Operating Increase Request

Description: Additional salaries for two new positions given PART III POA Offences MANDATORY download

Costs = \$140,000.00 (new Solicitor/Prosecutor and POA Staff)

Revised Request = \$92,895.26 (inclusive of Deductions and Apportionment between MOU Partners)

** will be less for 2019 - this is cost for full year*

Consequences if Request is Denied

- Download is mandatory for all municipalities
- City must operate within The Ministry of the Attorney General guidelines .
- Cannot complete Part III Prosecutions with current complement.
- Currently no backup to Solicitor/Prosecutor => External Counsel.



THREE YEAR TREND FOR PROVINCIAL OFFENCES

	<u>PART I</u>	<u>PART II</u>	<u>PART III</u>	<u>CITY BUILDING CODE, FIRE CODE, BY-LAW AND PROPERTY STANDARDS</u>
<u>2016 Stats POA Matters</u>				
Total Charges Received	10817	11502	876	30
Total Resolved before Court	10322	11498	N/A	N/A
Total Matters Proceeding to Court	604	4	876	30
<u>2017 Stats for POA Matters</u>				
Total Charges Received	9445	10333	902	60
Total Resolved before Court	8914	10,324	N/A	N/A
Total Matters Proceeding to Court	422	9	902	60
<u>2018 Stats for POA Matters</u>				
Total Charges Received	11238	10891	1211	100
Total Resolved before Court	10087	10859	N/A	N/A
Total Matters Proceeding to Court	863	32	1211	100





Fire Services

Budget 2019

Fire Services

Administration



- ▢ Fire Chief & Deputy Chiefs
- ▢ Office Supervisor
- ▢ Clerical Staff

Operations



- ▢ Platoon Chiefs
- ▢ Captains
- ▢ Firefighters
- ▢ Communications

Fire Prevention & Public Education



- ▢ Fire Prevention Officers
- ▢ Public Education Officer



Fire Services

Support Services



- ▷ Assistant Fire Chief
- ▷ Mechanical Officer
- ▷ Mechanics

Emergency Management



- ▷ CEMC
- ▷ Research & Planning



2019 Budget Summary

	2018	2019	\$ Change	% Change
Revenue	\$227,217	\$227,442	\$225	0.10%
Salaries & Benefits	\$12,396,183	\$12,650,815	\$254,632	2.05%
Other Expenses	\$1,078,588	\$1,094,147	\$15,559	1.44%
Tax Levy	\$13,247,554	\$13,517,520	\$269,966	2.04%

- Benefits – increase of \$54,632 – due to Employment Insurance (EI) adjustments, CPP and Health Care Benefits
- Benefits – increase of \$200,000- due to Legislated Presumptive Cancer Claims.
- Utilities and Fuel- increase of \$15,559
- Total \$270,191 (less the \$225.00 in revenue = increase of \$269,966 or 2.04% increase)

Operating Increase Requests

- Fire Services is requesting an Operating Increase in the following area:
- 1) Increase in the amount of funds transferred to the Fire Capital Reserve Fund for Fire Equipment, Vehicles and Apparatus. Amount requested is \$200,000.



Operating Increase Requests

Increase in Funds for Fire Equipment Reserve

- Fire Services has a Capital Fleet Replacement Plan/Schedule that outlines the life span and replacement of Fire Apparatus. This schedule follows industry best practices, NFPA 1901 which is the “Standard for Firefighting Apparatus” and the Fire Underwriters Survey.
- The replacement schedule for frontline Fire Apparatus is 12 to 15 years.



Operating Increase Requests

- Annually a portion (\$303,000) of Fire Services Operating Budget is transferred to the Fire Capital Reserve.
- Approving the increase to the Operating Budget by \$200,000 and transferring a total of \$503,000 to the Capital Reserve will offset the impact to the City when large purchases are required to replace Fire Apparatus, Vehicles and Equipment in the near future.



Operating Increase Requests

- A snap shot of the replacement schedule looks like this-
- 2020- Tanker replacement- approx. \$650,000
- 2021- Rescue Unit- approx. \$400,000
- 2023- Aerial- approx. \$1.5 million
- 2024- Rescue Pumper- approx. \$850,000
- 2025- Rescue Pumper- approx. \$850,000
- A five year total of approx. \$4,250,000
- If the increase is not approved, other funding options and financing will have to be considered to complete the required purchases.



Fire Service Capital Request Implementation of Phase One- \$450,000

- On March 19, 2018 Council approved the presented Fire Master Plan from Dillon Consulting.
- Contained in the Fire Chiefs report and Fire Master Plan were recommendations for Council. Recommendation #3 of the Fire Chiefs report was:
- 3) Council approve Option 3 contained in the Fire Master Plan as the preferred Fire Station location and Firefighter deployment model and direct the Fire Chief to develop an implementation plan for Option 3 for Council's consideration and approval.



Fire Service Capital Request Phase One of Fire Master Plan Option #3

- Commencing Option 3 is the next step in implementing the approved Fire Master Plan. Phase one will consist of Project Planning, Project Management, Engineering, Architectural Services and Property Acquisition.
- Dillon Consulting's findings contained in the Fire Master Plan show that a three (3) Fire Station deployment model for Fire Service response will provide better coverage than the existing four (4) Fire Station deployment.



Fire Service Capital Request

Impact if not approved:

- Council would not be following the approved Fire Master Plan to implement a transition plan from a four (4) station model to a three (3) station model.
- Current deployment is not meeting NFPA 1710.
- Industry best practices will not be met.



Fire Services Budget

- Total Budget - \$13,744,962
- Salaries and Benefits - \$12,650,815 or 92% of Budget
- Remaining - \$1,094,147
- Out of the Remaining Budget - Utilities & Fuel (\$250,000) and Capital for Vehicles, Equipment and Apparatus (\$303,000) for a total expenditure of \$553,000.
- Actually remaining to operate the Fire Service is \$541,147 or 3.9% of the total budget for Fire Services.



THANK YOU



BE IT RESOLVED THAT the following changes be made to the municipal budget to bring the municipal levy increase down from a proposed 2.5% to a 1.94% increase, and the levy and local boards increase down from a proposed 1.09% to a 0.97% increase:

- Extend the debt repayment schedule of the LED lighting conversion from a 9 year repayment schedule to a 14 year repayment schedule	\$440,000 savings
- Library increase in the preliminary budget is \$341,871. The net reduction reduces their preliminary increase by the annual cost of running the Korah Branch, which is \$214,810 (\$341,871 - \$214,810 = \$127,061). On top of the \$127,061, the requested \$85,830 operating increase is added in (new total: \$212,891). The net savings are \$129,000	\$129,000 savings
- Divided the slated increase to the capital from current budget (\$262,000) over 2019 and 2020	\$131,000 savings
- Reduce the miscellaneous construction budget by \$50,000	\$50,000 savings
- Re-allocate the \$40,000 requested by the Safe Communities Partnership to the Sault Ste. Marie Museum operating budget increase	\$0 no change
TOTAL SAVINGS	\$750,000

\$131,000 SAVINGS

CAPITAL FROM CURRENT BUDGET

BE IT RESOLVED THAT Council direct staff to divide the slated increase to the capital from current budget (\$262,000) over 2019 and 2020 at a savings of \$131,000 to the 2019 municipal budget.

INCREASE IN MUSEUM'S OPERATING BUDGET

BE IT RESOLVED THAT Council re-allocate the \$40,000 requested by the Safe Communities Partnership to the Sault Ste. Marie Museum operating budget increase. This represents no change in the slated increase in the 2019 municipal budget.

LED LIGHTS REPAYMENT SCHEDULE

BE IT RESOLVED THAT Council direct staff to extend the debt repayment schedule of the LED lighting conversion from a 9 year repayment schedule to a 14 year repayment schedule for a reduction of \$440,000 in the 2019 municipal budget.

LIBRARY BOARD REQUESTED INCREASE

BE IT RESOLVED THAT Council reduce the library's slated increase as follows:

- The Library's increase in the preliminary budget is \$341,871. The net reduction reduces their preliminary increase by the annual cost of running the Korah Branch, which is \$214,810 ($\$341,871 - \$214,810 = \$127,061$). On top of the \$127,061, the requested \$85,830 operating increase is added in (new total: \$212,891). The net savings are \$129,000

\$50,000 SAVINGS

MISCELLANEOUS CONSTRUCTION BUDGET

BE IT RESOLVED THAT Council reduce the miscellaneous construction budget by \$50,000 in 2019 providing a savings of \$50,000 in the 2019 municipal budget.

This letter is written in support of Fringe North International theatre Festival (Fringe North) application submitted through City of SSM Finance for one-time funding of \$25,000 and continued goods in kind funding for 2019. Fringe North appreciates the goods in kind support received from City of SSM in 2017 and 2018 that has been a cornerstone of the festival's growth and success.

Fringe North International Theatre Festival, Free Kids Fringe, clowns and street performers, along with the Fringe North/Arts Council of Algoma collaboration of #upthearts multi-festival returns, Aug 8-18, 2019.

In 2017 Fringe North leveraged the \$7,000 goods in kind received from the City of SSM into \$28,000 (sponsorship/fundraising) and \$23,827 in grants. The attached 2018 Financial Statements from Joe Ruscio reflect the first year operations of the festival Aug 10-20, 2017. Not included in the Financial Statements of 2018 is the labour of 43 volunteers (a minimum of 15 hours each), a talented and dedicated Board of Directors that works tirelessly, the goods in kind contributions of \$7500 from the DTA (below market rent), and the programming assistance and support provided by the Arts Council of \$9500 in 2017.

Fringe North year end is March 22, 2019 and consequently the following is anecdotal until backed by 2018 festival financials. Combined, the Arts Council and Fringe North economic impact, revenues and expenses, fundraising and grants, sponsorships, will be shown to exceed \$100,000. Audiences at the free events at the Bondar Pavilion increased significantly in 2018.

In 2017 The Downtown Association rented the fringe office space well below market value. In 2018, the fringe was able to return the favour through shared use of fringe's amazing returning student Hayden Jackson, who was able to help the DTA with sound on its stages during the summer. More significantly, Fringe North and the Arts Council were able to participate in Downtown Days. Fringe buskers and Arts Council artists benefitted from the largest crowds seen at the festival over the last two years, and this experience provided the impetus for changes in 2019, including staging the first four days exclusively downtown and greater cooperation with downtown merchants including the following four days of the festival at the Bondar Pavilion, Aug 15-18

Successful Collaborations:

The goods in kind that Fringe North received from the City of Sault Ste. Marie in 2017 and 2018 made #upthearts festival possible. #upthearts represents the successful collaboration between the Arts Council and Fringe North International Theatre Festival which began in 2017.

#upthearts has had a positive impact on many of the identified Future SSM City pillars such as youth, First Nation and Metis, social equity, tourism, downtown revitalization, and arts and culture. A multitude of performances, exhibits, children programming and events took place over the eleven days of the festival, and all events were free admission with the exception of theatre performances where 100% of the box office goes to artists. Fringe North theatre ticket sales paid to artists in 2017 was \$6500.

Fringe North participated in Rotary Days, Downtown Days, Culture Days, James Street Market, and Shape the Sault. In addition, Fringe North collaborated with the Downtown Association, Sault Ste. Marie Library, Sault Ste. Marie Museum, Ermatinger Clergue National Historic Site, Norgoma Museum Ship, Youth Odena, Silverleaf Writers Guild, Algoma University, Sault College, Sault Career Centre, and many other community organizations and theatre groups.

Another successful example of collaboration between the Arts Council and Fringe North was made possible by combining grants from Trillium and Canadian Heritage and partnering with local organizations such as Sault Community Theatre. “Miikiwaan /Debwewin”, a free admission indigenous art exhibition and residential school play performed by indigenous artists at White Pines school, supported by Shinwauk Residential Survivors, was an overwhelming success and plans are underway to make this an annual event.

Local and international performers

Fringe North International Theatre Festival is a member of the Canadian Association of Fringe Festivals (CAFF) and the World Congress of Fringe Festivals. Fringes bring international opportunities for local artists in a way that no other festivals do. Local performers made up 70% of last year’s fringe theatre performers and have a performing/income/artistic opportunity to perform around the world through the worldwide network of fringe festivals.

For the past two years the Fringe has brought buskers to Sault Ste. Marie. The international fringe festival network links Sault Ste. Marie to street performers worldwide. At the time of this letter Fringe North and the Arts Council of Algoma are in discussion with the Downtown Association to hold the first half of the festival UpTheArts on Queen St. Aug 8-11, 2019. Funding will enable Fringe North to compete with other festivals for world class street performers and thus the spirit of “Buskerfest” along with audiences will return to Queen St.

Can/Am Fringe Opportunity

Fringe festivals are a known brand in the U.S. Audiences of theatre and arts/culture tourists usually have passports. Box office sales at fringe festivals increased 12% worldwide in 2017. There is a strong theatre community in SSM Michigan with many venues. A cross border fringe has the potential to draw tourists from Michigan UP. Both cities, Sault Ste. Marie Ontario and Soo Michigan, have a shared interest in attracting tourists north of the Mackinaw Bridge.

CAFF has a significant number of U.S. member fringes and several, like the San Diego Fringe, successfully stage performances on both sides of the border. Successful cross-border fringe models are available and are shared freely by CAFF member fringes around the world.

The SSM Chamber of Commerce has also been supportive of Fringe North outreach to SSM Michigan. Every year the Chamber holds an annual bridge walk and Fringe volunteers distribute thousands of festival flyers on both sides of the border. The Chamber has introduced Fringe North to its counterparts in the U.S.

As more theatre companies register from the U.S. as performers at Fringe North their audiences often follow. Marketing cross-border fringes are cost effective because it can be targeted towards

U.S. theatre companies and artists, as well as their audiences, through existing CAFF networks in the U.S. A marketing campaign targeting audiences and tourists, and coordinated in consultation and partnership with the Chambers of Commerce and Downtown Associations, businesses, academic institutions, and arts organizations on both sides of the border has the potential to significantly increase tourism and audiences in future years.

The marketing campaign would include all social media platforms, billboards, flyers and posters, and would utilize existing Ontario and Canadian Tourism outlets to display festival brochures. A data base of theatre companies located in the Michigan UP will be created with one-on-one email follow up by Fringe North. Specific target markets in the U.S. include Sault Michigan, Traverse City, Grand Rapids, Cheboygen, and Petoski. Specific target markets in Northern Ontario include the District of Algoma, Sudbury, North Bay, First Nations, and Manitoulin Island.

2019 Fringe North and #upthearts represents a unique collaboration between the SSM Downtown Association, Fringe North International Theatre Festival, and the Arts Council of Algoma. All three organizations have a proven history of creating employment, attracting tourists, programming events, and providing new economic opportunities for artists and businesses. Neither organization has the capacity on its own to coordinate and manage an effective marketing campaign in Michigan on its own. The U.S. fringe component would be organized and operated under the not for profit Ontario corporation Fringe North International Theatre Festival.

As a result of Fringe North U.S. outreach three U.S. theatre companies performed at Fringe North, one play from Interlochen Academy in 2017 and two productions from Lake Superior State University in 2018. Students bring their families and friends.

Return on Investment

Investment in national and international not for profit organizations is cost effective because of volunteers. In 2017 Fringe North recruited 38 volunteers who contributed a minimum of 15 hours, a volunteer general manager, and a volunteer artistic director contributing 20 hours a week (80 hours a week during festival) conservatively estimated at 2300 total volunteer hours. The Provincial standard for valuing volunteers is \$25/hr., and by these standards Fringe North volunteer contribution is in excess of \$50,000. It should be noted that these hours are measurable over the 11 days by crew schedules: theatre box office, children's fringe, stage crew, media and social media crew, beer tent, etc. Many volunteers contribute pre-festival and help with fundraisers, press releases, website, marketing and promotion, and often exceed the 15 hour minimum.

The Arts Council has an extensive membership list. Because of the collaboration with Fringe North its volunteer base is growing exponentially. Fringe North has been funded for 6 students by Service Canada in 2017 and 2018, and the Arts Council hired 4 students and an NOHFC intern in 2018. Fringe North also provided employment for three more persons who were identified as facing challenges in finding employment supported by the Career Centre and Employment Solutions.

Fringes are good business. Food tent supplies were sourced locally through Queen City Meats, Superior Bakery, Superior Brewery, and a local start-up printing business received payments of approximately \$10,000 over the past two years for posters, banners, flyers, programs, etc.

Both the Arts Council and Fringe North have proven that they are able to leverage money from other sources. The 76 year old Fringe brand is synonymous with art and culture tourism, urban revitalization, and economic opportunities for artists and performers free of barriers.

The goods in kind that the Fringe received from the City in 2018 was combined with an Arts Council of Algoma provincial grant and local musicians and performers of all genres, including spoken word, storytelling, drumming, emerging artists and indigenous artists, were paid fair wages to perform at the Roberta Bondar Pavilion over the 11 days.

Arts and Culture

The attached UpTheArts 2018 Festival Program shows how the festival has grown in only two years, as well as its remarkable inclusiveness.

Apart from the clear and measurable positive economic impacts that fringes have brought to the municipalities that host them, there are two important reasons why other cities fund Fringe Festivals and Arts Councils:

- 1) Fringes are by nature grassroots and reach out to, attract, and collaborate with other fringes and arts organizations, youth organizations, artists, audiences, not for profit community organizations, Metis and First Nations communities, in ways that few other festivals, government agencies, and not for profit organization do. Fringes do not compete with other events, they collaborate on a win/win model based upon the principle of accessibility and from a shared understanding that artists and stage technicians, volunteers, and audiences, come first.
- 2) Arts Councils and Fringe Festivals are often able to adapt and respond to an opportunity much faster than a municipality. For example, "Search out the Land," a world class documentary being filmed across Canada which tells the history of Jews in Canada, is shooting the M.S. St. Louis scenes in Sault Ste. Marie, thanks to the Arts Council of Algoma. The film's director, Len Pearl, was invited by Prime Minister Trudeau's to attend Canada's apology. The Arts Council stepped in and backed the production when no one could be found. As a result, Sault Ste. Marie will have some much-needed local employment for artists and performers, national and international media exposure, all for a very modest \$11,000 budget. A local connection (Tom Douglas and family) is the reason why the film director chose the Sault, as Len Pearl could have easily chosen to film in another location that has a boat.

In addition to the City and Downtown Association goods in kind contributions Fringe North also received significant support from local business and organizations. In 2017 sound and stage equipment and technical support was donated by Rob Rock and Michael Lacroix (value \$5000) and CASE Music (\$1500), PUC \$2500, and the Fringe has secured media sponsorships for the past two years.

Fringe North programming can be divided into four parts:

- Theatre,
- Free Kids Fringe
- Buskers, (street performers)
- Multi-arts festival UpTheArts.in collaboration with the Arts Council of Algoma

Artists and street performers, international theatre companies and buskers come to Sault Ste. Marie because they are coming from, or on their way to larger fringe festivals. A record number of emerging musicians and songwriters from Algoma also took the stage, and visual artists participated in Art in the Parkin' Lot, the Art Crawl, the art battle, and youth graffiti contest.

Fringe festivals are urban festivals and Fringe North theatre venues and all #upthearts stages, galleries, pop-ups, will be primarily within the Downtown Association's boundaries on Queen St. and at the Roberta Bondar Pavilion.

There is a thirty-five-year history of successful collaboration between downtown business associations and fringe festivals in Canada beginning in Edmonton in 1982 and the Old Strathcona Business Association. North Bay has a fringe festival, On The Edge, and a new Fringe is slated to open in Sudbury in 2020. This will provide a Northern Ontario Fringe circuit. Disclaimer: while the Arts Council and Fringe have signed an MOU of cooperation in 2017, nothing has been formalized with the SSM Downtown Association and the contents herein represents the intentions of #upthearts to deepen and increase the festivals commitment to the downtown core.

Audience Demographic

Fringe North and UpTheArts is designed to appeal to all ages, families, and lovers of the arts. The multi-fest UpTheArts has youth, children, and adult programming in theatres, on stage, and at the free Kids Fringe.

Theatre audiences and patrons are well known as having above average disposable income and being supporters of the arts in general. Fringe theatre audiences/tourists are used to traveling to attend art and cultural events and are known for spending money on other cultural attractions, more so than many single event productions because their stay is longer. This festival has the potential to increase hotel stays exponentially.

The collaboration between the Arts Council and Fringe North and the UpTheArts festivals saw several new events and a return of several more in 2018:

- Youth graffiti art contest was initiated
- Northern Ontario author book fair ran concurrent with the Art Council's annual "Art in the Parkin' Lot"
- The art crawl was expanded in 2018
- Authors and Grup the Clown entertained at the Centennial Library
- Storytellers performed at the Museum.

Fringe North has conducted two years of research and effort into building bridges with First Nation and Metis communities. Indigenous performers at Fringe North during our first two years included

- Blues singer Chrystal Shawanda
- Rock band Mustang Heart
- Dream Catchers and storytelling by Kimberly Raven
- Three separate indigenous plays about residential schools, missing and murdered indigenous women, and homelessness

Vacant and under-used buildings within the Downtown Association catchment area can be transformed into theatre black boxes, art exhibits, spoken word and author readings, and stages for emerging artists. Buskers on Queen Street will attract tourists from Northern Ontario and Michigan and there are numerous possibilities for outdoor venues.

Although the focus of this application is for festival dates Aug.8-18, 2019, the Fringe North business plan envisions year-round programming and events beginning in 2020.

FRINGE NORTH INTERNATIONAL THEATRE FESTIVAL

FINANCIAL STATEMENTS (Unaudited - see Notice to Reader)

YEAR ENDED MARCH 31, 2018

NOTICE TO READER	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Operations and Net Assets	3



JOE RUSCIO
PROFESSIONAL CORPORATION

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P: 705-949-1221 / F: 705-949-1225
www.jrpc.ca

NOTICE TO READER

On the basis of information provided by management, I have compiled the statement of financial position of Fringe North International Theatre Festival as at March 31, 2018 and the statement of operations and net assets for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

A handwritten signature in black ink, appearing to read 'Joe Ruscio'.

Chartered Professional Accountant
Professional Corporation
Authorized to practice public accounting by The Chartered Professional Accountants of Ontario

Sault Ste. Marie, Canada
October 4, 2018

FRINGE NORTH INTERNATIONAL THEATRE FESTIVAL
STATEMENT OF FINANCIAL POSITION
(Unaudited - see Notice to Reader)

AS AT MAY 31,	2018	2017
ASSETS		
CURRENT		
Cash and term deposits	\$ 437	\$ 12,051
Accounts receivable	716	-
	1,153	12,051
OTHER		
Logo	-	200
Incorporation fees	-	1,846
	-	2,046
	\$ 1,153	\$ 14,097
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 2,231	\$ 2,355
Due to related parties	8,103	5,259
SENO loan	-	10,000
	10,334	17,614
LOAN PAYABLE	1,000	-
NET ASSETS		
General Fund	(10,181)	(3,517)
	\$ 1,153	\$ 14,097

Note: The recognition, measurement, presentation and disclosure principles in these financial statements may not be in accordance with the requirements of any of the financial reporting frameworks in the CPA Canada Handbook - Accounting.

APPROVED ON BEHALF OF THE BOARD:

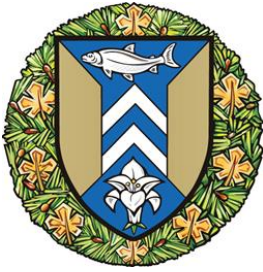
Director

Director

FRINGE NORTH INTERNATIONAL THEATRE FESTIVAL
STATEMENT OF OPERATIONS AND NET ASSETS
(Unaudited - see Notice to Reader)

YEAR ENDED MARCH 31,	2018	2017
REVENUE		
Fundraising and other revenue	\$ 28,580	\$ 895
Grant revenue	23,927	2,000
	52,507	2,895
EXPENSES		
Advertising	5,079	-
Event expenses	16,335	-
Fundraising expenses	8,521	-
Insurance	1,803	-
Interest and bank charges	721	9
Licenses, fees and dues	426	883
Office supplies	492	-
Professional fees	3,892	895
Rent	1,002	-
Salaries and benefits	20,256	-
Utilities	-	265
Travel	645	4,360
	59,172	6,412
NET INCOME (LOSS)	(6,664)	(3,517)
NET ASSETS (DEFICIT), BEGINNING OF YEAR	(3,517)	-
NET ASSETS (DEFICIT), END OF YEAR	\$ (10,181)	\$ (3,517)

Note: The recognition, measurement, presentation and disclosure principles in these financial statements may not be in accordance with the requirements of any of the financial reporting frameworks in the CPA Canada Handbook - Accounting.



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

COUNCIL REPORT

February 4, 2019

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Corporate Services

RE: Ontario Regulation 284/09

PURPOSE

This report is presented in accordance with Ontario Regulation 284/09. Staff is seeking Council approval of the report as required by the Regulation.

BACKGROUND

Ontario Regulation 284/09 allows municipalities to exclude amortization expenses, post-employment benefit expenses, solid waste landfill closure and post-closure expenses from the annual budget. If municipalities do not budget for these expenses a report is to be submitted to Council with respect to the exclusions.

ANALYSIS

The effect of the excluded expenses from the City's budget is as follows:

- 1) Amortization is the asset cost allocated to the periods in which it is used. Under PSAB reporting guidelines, the City's accumulated surplus would be decreased by \$17.3 million. Asset additions, which would increase accumulated net revenue, are estimated at \$57.5 million.
- 2) The landfill closure and post closure costs are being partially funded through a reserve transfer included in the levy. Future costs will be levied as required. The City has a net reserve of approximately \$12.0 million for these expenses.
- 3) Post employment benefits are based upon an actuarial valuation. The City budget for the current year actual cost in the operating budget. These costs will fluctuate based upon the average age of city workers.

FINANCIAL IMPLICATIONS

The effect of excluding these items in the budget is an increase in the City's accumulated net revenue. The attached schedule sets out the effect of each.

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 and Treasurer, dated February 4, 2019, concerning Ontario Regulation 284/09 be approved for the budget year 2019.

Respectfully submitted,

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

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

attachment

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Ontario Regulation 284/09: Budget Restatement
Year ended December 31, 2019

	<u>\$(000)</u>
Capital Assets and Amortization:	
Estimated Acquisition of Tangible Capital Assets Net of Dispositions	57,490
Amortization estimate for 2019	<u>\$ (17,317)</u>
Increase to 2019 accumulated net revenue	<u>40,173</u>
Landfill Closure/Post Closure Expenses:	
Increase to Landfill Closure Liability	\$ (1,598)
Reserve transfer included in budget	<u>364</u>
Decrease to 2019 accumulated net revenue	<u>(1,234)</u>
Post Employment Benefits Expense:	
Increase to 2019 accumulated net revenue	<u>215</u>
Debenture Principle Repayments	(1,522)
Net Reserve/Capital Fund Transfers	4,377
Total increase/(decrease) to accumulated net revenue	<u><u>42,009</u></u>