



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

Monday, October 25, 2021

4:30 pm

Council Chambers and Video Conference

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	Pages
<b>1. Adoption of Minutes</b>	<b>9 - 20</b>
Mover Councillor M. Bruni	
Seconder Councillor M. Shoemaker	
Resolved that the Minutes of the Regular Council Meeting of October 12, 2021 be approved.	
<b>2. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda</b>	
<b>3. Declaration of Pecuniary Interest</b>	
<b>4. Approve Agenda as Presented</b>	
Mover Councillor R. Niro	
Seconder Councillor D. Hilsinger	
Resolved that the Agenda for October 25, 2021 City Council Meeting as presented be approved.	
<b>5. Proclamations/Delegations</b>	
<b>5.1. 2019 Medal of Merit Presentation</b>	
Lieutenant Colonel (ret) Lance Knox	
<b>5.2. National Francophone Immigration Week</b>	<b>21 - 22</b>
<b>5.3. Fleet Services Review</b>	<b>23 - 59</b>
Bannu Hurtig, Tony Yankovich and Marc Canton, Mercury Associates Inc.	

<b>6.</b>	<b>Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda</b>	
	Mover Councillor R. Niro	
	Seconder Councillor D. Hilsinger	
	Resolved that all the items listed under date October 25, 2021 – Agenda item 6 – Consent Agenda be approved as recommended.	
<b>6.1.</b>	<b>OHIP Eye Care</b>	60 - 64
	Correspondence between Mayor Provenzano and the Premier is attached for the information of Council.	
<b>6.2.</b>	<b>Procurement Policy Update (Housekeeping)</b>	65 - 70
	A report of the Chief Financial Officer and Treasurer and City Solicitor is attached for the consideration of Council.	
	The relevant By-law 2021-209 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
<b>6.3.</b>	<b>Third Quarter Financial Report – September 30, 2021</b>	71 - 93
	A report of the Manager of Finance is attached for the information of Council.	
	Mover Councillor R. Niro	
	Seconder Councillor D. Hilsinger	
	That the report of the Manager of Finance dated October 25, 2021, concerning the Third Quarter Financial Report to September 30, 2021 be received as information.	
<b>6.4.</b>	<b>RFP – Medical Direction to Fire Services</b>	94 - 95
	A report of the Manager of Purchasing for the consideration of Council.	
	The relevant By-law 2021-207 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
<b>6.5.</b>	<b>Quote for Three 40-Foot Buses – Transit</b>	96 - 97
	A report of the Manager of Purchasing is attached for the consideration of Council.	
	Mover Councillor R. Niro	
	Seconder Councillor D. Hilsinger	
	Resolved that the report of the Manager of Purchasing dated October 25, 2021 be received and that the quotation for the supply and delivery of three 40 foot buses as required by the Transit and Parking Division be awarded to Nova Bus at their quoted pricing of \$592,307 plus HST, per unit, be approved.	

6.6.	<b>Municipal Law Enforcement Officers</b>	98 - 98
	A report of the Manager of Transit and Parking is attached for the consideration of Council.	
	The relevant By-law 2021-206 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.7.	<b>Downtown Plaza Task Force</b>	99 - 105
	A report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.	
	Mover Councillor M. Bruni	
	Seconder Councillor M. Shoemaker	
	Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated October 25, 2021 concerning Downtown Plaza Task Force be received and that Council authorize the establishment of the Downtown Plaza Task Force and approve Terms of Reference;	
	Further that the Task Force be comprised of the Mayor; Councillor _____; Councillor _____; the CAO; the Deputy CAO, Community Development and Enterprise Services; the Deputy CAO, Public Works and Engineering Services; the Chief Financial Officer/City Treasurer; the Director of Community Services; the Director of Planning; the Manager of Recreation and Culture; and the Manager of Facilities and Maintenance.	
6.8.	<b>Rural Economic Development Funding Agreement Extension – ECNHS</b>	106 - 108
	A report of the Manager of Recreation and Culture is attached for the consideration of Council.	
	The relevant By-law 2021-205 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.9.	<b>Waste Collection Options Study</b>	109 - 110
	A report of the Director of Public Works is attached for the consideration of Council.	
	Mover Councillor M. Bruni	
	Seconder Councillor D. Hilsinger	
	Resolved that the report of the Director of Public Works dated October 25, 2021 concerning Waste Collection Options Study be received and that staff be authorized to submit this study as the municipality's third intake submission for the Audit and Accountability Fund; further, should the City not be successful with its funding application the study be funded through the Landfill Reserve.	
6.10.	<b>Plastic Free Pledge</b>	111 - 112
	A report of the Director of Public Works is attached for the Information of	

Council.

Mover Councillor M. Bruni

Seconder Councillor M. Shoemaker

Resolved that the report of the Director of Public Works concerning Plastic Free Pledge dated October 25, 2021 be received as information.

**6.11. Opioid Class Action Lawsuit Information** 113 - 115

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

Mover Councillor M. Bruni

Seconder Councillor M. Shoemaker

Resolved that the report of the City Solicitor dated October 25, 2021 concerning participation in the Opioid Class Action lawsuit be received as information.

**7. Reports of City Departments, Boards and Committees**

**7.1. Administration**

**7.2. Corporate Services**

**7.3. Community Development and Enterprise Services**

**7.4. Public Works and Engineering Services**

**7.4.1. Fleet Services Review (Public Works)** 116 - 148

A report of the Director of Public Works is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor D. Hilsinger

Resolved that the report of the Director of Public Works dated October 25, 2021 concerning Fleet Management Study be received and that Council approve the Fleet Services Review in principle;

Further that the requests of

- an increase of \$250,000 to the Public Works equipment reserve;
- \$30,000 advisory service in relation to the replacement plan (single sourced to Mercury Associates, Inc.); and
- \$100,000 fee to Mercury Associates Inc. to focus on streamlining work processes and determining our most efficient mode of future operation

be referred to 2022 budget deliberations.

- 7.5. Fire Services
- 7.6. Legal
- 7.7. Planning
- 7.8. Boards and Committees

#### **7.8.1. Municipal Heritage Committee**

Although one vacancy was advertised, the Terms of Reference of the Committee allow for additional members to be appointed. The Board and Committee Nominating Committee has recommended the appointment of two members.

The relevant By-law 2021-210 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

### **8. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council**

#### ***8.1. Notice of Motion – Elimination of Plastics***

Mover Councillor D. Hilsinger

Seconder Councillor C. Gardi

Whereas City Council has since January of 2020 shown its strong desire to see the reduction and elimination of plastic bags and other plastics in our community; and

Whereas City Council has now received the report from staff on the elimination of plastic bags from the motion dated September 25, 2021; and

Whereas the report shows that the plastic pledge has not achieved the desired result to see residents and businesses adopt the pledge; and

Whereas numerous provinces and cities in Canada including: Nova Scotia, Prince Edward Island, Newfoundland and Labrador, Montreal, Jasper, Prince Albert, Vancouver, Edmonton and Regina, among others either have or will soon have bans on plastic bags and other plastics;

Now Therefore Be It Resolved that staff will undertake what is required to put a plastics ban in place in Sault Ste. Marie effective May 1, 2022 on the following items at a minimum: plastic grocery bags used in grocery stores, retail and restaurants, plastic straws and stir sticks, plastic cutlery, and plastic take-out food containers used by restaurants. In addition to the plastics ban, staff will create a community waste reduction strategy with robust goals to be approved by City Council and in place by May 1, 2022.

9. Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution
10. Adoption of Report of the Committee of the Whole
11. Consideration and Passing of By-laws
 

Mover Councillor R. Niro  
 Seconder Councillor D. Hilsinger  
 Resolved that all By-laws under item 11 of the Agenda under date October 25, 2021 be approved.

  - 11.1. By-laws before Council to be passed which do not require more than a simple majority
    - 11.1.1. By-law 2021-205 (Agreement) Rural Economic Development Extension 149 - 153
 

A report from the Manager of Recreation and Culture is on the Agenda.

Mover Councillor R. Niro  
 Seconder Councillor M. Shoemaker  
 Resolved that By-law 2021-205 being a by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs to extend the existing funding agreement until June 30, 2022 be passed in open Council this 25th day of October, 2021.
    - 11.1.2. By-law 2021-206 (Parking) Municipal Law Enforcement Officers (Amend By-law 90-305) 154 - 156
 

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

Mover Councillor R. Niro  
 Seconder Councillor M. Shoemaker  
 Resolved that By-law 2021-206 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be passed in open Council this 25th day of October, 2021.
    - 11.1.3. By-law 2021-207 (Agreement) Medical Direction Services (Fire) 157 - 181
 

A report from the Manager of Purchasing is on the Agenda.

Mover Councillor R. Niro  
 Seconder Councillor M. Shoemaker  
 Resolved that By-law 2021-207 being a by-law to authorize the execution of the Agreement between the City on behalf of the Sault Ste. Marie Fire Services and Dr. Ian Gordon Young for providing Medical Direction Services

for a three year period to the Sault Ste. Marie Fire Services be passed in open Council this 25th day of October, 2021.

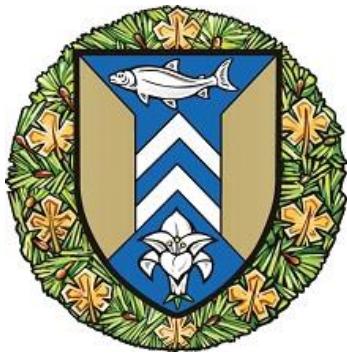
11.1.4.	<b>By-law 2021-208 (Elections) Alternative Voting Methods and Equipment</b>	182 - 182
	A report of the City Clerk and Deputy City Clerk was approved on June 28, 2021.	
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-208 being a by-law to authorize the use of voting and vote counting equipment and the use of alternative voting methods for the 2022 municipal election be passed in open Council this 25th day of October, 2021.	
11.1.5.	<b>By-law 2021-209 (Chief Administrative Officer) Amend By-law 2007-48</b>	183 - 183
	A report of the Chief Financial Officer and By-law 2021-197 updating procurement policies and procedures was approved on October 12, 2021.	
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-209 being a by-law to amend By-law 2007-48 (being a by-law which sets out the responsibilities of the Chief Administrative Officer) and to authorize amending the Financial Administration Section of the by-law to now coincide with the amended Procurement Policy and Procedure By-Law 2021-197 be passed in open Council this 25th day of October, 2021.	
11.1.6.	<b>By-law 2021-210 (Appointments to Local Boards)</b>	184 - 184
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-210 being a by-law to amend By-law 2021-7 (being a by-law to appoint members to the Municipal Heritage Committee) be passed in open Council this 25th day of October, 2021.	
11.2.	<b>By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority</b>	
11.2.1.	<b>By-law 2021-202 (Local Improvements) Bloor Street West</b>	185 - 188
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-202 being a by-law to authorize the construction of Class "A" pavement on Bloor Street West from Lyons Avenue to Patrick Street under Section 3 of the <i>Municipal Act, 2001</i> , Ontario Regulation 586/06 be read a FIRST and SECOND time this 25th day of October, 2021.	

11.2.2.	<b>By-law 2021-203 (Local Improvements) Cedar Street</b>	189 - 192
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-203 being a by-law to authorize the construction of Class "A" pavement on Cedar Street from Wilson Street to Tancred Street under Section 3 of the <i>Municipal Act, 2001</i> , Ontario Regulation 586/06 be read a FIRST and SECOND time this 25th day of October, 2021.	
11.2.3.	<b>By-law 2021-204 (Local Improvements) Dufferin Street</b>	193 - 196
	Mover Councillor R. Niro	
	Seconder Councillor M. Shoemaker	
	Resolved that By-law 2021-204 being a by-law to authorize the construction of Class "A" pavement on Dufferin Street from Grosvenor Avenue to Trelawne Avenue under Section 3 of the <i>Municipal Act, 2001</i> , Ontario Regulation 586/06 be read a FIRST and SECOND time this 25th day of October, 2021.	
11.3.	<b>By-laws before Council for THIRD reading which do not require more than a simple majority</b>	
12.	<b>Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda</b>	
13.	<b>Closed Session</b>	
14.	<b>Adjournment</b>	

Mover Councillor M. Bruni

Seconder Councillor M. Shoemaker

Resolved that this Council now adjourn.



## **REGULAR MEETING OF CITY COUNCIL MINUTES**

Tuesday, October 12, 2021

4:30 pm

Council Chambers and by Video Conference

Present: Mayor C. Provenzano, Councillor S. Hollingsworth, Councillor L. Dufour, Councillor L. Vezeau-Allen, Councillor D. Hilsinger, Councillor M. Shoemaker, Councillor M. Bruni, Councillor R. Niro, Councillor C. Gardi, Councillor M. Scott

Absent: Councillor P. Christian

Officials: M. White, R. Tyczinski, M. Zuppa, F. Coccimiglio, (T. Vair, S. Schell, P. Johnson, D. Elliott, B. Lamming, M. Borowicz-Sibenik, T. Anderson, D. Perri, K. Marlow, T. Vecchio by video conference)

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### **1. Adoption of Minutes**

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that the Minutes of the Regular Council Meeting of September 27, 2021 be approved.

**Carried**

- 2. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda**
- 3. Declaration of Pecuniary Interest**

**3.1 Councillor M. Shoemaker – 69 Old Garden River Road**

Proposed purchaser is a client of law firm.

**3.2 Councillor S. Hollingsworth – By-law 2021-198 (Zoning) 255 East Balfour Street (Fremlin)**

Applicant is a relative.

**3.3 Councillor S. Hollingsworth – By-law 2021-199 (Zoning) 306 River Road (Fremlin)**

Applicant is a relative.

**4. Approve Agenda as Presented**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that the Agenda for October 12, 2021 City Council Meeting as presented be approved.

**Carried**

**5. Proclamations/Delegations**

**6. Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda**

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that all the items listed under date October 12, 2021 – Agenda item 6 – Consent Agenda save and except Agenda item 6.11 be approved as recommended.

**Carried**

**6.1 Procurement Policies and Procedures 2021 Update**

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

The relevant By-law 2021-197 appears under item 11 of the minutes.

**6.2 Window Repair/Restoration – Old Stone House Ermatinger-Clergue National Historic Site**

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

Moved by: Councillor M. Bruni

Seconded by: Councillor M. Shoemaker

Resolved that the report of the Manager of Purchasing dated October 12, 2021 be received and that the tender for Window Repair/Restoration at the ECNHS be awarded to Robertson

Restoration (818185 Ontario Inc.), at their low tendered price, meeting specifications, of \$92,560 plus HST for work of up to thirteen (13) windows at this time.

**Carried**

### **6.3 Tabulator Voting Solution**

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

Moved by: Councillor R. Niro

Seconded by: Councillor M. Shoemaker

Resolved that the report of the Manager of Purchasing dated October 12, 2021 be received and that the proposal submitted by Dominion Voting Systems for the provision of a tabulator voting solution and support services, for the proposed fee at upset limit of \$123,950.25 plus HST, as outlined in their proposal as submitted, as required by City Clerk's Department, be approved on a single source basis.

A By-law authorizing signature of an agreement for tabulator voting system and support services will appear on a future Council Agenda.

**Carried**

### **6.4 Outstanding Council Resolutions**

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

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that the report of the Deputy City Clerk dated October 12, 2021 concerning Outstanding Council Resolutions be received and that Council approve the removal of the following from the outstanding resolutions list:

- Animation Cel Collection;
- Millennium Fountain;
- National Housing Strategy;
- Upgrade to Class D Roads;
- Public Input Sessions in Rezoning Application Process; and
- Green Laneways.

**Carried**

### **6.5 First Nations – Municipal Community Economic Development Initiative**

The report of the Deputy CAO, Community Development and Enterprise Services was received by Council.

Moved by: Councillor R. Niro

Seconded by: Councillor M. Shoemaker

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated October 12, 2021 be received and that staff be authorized to apply to the First Nations – Municipal Community Economic Development Initiative program with either or both of Batchewana First Nation and Garden River First Nation.

**Carried**

**6.6 Pointe des Chenes Transit Pilot Results**

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

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that the report of the Director of Community Services dated October 12, 2021 concerning Pointe des Chenes Transit Pilot Results be received and that Transit Services be authorized to refer the service level increase of \$11,000 to the 2022 Budget process.

**Carried**

**6.7 Welcome to Sault Ste. Marie Campaign**

The report of the Director of Tourism and Community Development was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor M. Shoemaker

Resolved that the report of the Director of Tourism and Community Development dated October 12, 2021 concerning Welcome to Sault Ste. Marie Campaign be received as information.

**Carried**

**6.8 FedNor Northern Ontario Development Program Agreement – RNIP**

A report of the Director of Tourism and Community Development was received by Council.

The relevant By-law 2021-200 appears under item 11 of the minutes.

**6.9 Community Development Applications – October 2021**

The report of the Director of Tourism and Community Development was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that the report of the Director of Tourism and Community Development dated October 12, 2021 concerning Community Development Fund applications be received and that the recommendation of the Economic Development Corporation of Sault Ste. Marie Board of

Directors to allocate \$60,000 in the following amounts from the Community Development Fund – Economic Development stream be approved:

1. Rural and Northern Immigration Pilot Program – matching funds \$50,000
2. Adventure Pass support \$10,000

**Carried**

**6.10 Investing in Canada Infrastructure Program COVID Resilience Funding Agreement**

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

The relevant By-law 2021-177 is listed under item 11 of the minutes.

**6.12 Land Ambulance Maintenance 2021 Extension Agreement**

The report of the Fire Chief was received by Council.

The relevant By-law 2021-196 is listed under item 11 of the Minutes.

**6.13 License Agreement and Noise By-Law Exemption for Remembrance Day**

The report of the City Solicitor was received by Council.

The relevant By-laws 2021-194 and 2021-195 are listed under item 11 of the minutes.

**Carried**

**6.11 Simpson Street On-Street Parking**

The report of the Manager of Design and Transportation Engineering was received by Council.

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that the report of the Manager of Design and Transportation Engineering dated October 12, 2021 concerning on-street parking on Simpson Street be received and that: the current parking prohibitions on the west side of Simpson Street between Queen Street East and Wellington Street East be removed; and all parking on the east side of Simpson Street between Queen Street East and Wellington Street East be prohibited.

Staff will revise the appropriate schedule in the Traffic By-Law which will be brought to Council for approval at a later date.

	<b>For</b>	<b>Against</b>	<b>Absent</b>
Mayor C. Provenzano	X		
Councillor P. Christian		X	
Councillor S. Hollingsworth			X

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Councillor L. Dufour	X		
Councillor L. Vezeau-Allen	X		
Councillor D. Hilsinger	X		
Councillor M. Shoemaker	X		
Councillor M. Bruni	X		
Councillor R. Niro	X		
Councillor C. Gardi	X		
Councillor M. Scott	X		
<b>Results</b>	<b>9</b>	<b>0</b>	<b>2</b>

Carried

### **7. Reports of City Departments, Boards and Committees**

#### **7.1 Administration**

#### **7.2 Corporate Services**

#### **7.3 Community Development and Enterprise Services**

#### **7.4 Public Works and Engineering Services**

#### **7.5 Fire Services**

#### **7.6 Legal**

#### **7.7 Planning**

#### **7.8 Boards and Committees**

### **8. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council**

#### **8.1 69 Old Garden River Road**

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

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Niro

Resolved that the rules of procedure be suspended to allow for a motion for reconsideration without a notice of motion.

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	<b>For</b>	<b>Against</b>	<b>Absent</b>
Mayor C. Provenzano	X		
Councillor P. Christian			X
Councillor S. Hollingsworth			X
Councillor L. Dufour	X		
Councillor L. Vezeau-Allen	X		
Councillor D. Hilsinger	X		
Councillor M. Shoemaker	Conflict		
Councillor M. Bruni	X		
Councillor R. Niro	X		
Councillor C. Gardi	X		
Councillor M. Scott	X		
<b>Results</b>	<b>8</b>	<b>0</b>	<b>2</b>
			<b>Carried</b>

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Niro

Resolved that the following resolution of September 27, 2021 be reconsidered:

Resolved that By-law 2021-186 being a by-law to authorize the sale of surplus property being civic 69 Old Garden River Road legally described in PIN 31514-0095 (LT) to Rocchetta Holdings Inc. be passed in open Council this 27th day of September, 2021.

	<b>For</b>	<b>Against</b>	<b>Absent</b>
Mayor C. Provenzano	X		
Councillor P. Christian			X
Councillor S. Hollingsworth			X
Councillor L. Dufour	X		
Councillor L. Vezeau-Allen		X	
Councillor D. Hilsinger		X	
Councillor M. Shoemaker	Conflict	X	

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Councillor M. Bruni	X		
Councillor R. Niro	X		
Councillor C. Gardi	X		
Councillor M. Scott	X		
<b>Results</b>	<b>6</b>	<b>2</b>	<b>2</b>

**Carried**

Moved by: Councillor M. Bruni

Seconded by: Councillor M. Scott

Resolved that By-law 2021-186 being a by-law to authorize the sale of surplus property being civic 69 Old Garden River Road legally described in PIN 31514-0095 (LT) to Rocchetta Holdings Inc. be passed in open Council this 12th day of October, 2021.

	<b>For</b>	<b>Against</b>	<b>Absent</b>
Mayor C. Provenzano	X		
Councillor P. Christian			X
Councillor S. Hollingsworth	X		
Councillor L. Dufour	X		
Councillor L. Vezeau-Allen		X	
Councillor D. Hilsinger		X	
Councillor M. Shoemaker	Conflict		
Councillor M. Bruni	X		
Councillor R. Niro		X	
Councillor C. Gardi		X	
Councillor M. Scott	X		
<b>Results</b>	<b>5</b>	<b>4</b>	<b>1</b>

**Carried**

- 9. Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution**
- 10. Adoption of Report of the Committee of the Whole**

**11. Consideration and Passing of By-laws**

Moved by: Councillor R. Niro

Seconded by: Councillor D. Hilsinger

Resolved that all By-laws under item 11 of the Agenda save and except By-laws 2021-198 and 2021-199 under date October 12, 2021 be approved.

**Carried**

**11.1 By-laws before Council to be passed which do not require more than a simple majority**

**11.1.1 By-law 2021-177 (Agreement) ICIP Agreement Civic Centre Entrance**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-177 being a by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in right of Ontario as represented by the Minister of Infrastructure for the Investing in Canada Infrastructure Program (ICIP) COVID Resilience funding for improvements to the Civic Centre main exterior entrance be passed in open Council this 12th day of October, 2021.

**Carried**

**11.1.2 By-law 2021-194 (Agreement) 49th Field Regiment – Remembrance Day**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-194 being a by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence for the purpose of a Remembrance Day Ceremony Gun Salute, in support of the annual Remembrance Day commemoration scheduled for November 11, 2021 be passed in open Council this 12th day of October, 2021.

**Carried**

**11.1.3 By-law 2021-195 (Regulations) Exemption Firearms By-law 2008-168 and Noise By-law 80-200**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-195 being a by-law to exempt Her Majesty the Queen in Right of Canada, as represented by the Minister of National Defence (49th Field Regiment), while using the Hub Trail Boardwalk, from By-law 2008-168 being a firearms by-law to prohibit the discharge of firearms in the municipality and from By-law 80-200 being a by-law respecting

noises in the City of Sault Ste. Marie be passed in open Council this 12th day of October, 2021.

Carried

**11.1.4 By-law 2021-196 (Agreement) Fire Services and DSSAB Land Ambulance Maintenance Amending Agreement**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-196 being a by-law to authorize the execution of the Amending Agreement between the City and District of Sault Ste. Marie Social Services Administration Board (DSSAB) for Fire Services Support Services Division to perform maintenance and repairs on Emergency Medical Services (EMS) vehicles be passed in open Council this 12th day of October, 2021.

Carried

**11.1.5 By-law 2021-197 Procurement Policies and Procedures 2021 Update**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-197 being a by-law that establishes the authority and sets out the methods by which Goods, Services or Construction will be purchased and disposed of for the purposes of the City of Sault Ste. Marie be passed in open Council this 12th day of October, 2021.

Carried

**11.1.8 By-law 2021-200 (Agreement) FedNor Northern Ontario Development Program**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-200 being a by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in Right of Canada as represented by the Minister of Economic Development and Official Languages for the FedNor Northern Ontario Development Program be passed in open Council this 12th day of October, 2021.

Carried

**11.1.6 By-law 2021-198 (Zoning) 255 East Balfour Street (Fremlin)**

Councillor S. Hollingsworth declared a conflict on this item. (Applicant is a relative.)

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

## October 12, 2021 Council Minutes

Resolved that By-law 2021-198 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 255 East Balfour Street (Fremlin) be passed in open Council this 12th day of October, 2021.

	For	Against	Absent
Mayor C. Provenzano	X		
Councillor P. Christian			X
Councillor S. Hollingsworth			X
Councillor L. Dufour	X		
Councillor L. Vezeau-Allen	X		
Councillor D. Hilsinger	X		
Councillor M. Shoemaker	Conflict		
Councillor M. Bruni	X		
Councillor R. Niro	X		
Councillor C. Gardi	X		
Councillor M. Scott	X		
<b>Results</b>	<b>8</b>	<b>0</b>	<b>2</b>

**Carried**

### 11.1.7 By-law 2021-199 (Zoning) 306 River Road (Fremlin)

Councillor S. Hollingsworth declared a conflict on this item. (Applicant is a relative.)

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-199 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 306 River Road (Fremlin) be passed in open Council this 12th day of October, 2021.

	For	Against	Absent
Mayor C. Provenzano	X		
Councillor P. Christian			X
Councillor S. Hollingsworth	Conflict		
Councillor L. Dufour	X		

October 12, 2021 Council Minutes

Councillor L. Vezeau-Allen	X		
Councillor D. Hilsinger	X		
Councillor M. Shoemaker			X
Councillor M. Bruni	X		
Councillor R. Niro	X		
Councillor C. Gardi	X		
Councillor M. Scott	X		
<b>Results</b>	<b>8</b>	<b>0</b>	<b>2</b>

Carried

- 11.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority**
- 11.3 By-laws before Council for THIRD reading which do not require more than a simple majority**
- 12. Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda**
- 13. Closed Session**
- 14. Adjournment**

Moved by: Councillor R. Niro

Seconded by: Councillor C. Gardi

Resolved that this Council now adjourn.

Carried

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Mayor

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City Clerk



## OFFICE OF THE MAYOR

## PROCLAMATION

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**WHEREAS** National Francophone Immigration Week is celebrated throughout Canada with the slogan “Une francophonie aux mille saveurs”; and

**WHEREAS** Taking note with appreciation, that Immigration, Refugees and Citizenship Canada strongly believes that attracting, integrating and retaining French-speaking immigrants outside Quebec contributes to enhancing the vitality of communities by strengthening Canada’s linguistic duality and increasing diversity within the communities, provinces and territories; and

**WHEREAS** Considering the relation between French-speaking immigrants and the vitality of the Francophone community and the community of Sault Ste. Marie at large; and

**WHEREAS** Bearing in mind the positive impact that French-speaking immigrants bring to the City of Sault Ste. Marie:

**NOW THEREFORE**, I, Christian Provenzano, as Mayor of the City of Sault Ste. Marie, do hereby proclaim the week of **November 7<sup>th</sup> to November 13<sup>th</sup>, 2021** as **“National Francophone Immigration Week”** in the City of Sault Ste. Marie.

Signed,

Christian Provenzano  
MAYOR



## OFFICE OF THE MAYOR

### PROCLAMATION

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**ATTENDU** QUE la Semaine nationale de l'immigration francophone est célébrée dans tout le Canada avec le slogan « **Une francophonie aux mille saveurs** »; et

**ATTENDU** QU'EN notant avec reconnaissance qu'Immigration, Réfugiés et Citoyenneté Canada croit fermement que le fait d'attirer, d'intégrer et de maintenir sur place des immigrants francophones hors Québec contribue à améliorer la vitalité des communautés en renforçant la dualité linguistique du Canada et en augmentant la diversité au sein des communautés, des provinces et des territoires; et

**ATTENDU** QU'EN considérant la relation qui existe entre les immigrants francophones et la vitalité de la communauté francophone et la communauté de Sault-Stante-Marie en général; et

**ATTENDU** QU'EN tenant compte de l'impact positif que les immigrants francophones ont sur la Ville de Sault Ste. Marie;

**PAR CONSÉQUENT**, je, Christian Provenzano, maire de la Ville de Sault Ste. Marie, proclame, par la présente, que **la semaine du 7 novembre au 13 novembre 2021** est la **Semaine nationale de l'immigration francophone** dans la Ville de Sault Ste. Marie.

Signed,

Christian Provenzano  
MAYOR



**SAULT STE. MARIE**

# **Fleet Management Consulting Services Project**

## **Presentation for City Council**

**October 25, 2021**

Tony Yankovich, Managing Director  
Bannu Hurtig, Senior Consultant  
Marc Canton, Senior Manager

# Purpose

Report to City Council the key results of the fleet management consulting services engagement

- Provide key findings and recommendations.
- Identify highest priorities for improvement.



# INDUSTRY TRENDS



# Industry Context

- Advances in information technology increases demand for:
  - Data driven decision making
  - Use of performance metrics
- Evolving automotive technology requires:
  - Considering alternative fuel (e.g., CNG and Electric)
  - Different employee skillsets
- Workforce changes are managed through:
  - Formal policies and procedures
  - Standard key performance indicators and management reports



# Industry Context Cont'd

- Greening the fleet requires various strategies such as:
  - Renew the fleet -- newer vehicles are more fuel efficient
  - Rightsize the fleet and downsize vehicle when possible
  - Reduce unnecessary vehicle engine idling
  - Explore alternative fuel and hybrid vehicles appropriate for the job and the environment
- Compressed Natural Gas (CNG) is used in municipalities, however, prerequisites are:
  - Availability of CNG fueling stations
  - CNG trained/certified mechanics
  - Maintenance and repair facilities must be upgraded to meet the CNG related regulations<sup>1</sup>

<sup>1</sup> ([https://www.afdc.energy.gov/uploads/publication/cng\\_maintenance\\_facility\\_mod.pdf](https://www.afdc.energy.gov/uploads/publication/cng_maintenance_facility_mod.pdf)) - only Minor repair can be done at the shop if the shop is not CNG compliant and there are stringent work instructions



# PROJECT OVERVIEW



SAULT STE. MARIE

# Project Description

- Study is limited to the Public Works fleet operation.
- Project has two key components:
  - Conduct a business practices review of key elements of the Fleet Services (FS) operations and programs (details provided in next slide) including cost benchmarking.
  - Conduct a fleet utilization and cost saving opportunity study, i.e., rightsizing the fleet.



# Practices Review Scope

- Asset Allocation and Utilization Management.
- Asset Acquisition and Disposal.
- In-House Asset Maintenance and Repair.
- In-House Maintenance and Repair Parts Management.
- Fuel Management.
- Fleet Management Resources.
- Fleet Management Information Systems.
- Fleet Cost and Financial Management.
- Client (Fleet User) services.



# Approach

- Collaborative approach requiring Public Works active involvement and including Fleet Users and Fleet Partners (Finance, IT, Procurement, HR).
- Practices review:
  - Review documents and analyze fleet inventory data for cost of services benchmarking.
  - Interview fleet personnel and key fleet client groups.
  - Validate findings.
  - Prepare Project Reports.
- Rightsizing:
  - Conduct online survey of vehicles.
  - Conduct meetings with fleet clients to finalize the vehicle list for reassignment and removal.
  - Calculate cost savings.
  - Include findings and recommendations in Project Reports.



# Deliverables

- Measure and Benchmark Conditions and Performance Levels – *Excel*™ workbook
- Determine and Assess Appropriateness of Fleet Management Costs – *Excel* workbook
- Review and Evaluate Current Business Practices
  - *MS PowerPoint*™ Report
  - *MS Word*™ Report
- Rightsizing – *Excel* workbook and *PowerPoint*



# FLEET PROFILE AND COST



# Fleet Composition

- A diverse fleet, typical for a municipality.
- 298 active units.
- 838 VEUls.

Mercury uses an analytical technique based on the Vehicle Statistical Referencing System (VSRS) which allows us to compare statistics from diverse fleets by converting vehicle and equipment types to their equivalent in terms of the level of effort required to maintain a standard passenger sedan, which is used as a baseline and given a value of 1.0 Vehicle Equivalent Unit (VEU). The assignment of VEU values to vehicles and equipment is based on our work with hundreds of fleets across North America.

Asset Type	Count	% of Fleet
Trucks, LD	73	24.5%
Construction	50	16.8%
Trucks, HD	48	16.1%
Grounds Equip	50	16.8%
Other	38	12.8%
Trailers	23	7.7%
Sedans	4	1.3%
Carts	6	2.0%
Trucks, MD	2	0.7%
Vans	4	1.3%
<b>Total</b>	<b>298</b>	<b>100.0%</b>

Asset Type	VEUs	% of Fleet
Trucks, LD	119	14.1%
Construction	222	26.4%
Trucks, HD	310	36.9%
Grounds Equip	88	10.5%
Other	59	7.0%
Trailers	17	2.0%
Sedans	4	0.5%
Carts	6	0.7%
Trucks, MD	9	1.0%
Vans	6	0.7%
<b>Total</b>	<b>838</b>	<b>100.0%</b>

# Full Time Equivalent (FTE) and Cost

Function	FTE
Management and Oversight	0.8
Financial and Budget Management	0.2
Mechanical Supervisor	1.0
Shop Clerk	1.0
Mechanics	9.0
Mechanic Apprentice	1.0
Serviceman	3.0
Welders	3.8
Store Supervisor	0.8
Storekeeper for Parts	2.0
<b>Total FTE</b>	<b>22.6</b>

Cost Category	FY 2018 Actuals	FY 2019 Actuals	FY2020 thru October 31	FY2020 Annualized	FY 2020 Annualized Category Percentages
SFB	\$ 2,517,890	\$ 2,723,653	\$ 2,557,458	\$ 3,068,949	34.3%
Pass Thru	\$ 3,462,930	\$ 4,129,419	\$ 3,645,865	\$ 4,375,038	49.0%
OH	\$ 77,274	\$ 71,713	\$ 64,851	\$ 77,821	0.9%
Materials and Supplies	\$ 225,059	\$ 148,262	\$ 138,956	\$ 166,747	1.9%
Capital	\$ 1,134,830	\$ 1,250,768	\$ 1,038,623	\$ 1,246,348	13.9%
<b>Total</b>	<b>\$ 7,417,983</b>	<b>\$ 8,323,814</b>	<b>\$ 7,445,753</b>	<b>\$ 8,934,903</b>	<b>100.0%</b>

- SFB cost: personnel salary and benefits.
- Pass Thru: fleet costs such as fuel, parts, and sublet maintenance and repair.
- OH: overhead cost, e.g., facility and utility.
- Fleet cost including maintenance & repair, fuel, salaries, and management is ~ \$8.9M for 2020.
- Three-year comparison of actual costs (i.e., including price increases) indicates YOY increase in costs.



# Fleet Client Profile

- Operations has the highest percentage of assets and VEUs.
- Landfill has the 2nd highest percentage of VEUs, but is below Parks in the asset count percentage.
- Demand for maintenance and repair is driven by VEUs – in order: Operations, Landfill, Parks, and Traffic.

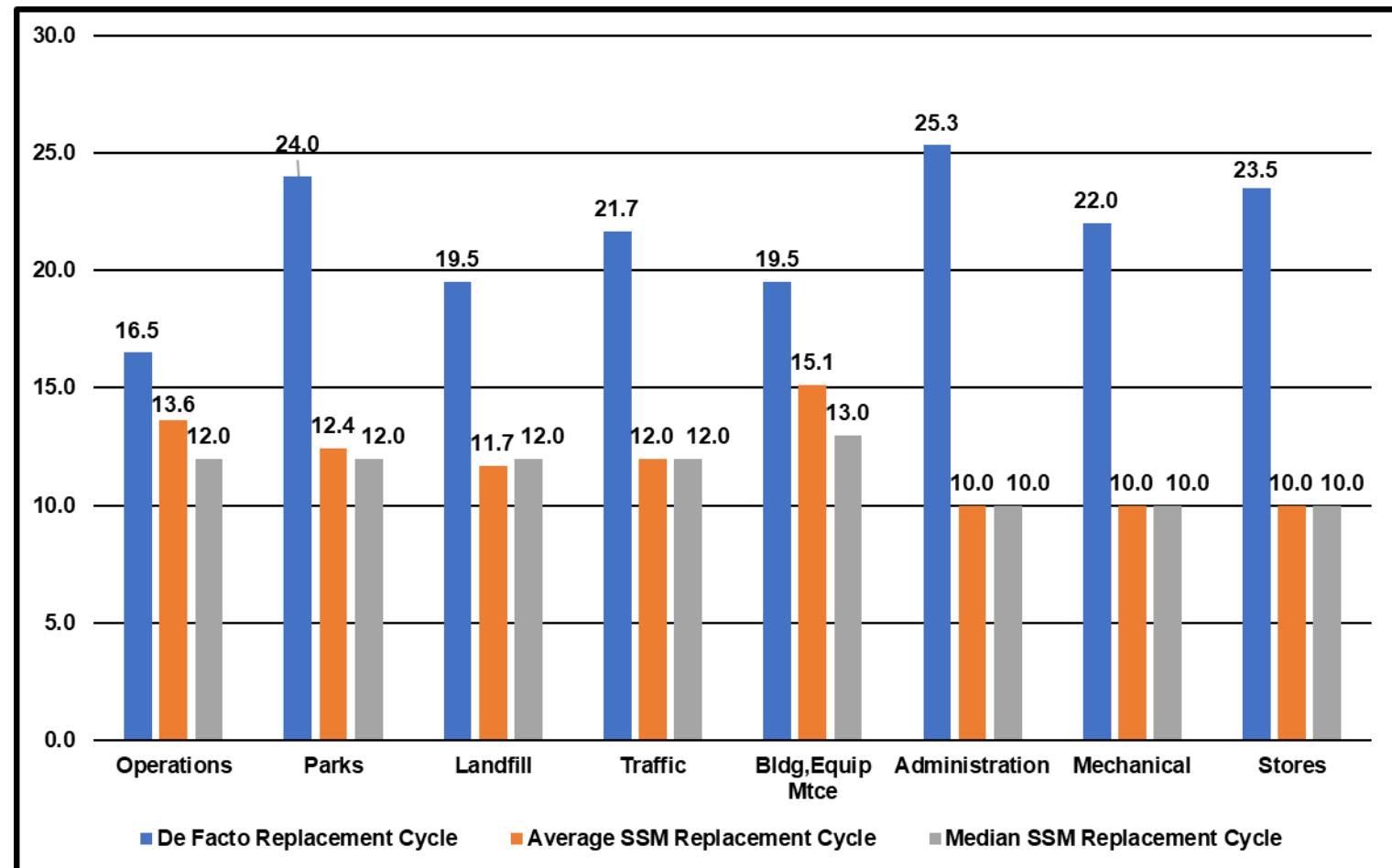
Department	Count	% of Fleet
Operations	174	58.4%
Parks	74	24.8%
Landfill	25	8.4%
Traffic	13	4.4%
Bldg,Equip Mtce	7	2.3%
Administration	3	1.0%
Mechanical	1	0.3%
Stores	1	0.3%
<b>Total</b>	<b>298</b>	<b>100.0%</b>

Department	VEUs	% of Fleet
Operations	571	68.1%
Parks	110	13.1%
Landfill	119	14.1%
Traffic	22	2.6%
Bldg,Equip Mtce	12	1.4%
Administration	4	0.4%
Mechanical	2	0.2%
Stores	1	0.1%
<b>Total</b>	<b>838</b>	<b>100.0%</b>



# Fleet Age by Department

- Average and median ages of entire Fleet is 10 and 9.5 years - Normal Distribution.
- De facto replacement cycle is the actual effective replacement cycle – this is twice the calculated average (or median): for entire fleet ~ 19 to 20 years much older than the Sault Ste. Marie (SSM) target replacement cycles.
- Separate Age by Asset Type analysis indicates that Sedans, Medium Duty Trucks, Vans and Trailers have the longest de facto replacement cycles.
- Maintenance and repair costs increase with an aging fleet.



# Cost Benchmarking

- For other municipal studies, Cost per VEU range is \$2,400 to \$3,800.
- City's cost per VEU for maintenance & repair is \$5,456.
- Probable reasons for high cost are: aging fleet, cost for repairs on non-capital assets, as well as a larger than optimal mechanic force triggered by absenteeism and the lack of a dedicated parts specialist.

Fleet Maintenance Cost Benchmarks		
VEUs Serviced of Active Assets	838	
Active Assets	298	
<b>Cost per VEU</b>	<b>Current Base</b>	<b>Total M&amp;R Costs</b>
In-house Labour	\$2,823	\$2,365,985
Sublet Repair Services	\$926	\$775,642
Parts	\$1,707	\$1,430,518
<b>Total Cost per VEU</b>	<b>\$5,456</b>	<b>\$4,572,145</b>
	Based on Actual Hours for Work Orders <sup>1</sup>	
	30.3	
Billed Hours per VEU	30.3	
Expected Range (10 - 15)	high	
VEUs per FTE Technician	53.2	
Expected Range (100 - 135)	low	
VEUs per FT Technician	46.6	

<sup>1</sup> The technicians' hours are as reported on Work Orders

# Fleet Replacement Analysis

Number of vehicles currently in the fleet	298
Number of vehicles that will meet or exceed recommended replacement age in FY 2022	120
Percentage of vehicles that will meet or exceed recommended age in FY 2022	40%
Number of vehicles that will exceed recommended replacement age in FY 2022	99
Percentage of vehicles that will exceed recommended age in FY 2022	33%
Current replacement cost of the entire fleet	\$36.5 M
Cost of replacing vehicles that will meet or exceed recommended age in FY 2022	\$12.3 M
Cost of replacing vehicles that will exceed recommended age in FY 2022	\$10.5 M
Cost of replacing vehicles overdue for replacement as a percentage of total fleet rep cost	29%
Weighted average recommended replacement cycle (years)	12.4
Average annual fleet replacement cost	\$2.9 M
Average annual value of vehicle purchases (FY2017-21)	\$2.1 M
Years of replacement backlog based on average annual replacement cost	3.6
Years of replacement backlog based on average annual value of replacement purchases	4.9

**Baseline or rudimentary fleet replacement plan using Mercury's proprietary tool, indicates a replacement backlog of \$10.5 M to \$12.3 M and an average annual fleet replacement cost of \$2.9M. This plan includes Landfill and Sewer assets which is funded separately from the Fleet assets – a practical replacement plan needs to be developed**



Part 1: Practices Review  
**FINDINGS**



# Maturity Rating

Rating	Category	Description
5	Best in Class	The organization has an innovative, well-above-average ability to define, measure, monitor, manage, and perform the fleet management activity that clearly sets it apart from the typical fleet management organization.
4	High Performing	The organization has comprehensive, well-defined, data-driven policies and procedures for performing the activity and promoting continuous improvement in its execution.
3	Competent	The organization has good knowledge of basic fleet management principles and techniques associated with the performance of the activity and applies it in a generally consistent manner.
2	Basic	There is a limited understanding of the proper methods of, and generally inconsistent, performance of the activity across the organization.
1	Reactive	The organization has a poor understanding of, and ad hoc approach to performing, the fleet management activity, or fails to perform it with any consistency, if at all.

**We assigned a maturity rating for each fleet function and sub-function along with our findings and recommendations.**



# Fleet Practices Review Rating

Practice Area	Rating
Asset Allocation and Utilization Management	3.8
Asset Acquisition and Disposal	3.8
In-House Asset Maintenance and Repair	2.5
In-House Maintenance and Repair Parts Management	2.0
Outsourced Maintenance and Repair	2.7
Fuel Management	3.0
Fleet Management Information Systems	2.0
Fleet Management Resources	3.6
Fleet Cost and Financial Management	1.8
Client (Fleet User) services	3.7

*Overall unweighted average rating is 2.9 with a low (green), medium (yellow), and major (red) - major improvements required in four functions.*



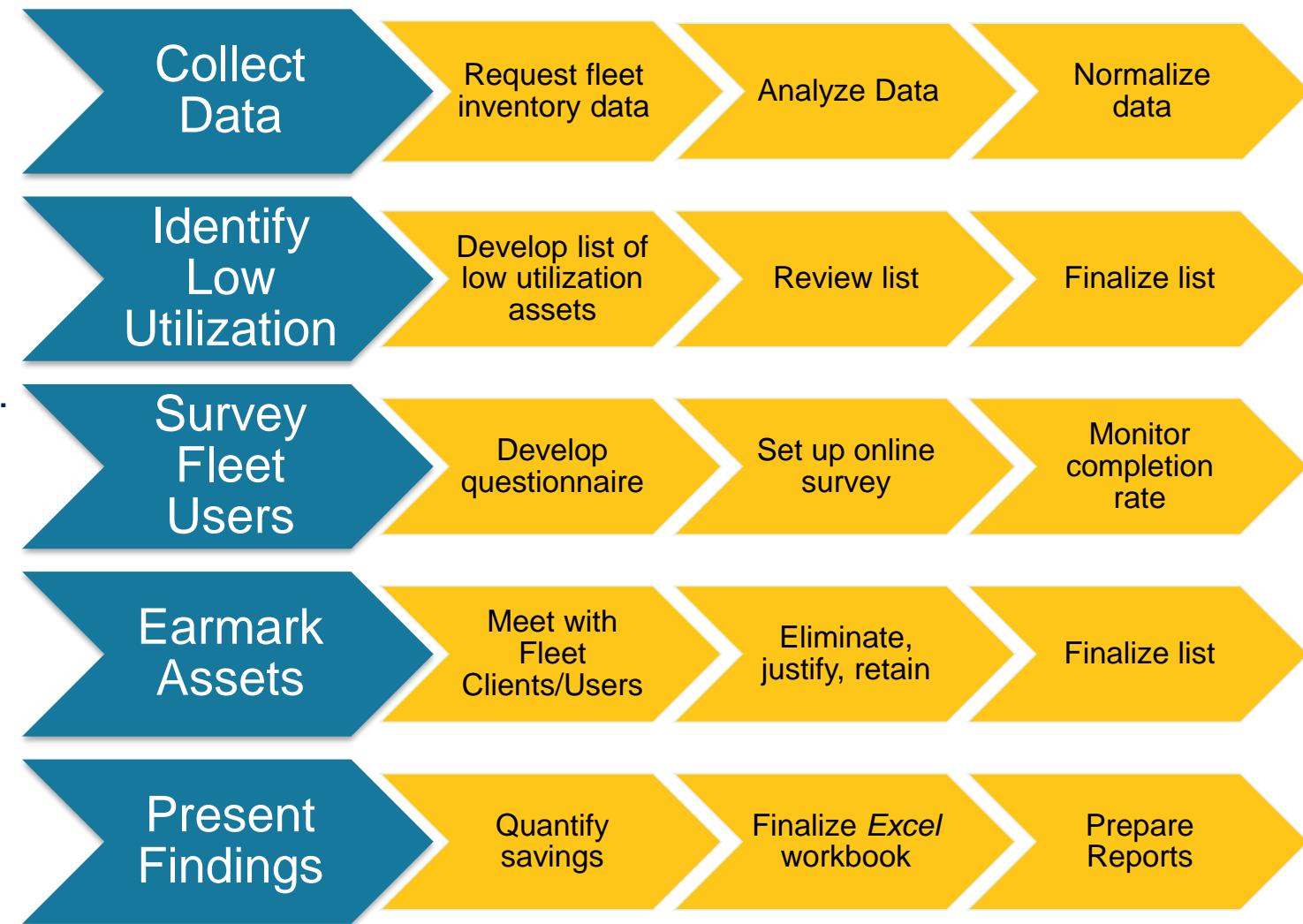
Part 2: Fleet Rightsizing

# SCOPE, METHODOLOGY, FINDINGS AND COST SAVINGS



# Overview of Rightsizing Scope and Methodology

- The goal is to identify specific cost saving opportunities by adjusting the size and composition of the City's fleet.
- Both asset utilization and criticality are considered.



# Rightsizing Assets in Scope

- Public Works determined the assets to be included in the Rightsizing analysis.
- 75 assets (of the 298 Active assets) were excluded from the survey due to being specialized or recent replacement.

Class	Count in VAM	% of VAM Fleet
Trucks, LD	63	28.3%
Trucks, MD	1	0.4%
Sedans	3	1.3%
Vans	2	0.9%
Trucks, HD	40	17.9%
Construction	35	15.7%
Grounds Equip	39	17.5%
Carts	5	2.2%
Other	22	9.9%
Trailers	13	5.8%
<b>Total</b>	<b>223</b>	<b>100.0%</b>

Division	Count in VAM	% of VAM Fleet
Operations	137	61.4%
Traffic	9	4.0%
Parks	61	27.4%
Landfill	12	5.4%
Administration	2	0.9%
Bldg,Equip Mtce	2	0.9%
<b>Total</b>	<b>223</b>	<b>100.0%</b>

# Results by Asset Class Type

Class Type	Number of Assets	Eliminate	Summer Rent	Review	Retain
Trucks, LD	63	7	3	6	47
Trucks, MD	1	0	0	0	1
Sedans	3	1	0	0	2
Vans	2	0	0	0	2
Trucks, HD	40	2	0	12	26
Construction	35	2	1	24	8
Grounds Equipment	39	0	0	30	9
Carts	5	0	0	3	2
Other	22	1	0	8	13
Trailers	13	1	0	1	11
<b>Total</b>	<b>223</b>	<b>14</b>	<b>4</b>	<b>84</b>	<b>121</b>

A total of 14 assets identified for Elimination from Fleet and 4 summer rent assets identified for elimination with the prerequisite of summer rental contract in place.



# Cost Savings by Asset Elimination

- Total Replacement Savings = \$2.2M
- Total 5-Year Savings = \$1.4M
- Eliminated Assets will be removed in a multi-year replacement plan

Asset ID	Division	Asset Type	Year	5-Year Total of Annual Capital Cost Savings	5-Year Operating Cost Savings	Total 5-Year Savings	Sale Proceeds	One Time Replacement Cost Savings	Total Replacement Savings
16	Traffic	Trucks, LD	2001	\$22,609	\$3,319	\$25,928	\$1,024	\$42,586	\$43,609
39	Operations	Trucks, LD	2004	\$38,443	\$12,489	\$50,931	\$2,961	\$86,891	\$89,851
52	Parks	Trucks, LD	2006	\$22,609	\$34,116	\$56,726	\$2,382	\$42,586	\$44,967
54	Landfill	Trucks, LD	2006	\$22,609	\$28,561	\$51,171	\$3,751	\$42,586	\$46,336
57	Parks	Trucks, LD	2005	\$22,609	\$10,690	\$33,299	\$1,417	\$42,586	\$44,003
62	Operations	Sedans	2008	\$13,691	\$22,570	\$36,261	\$2,207	\$25,787	\$27,994
96	Parks	Trucks, LD	2005	\$22,609	\$8,631	\$31,241	\$205	\$42,586	\$42,791
98	Parks	Trucks, LD	2004	\$22,609	\$11,577	\$34,186	\$2,509	\$42,586	\$45,095
251	Operations	Trucks, HD	2005	\$159,075	\$18,239	\$177,314	\$18,571	\$299,625	\$318,196
253	Operations	Trucks, HD	2006	\$159,075	\$33,009	\$192,084	\$19,340	\$299,625	\$318,965
592	Operations	Construction	2008	\$394,763	\$119,462	\$514,225	\$67,639	\$743,554	\$811,193
713	Operations	Other	1991	\$11,666	\$23,778	\$35,444	\$34	\$26,369	\$26,403
907	Operations	Trailers	2010	\$119,832	\$2,494	\$122,326	\$33,899	\$236,994	\$270,893
930	Operations	Construction	2012	\$23,692	\$12,384	\$36,076	\$5,474	\$44,625	\$50,099
Total				\$1,055,892	\$341,320	\$1,397,212	\$161,412	\$2,018,983	\$2,180,396

**Savings are dependent on having and enacting a Fleet renewal program – identified “spare” vehicles cannot be eliminated until Fleet Clients can rely on vehicle availability**



# Cost Savings for Summer Assets

- Certain assets are only needed in the summer peak season.
- Instead of keeping assets that are only used for half of the year, vehicles could be rented for peak season.
- Another option is to receive replacement vehicles prior to peak period and keeping replaced vehicles for the peak period.

Asset Number	Division	Asset Type	Year	5-Year Total of Annual Capital Cost Savings	5-Year Operating Cost Savings	Total 5-Year Savings	Sale Proceeds	One Time Replacement Cost Savings	Total Replacement Savings
59	Operations	Trucks, LD	2008	\$38,443	\$0	\$38,443	\$7,114	\$86,891	\$94,005
193	Parks	Trucks, LD	2002	\$38,443	\$0	\$38,443	\$1,861	\$86,891	\$88,752
199	Parks	Trucks, LD	2002	\$38,443	\$0	\$38,443	\$2,039	\$86,891	\$88,929
928	Operations	Construction	1995	\$23,692	\$0	\$23,692	\$3,054	\$44,625	\$47,679
<b>Total</b>				<b>\$139,020</b>	<b>\$0</b>	<b>\$139,020</b>	<b>\$14,068</b>	<b>\$305,297</b>	<b>\$319,365</b>

*For these “Summer Rent” assets, operating cost savings were not included as the cost will be offset by rental fees.*



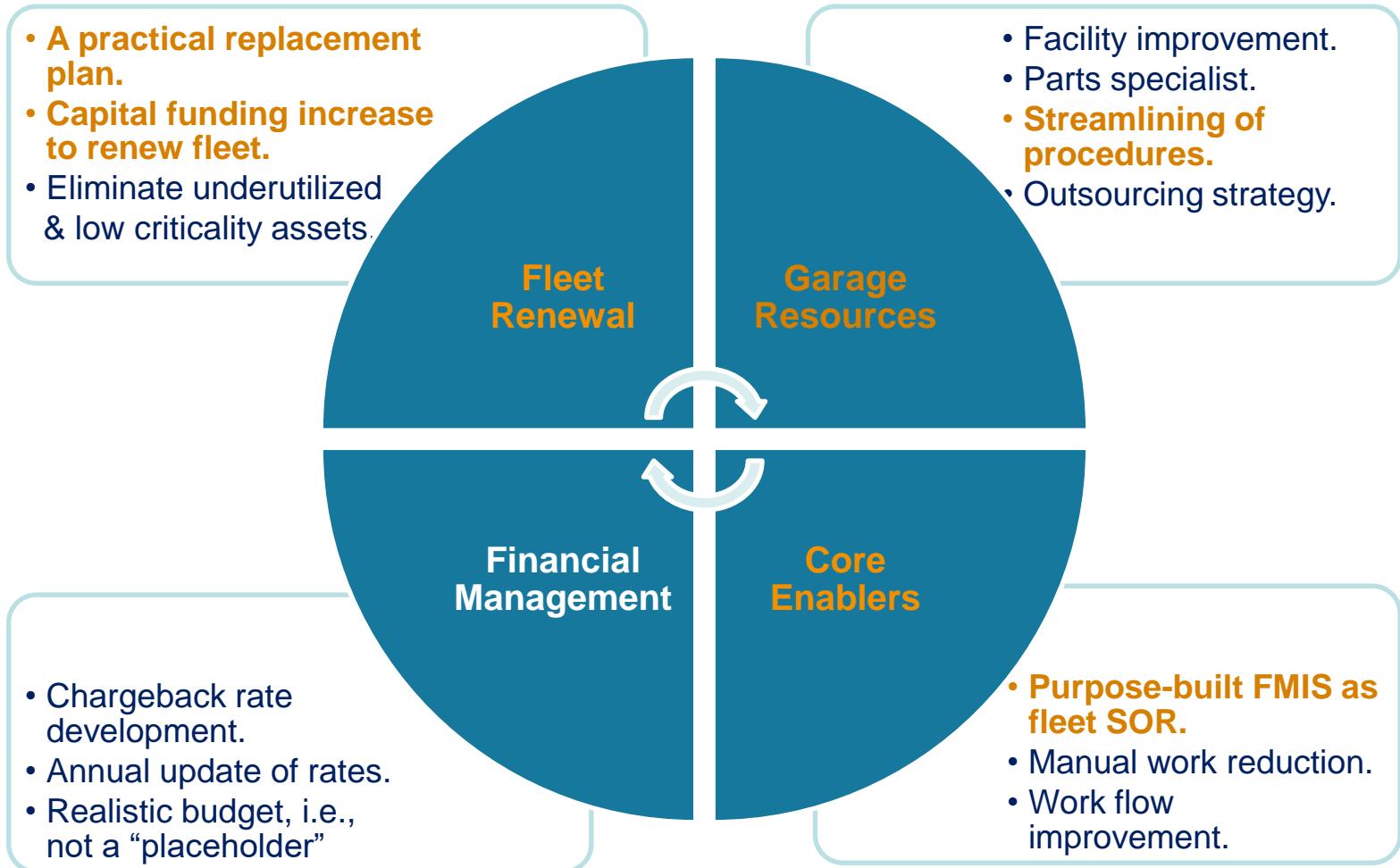
# KEY RECOMMENDATIONS



# Strategic Direction

- A practical replacement plan and streamlining garage processes, as well as a purpose-built FMIS are of high priority and can be done independently.
- Chargeback rate development while of high priority, requires a purpose-built FMIS
- Fleet Rightsizing (elimination of assets is dependent on fleet renewal) .

**High priority items**



# Key Improvement Initiatives

Strategic Pillar	Recommendations	Benefits	Estimated Effort / Cost
Fleet Renewal	<ul style="list-style-type: none"> <li>Develop a practical and smooth replacement plan</li> <li>Obtain additional capital funding</li> <li>Ensure focus and sufficient resources for acquisition and disposal</li> </ul>	<ul style="list-style-type: none"> <li>Reduce M&amp;R cost</li> <li>Improve vehicle/equipment reliability and availability</li> <li>Potentially improve operator productivity</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: Medium at 3 – 5 months with advisory services (\$30K)</li> <li>Fleet consultant - \$65k</li> <li>Annual average capital estimate=\$2.9M</li> </ul>
Garage Services	<ul style="list-style-type: none"> <li>Create a parts specialist by converting a mechanic headcount</li> </ul>	<ul style="list-style-type: none"> <li>Improved mechanic productivity &amp; wrench turning time</li> </ul>	<ul style="list-style-type: none"> <li>No net cost for parts specialist;</li> <li>Internal effort for recruitment: Low</li> </ul>
	<ul style="list-style-type: none"> <li>Develop plan for facility improvement to reduce congestion</li> </ul>	<ul style="list-style-type: none"> <li>Improved garage productivity</li> </ul>	<ul style="list-style-type: none"> <li>Cost for: facility programming &amp; planning (3 months); design (6 months) and construction (12 months) – High cost item</li> </ul>
	<ul style="list-style-type: none"> <li>Process streamlining for key work flows</li> </ul>	<ul style="list-style-type: none"> <li>Reduce cost/VEU</li> <li>Improved employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: High at 8-12 months</li> <li>Fleet consultant - \$100k</li> </ul>
	<ul style="list-style-type: none"> <li>Develop outsourcing strategy, guidelines, contracts and vendor management skillsets - consider outsourcing of light and medium duty vehicle repair</li> </ul>	<ul style="list-style-type: none"> <li>Interim strategy until garage facility is improved</li> <li>Focus and specialization in garage</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: Medium at 3 - 5 months</li> <li>Fleet consultant - \$50k</li> </ul>



# Key Recommendations Cont'd

Strategic Pillar	Recommendations	Benefits	Estimated Effort / Cost
Garage Services cont'd	<ul style="list-style-type: none"> <li>• Increase stocking of parts for long lead parts</li> <li>• Clean up obsolete inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce time required to source parts</li> <li>• Off-load mechanic's parts role</li> </ul>	<ul style="list-style-type: none"> <li>• Internal effort: Medium</li> </ul>
Core Enablers	<ul style="list-style-type: none"> <li>• Procure a purpose-built &amp; dedicated FMIS suitable for fleet size that meets business requirements (the current system has significant limitations)</li> <li>• Develop streamlined workflows for implementation in FMIS</li> <li>• Implement parts management in FMIS</li> </ul>	<ul style="list-style-type: none"> <li>• One SOR for fleet</li> <li>• Data analytics and management reporting</li> <li>• Parts inventory management to improve parts procurement process</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet consultant cost for procurement and guiding implementation - approx. \$100k</li> <li>• Internal effort: Medium to High</li> <li>• FMIS acquisition cost to be determined – multiple variables and options</li> </ul>
Rate Development and Charge-back	<ul style="list-style-type: none"> <li>• Develop a practical rate plan with clear methodology to charge-back for fleet operating cost and to build a capital reserve</li> <li>• Plan for annual refresh of rate plan</li> </ul>	<ul style="list-style-type: none"> <li>• Cost transparency and accountability</li> <li>• Potential cost reduction due to better understanding of cost drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Internal effort for rate development: High at 8 to 10 months</li> <li>• Fleet consultant cost - approx. \$65k</li> <li>• Internal effort for annual update: Low</li> </ul>



# Important Considerations for Implementation

- Organizational focus, project management discipline, knowledgeable resources, and financial investment.
- Some initiatives can be completed within a year and the benefits are realizable immediately thereafter.
- Other initiatives will take more than a year due to:
  - Complexity.
  - Dependency on enablers (e.g., FMIS) or other initiatives.
  - Business culture change (e.g., increased cost transparency and accountability).
- Generally, a multi-year endeavor requiring a champion, a plan, resources, appropriate budget, and organizational commitment.



# Appendix A

# ABOUT MERCURY



SAULT STE. MARIE

# About Mercury Associates, Inc.

- Established in 2002
- Largest dedicated fleet consulting and technology service provider in North America
- Serve fleets of 50 to 250,000 vehicles and pieces of equipment
- Assist organizations improve fleet management practices, increase operational safety and efficiency, optimize asset utilization and reliability, and operate a cost competitive fleet operation



Headquarters - Rockville, MD



# Select Canada Client List

- Alberta Treasury Bureau
- Aurora, ON
- Calgary, AB
- Capital Regional Dist., BC
- Gravenhurst, ON
- Guelph, ON
- Halton, ON
- Medicine Hat, AB
- Metro Vancouver, BC
- North Bay, ON
- Oakville, ON
- Prince George, BC
- Province of Saskatchewan
- Quesnel, BC
- Red Deer, AB
- Region of Waterloo
- Saint John, NB
- Strathmore, AB
- Surrey, BC
- Town of Georgina
- Waterloo



# Select United States Client List

- Alexandria, VA
- Annapolis, MD
- Asheville, NC
- Baltimore, MD
- Boston, MA
- Boynton Beach, FL
- Brownsville, TX
- Corpus Christi, TX
- Cumberland City, NC
- Delray Beach, FL
- District of Columbia
- Duluth, MN
- Encinitas, CA
- Fresno, CA
- Glendale, CA
- Gresham, OR
- Harford City, MD
- Harris City, TX
- Huntington Beach, CA
- Jamestown, NY
- Janesville, WI
- Kent, WA
- Kissimmee, FL
- Lincoln, NE
- Los Angeles City, CA
- Maricopa City, AZ
- Mequon, WI
- Montgomery City, MD
- Montgomery City, OH
- Mountain Brook, AL
- Norman, OK
- Oak Brook, IL
- Odessa, TX
- Olympia, WA
- Orange City, CA
- Orange City, FL
- Orlando, FL
- Palm Beach, FL
- Palo Alto, CA
- Port Moody, BC
- Prince George, BC
- Richardson, TX
- Richmond, VA
- Sacramento, CA
- Sacramento City, CA
- Salem, OR
- San Francisco, CA
- Sioux Falls, ID
- Topeka, KS
- Travis City, TX
- Wilmington, DE

# Mercury Clients Overview

- ≈ 50 unique clients served per year
- 33 of 50 largest cities in US, including 10 largest, and many of the largest counties
- 34 states / 4 provinces
- US Army, Navy, Air Force, Marines
- GSA, NASA, US Postal Service
- 13 of 16 executive branch agencies including Defense (202,000 vehicles), Homeland Security (58,000 vehicles), State (15,000 vehicles)



# Mercury Project Team



Tony Yankovich  
[tyankovich@mercury-assoc.com](mailto:tyankovich@mercury-assoc.com)  
Project Director



Bannu Hurtig  
[bhurtig@mercury-assoc.com](mailto:bhurtig@mercury-assoc.com)  
Project Lead



Marc Canton  
[mcanton@mercury-assoc.com](mailto:mcanton@mercury-assoc.com)  
Data Analytics Lead



Scott Rood  
[srood@mercury-assoc.com](mailto:srood@mercury-assoc.com)  
Maintenance & Repair Lead



Kathi Croze  
[kcroze@mercury-assoc.com](mailto:kcroze@mercury-assoc.com)  
Accident Prevention Lead



OFFICE OF THE MAYOR



CORPORATION OF THE  
CITY OF SAULT STE. MARIE

October 8, 2021

Honourable Doug Ford, Premier of Ontario  
Legislative Building, Queen's Park  
Room 281  
Toronto, Ontario  
M7A 1A1

Premier Ford:

I am writing to you further to a request from the Ontario Association of Optometrists and a resolution passed unanimously by the City of Sault Ste. Marie City Council which is attached hereto. The resolution asks that the Government of Ontario address OHIP-insured eye care immediately by entering into legally-binding negotiations with Ontario optometrists to fund these services to at least to the cost of delivery.

I understand that the 2021 Ontario budget did not address OHIP-insured eye care, and as a result Ontario optometrists voted to withdraw OHIP services effective September 1, 2021. I have heard from community members who are encountering difficulties accessing services.

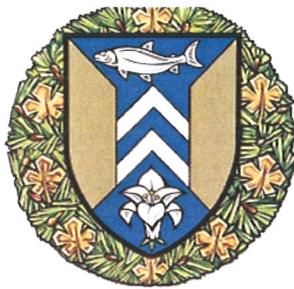
Eye-care is critical for all Ontarians, and it needs to be protected by the Government of Ontario. This letter and the resolution it covers ask that your Government makes the effort and takes the necessary steps to do so.

Sincerely,

A handwritten signature in black ink, appearing to read "Christian C. Provenzano".

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

Cc: Honourable Christine Elliott, Minister of Health and Deputy Premier  
Honourable Ross Romano, Minister of Government and Consumer Services and  
Sault Ste. Marie MPP



## CITY COUNCIL RESOLUTION

### Regular Council Meeting

**Agenda Number:** 8.2

**Title:** OHIP Eye Care

**Date:** Monday, September 27, 2021

---

**Moved by:** Councillor M. Scott

**Seconded by:** Councillor S. Hollingsworth

Whereas routine eye care is critical in early detection of eye diseases like glaucoma, cataracts, and macular degeneration, and the health of eyes is critical to overall health and quality of life; and

Whereas conditions that may be detected with an annual eye exam include: diabetes mellitus, glaucoma, cataracts, retinal disease, amblyopia (lazy eye), visual field defects (loss of part of the usual field of vision), corneal disease, strabismus (crosses eyes), recurrent uveitis (an inflammation of the uvea, the middle layer of the eye that consists of the iris, ciliary body and choroid), and optic pathway disease; and

Whereas payments from OHIP have only increased 9% over the last 30 years, which has not come close to matching inflation of costs, which include rent, staff, utilities, equipment, taxes and supplies; and

Whereas the lack of funding makes it difficult to invest in modern technology, and newer technology means earlier detection of eye disease; and

Whereas the Provincial government's refusal to formally negotiate with optometrists for more than 30 years has forced optometrists to absorb approximately \$173 million annually in the cost to deliver eye care to Ontarians; and

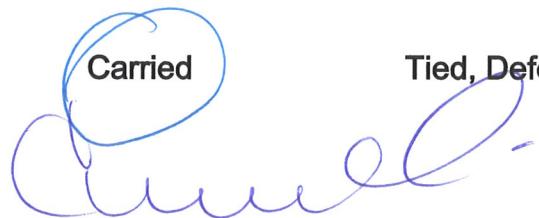
Whereas the 2021 Ontario budget did not address OHIP-insured eye care, Ontario optometrists took action and voted to withdraw OHIP services starting September 1, 2021, unless the government agrees to legally-binding negotiations to fund these services at least to the cost of delivery; and

Whereas this job action will jeopardize good eye-care for those who need the care of an optometrist the most and will have the greatest impact on the most vulnerable groups: children, whose lifetime ability to learn and develop depends on good vision and the elderly, who are at the greatest risk for vision threatening ocular diseases;

Now Therefore Be It Resolved that Council of the City of Sault Ste. Marie requests that the Provincial government recognize the value that access to quality eye care brings to all Ontarians and act now to

protect it; further that the Provincial government address OHIP-insured eye care immediately and enter into legally-binding negotiations with Ontario optometrists to fund these services at least to the cost of delivery; and that a copy of this resolution be forwarded to Premier Ford, Ontario Minister of Health Christine Elliott, and MPP Ross Romano.

Carried



Tied, Defeated

Defeated

Officially Read and Not  
Dealt With / Postponed

---

Christian Provenzano



**Premier of Ontario**  
**Le premier ministre**  
**de l'Ontario**

**Legislative Building**  
**Queen's Park**  
**Toronto, Ontario**  
**M7A 1A1**  
**Édifice de l'Assemblée législative**  
**Queen's Park**  
**Toronto (Ontario)**  
**M7A 1A1**

October 14, 2021

His Worship Christian C. Provenzano  
Mayor  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, Ontario  
P6A 5X6

Dear Mayor Provenzano:

I appreciate hearing council's views concerning OHIP-insured eye care.

At the urging of the Ontario Association of Optometrists (OAO) some optometrists have chosen to withhold publicly funded services for children and seniors. It's extremely disappointing and I would love to see negotiations resume. The Association though continues to reject an independent, third-party mediator's conditions that would allow for that. What makes this especially concerning is that the OAO is telling the public it's at the table, when in fact, it is not.

We know the OAO has been treated unfairly by previous governments. That's why despite the Association's refusal to come back to the table, we are making a one-time payment of \$39 million to optometrists to demonstrate our commitment to reach an agreement. Our government also offered an immediate OHIP fee increase of just under 8.5%, retroactive to April 1, 2021. Plus, we offered to set up a joint working group right away to dig deeper into the issues – such as the cost of overhead – that are negatively impacting the sector.

The College of Optometrists of Ontario has made clear that if an individual optometrist refuses to treat a patient, they're expected to take steps to ensure the patient still receives appropriate care through other means such as referrals. We have been in contact with the College to stress the importance that its members conduct themselves in accordance with the regulator's policies and guidelines during any job action. The College has assured us it remains focused on its mandate to protect the public and is ready to investigate any complaints.

.../2

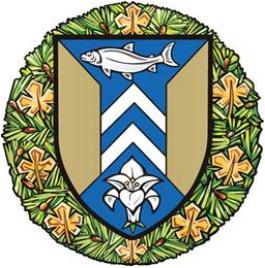
Instead of participating in good-faith negotiations the OAO is choosing to demand an outcome before those talks even begin. Our government has gone to great lengths to lay the foundation for a long-term relationship with optometrists. We put forward a fair and reasonable proposal designed to take immediate action to address years of neglect. The Association should say yes to our joint mediator's invitation and work with us to ensure Ontarians continue to receive the care they need and deserve.

All the best to you and the rest of council.

Sincerely,



Doug Ford  
Premier



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

### C O U N C I L   R E P O R T

October 25, 2021

**TO:** Mayor Christian Provenzano and Members of City Council

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

Karen Fields, City Solicitor

**DEPARTMENT:** Corporate Services / Legal

**RE:** Procurement Policy Update-Housekeeping

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#### PURPOSE

The purpose of this report is to seek Council approval for housekeeping changes in conjunction with the recently updated Procurement Policy and Procedures by-law.

#### BACKGROUND

The Procurement Policies & Procedures by-law 2021-197 was approved on October 12, 2021. Updates to the Capital Budget and Financing Policy and the Chief Administrative Officer ("CAO") By-law are now required to be consistent with the change to the Procurement Policy and Procedure By-law and the Chief Administrative Officer's approval limit.

#### ANALYSIS

The Capital Budget and Financing Policy as approved 2020 09 28 stated the CAO's approval limit as \$75,000. The dollar amount has been removed and the policy now states up to the CAO's approval limit. Under Section 2 Capital Budget Amendments the capital budget tolerance level for change orders has been incorporated. The amended policy is appended and is recommended for Council approval.

With respect to the CAO By-law, the section which states that the CAO "can, for and in the name of the Corporation enter into any contract of routine occurrence involving an expenditure not exceeding an amount in accordance with the Purchasing Policy" should now be changed to read: "for and in the name of the Corporation enter into any contract involving an expenditure not exceeding an amount in accordance with the Procurement Policies and Procedures by-law".

Procurement Policy Update-Housekeeping

October 25, 2021

Page 2.

This change modifies both the limit, and the type of contracts that the CAO may entered into.

**FINANCIAL IMPLICATIONS**

There are no direct financial impacts to the housekeeping adjustments recommended.

**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 and City Solicitor dated October 25, 2021 concerning the Procurement Policy Update-Housekeeping be received and that the Capital Budget and Financing Policy, and the amended CAO By-Law as amended, be approved. By-law 2021-209 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,

Shelley J. Schell, CPA, CA  
Chief Financial Officer/Treasurer  
705.759.5355  
[s.schell@cityssm.on.ca](mailto:s.schell@cityssm.on.ca)

Respectfully submitted,

Karen Fields  
City Solicitor  
705.759.5407  
[k.fields@cityssm.on.ca](mailto:k.fields@cityssm.on.ca)



**Subject: Capital Budget and Financing Policy**

**Service Area: Finance**

**Source: Chief Financial Officer & Treasurer**

**Date: 2020 09 28 (amended 2021 10 25)**

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**Purpose:**

The capital budget is a multi-year financial plan that provides for the planning of future financial resources required to finance capital expenditures. This policy establishes a framework for capital budgeting and financing in order to ensure capital investments are budgeted and monitored with a consistent approach, financed in a manner to ensure a funding mix that places a priority on maintaining long-term financial sustainability and guidelines are established for closing out capital projects.

The primary objectives of the policy are to:

- 1) Support the City's long-term strategic goals
- 2) Maximize the economic potential and community growth of the City
- 3) Promote good infrastructure management that will avoid higher replacement costs and unforeseen infrastructure failures
- 4) Maximize financing, funding and grants with other levels of government and various public and private stakeholders

**Applications:**

This policy applies to all capital projects undertaken or administered by the City.

**Definitions:**

**Capital Project:** a significant expenditure incurred for the improvement, acquisition or major rehabilitation or buildings, equipment, rolling stock and infrastructure used in providing municipal services. The capitalization thresholds for the various asset classes are defined in the Tangible Capital Assets Policy (F-I-7).

**Life Cycle Renewal:** a capital project for the rehabilitation or renewal of existing infrastructure due to obsolescence, health and safety concerns, or general deterioration of assets related to use or age

**Service Improvement:** a capital project that provides a new or expanded level of service to the municipality or enhances an operational service area

**Growth:** a capital project that will stimulate community and/or assessment growth

**Capital from Current Funding:** annual operating fund budget that is transferred to capital accounts for smaller pay-as-you-go projects, excluding capital roadworks and related infrastructure (ie. Sewers, aqueducts etc), that satisfies one or more of the following eligibility criteria:

- Studies and planning related to capital projects, excluding capital road works
- One year stand-alone capital maintenance or life cycle renewal projects



- IT projects including equipment and software
- Growth projects
- Allocated to capital projects to offset the City's internally funding debt

## **Scope:**

### **1. Capital Budget Development**

#### **1.1 Capital Budget Submissions**

The initial phase of the capital budget process is the collection of information on future capital requirements for the City. User departments are required to identify new capital needs for maintaining and enhancing their service objectives. Various sources can identify these needs such as:

- Strategic Plan
- Official Plan
- Master Plans
- Asset Management Plans
- Council Requests
- Service Development or Enhancement Requests
- Review of asset inventory (replacement)
- Emergency issues
- Federal or Provincial Government initiatives, including legislated requirements

Each department shall prepare and submit annually to the Finance Department Capital Budget designate their Capital Budget Requests, on the forms and in the format prescribed, for the current budget year. Departments are responsible for providing updated forecasts each year of the forecasted period (currently 4 years). Project costs should include all reasonably known or anticipated costs, including the impacts of inflation, non-refundable HST and a reasonable contingency. The operating budget impact of the capital project and any associated incremental revenues are to be included as well.

Multi-year or mulit-phase project expenditures shall be budgeted in the year spending is reasonably anticipated to occur.

New capital budget funding requests that are introduced outside of the budget process shall be referred to the next budget cycle unless the request is brought forward by City Council or is deemed urgent by the Chief Administrative Officer and Chief Financial Officer/Treasurer.

#### **1.2 Review of Capital Budget Submissions**

The Finance Department will review all submissions for accuracy and completeness and will follow up with user departments if additional information is required.

The Finance Department will prepare the Prioritization Ranking for approval by the Finance Committee. Prioritization ranking is weighted most heavily by the following criteria:



- High: mandated, regulated or required by law (including Health and Safety)
- Medium: maintaining existing assets
- Low: service level enhancement (service level improvement/growth)

Other prioritization factors include:

- Maintenance of assets risk of failure
- Operational resource requirements
- Strategic Plan priorities
- Funding partners

Each user department will be provided the approved ranking template and all current year capital budget requests to prioritize. Only one ranking per area is to be completed. The Finance Department will summarize the results to be evaluated by the Senior Management Team, which represents all user departments, to discuss the rankings and determine a final recommendation of capital projects to Council.

As resources are not available to finance all capital project requests, the Senior Management Team will rank and prioritize further based upon resource availability. A comment will be provided to Council as to the risk of not proceeding with the highest ranked projects.

The Chief Financial Officer and Chief Administrative Officer will have the responsibility of assigning internal sources of finances (tax levy, internal debt, reserves) and for recommending which projects should be debt financed. Debt financing recommendations will be applied in accordance with the Capital Financing and Debt Policy. Input from the Senior Management Team will be taken into consideration.

### 1.3 Review of Capital Budget by Council

The Capital Budget, which includes recommended projects and sources of financing, is provided to Council for their review and deliberation at the same time as the annual Operating Budget in early December, prior to the budget year. Currently only one year is approved by Council for the Capital Budget. A four year forecast is provided for information only.

### **2. Capital Budget Amendments**

Subsequent to the approval of the Capital Budget, the Chief Financial Officer may recommend to the Chief Administrative Officer for approval of funds to be reallocated from one approved project to another approved project, including the source of financing, up to the Chief Administrative Officer's approval limit, where an increase to the approved amount is needed. A summary of the budget changes approved will be provided to Council with the Capital Budget reporting.

Amendments to the approved capital plan require Council approval, such as accelerating or changing the scope of an approved project, financing requirements changes (either through new grants or changes once tendered value is known) no greater than 20% of the original budget value and does not exceed the Chief Administrative Officer approval limit or funding reallocations in excess of approval limit.



### **3. Capital Budget Monitoring**

Council will be informed on a timely basis of all material unfavourable financial matters. At a minimum a financial status report will be provided in September and with year end reporting by the Finance Department which will include updates on the following:

- Status of projects, including percentage completed to date.
- Any material variance between approved budgets and actual with recommendations to mitigate if required.
- Summary of budget reallocations approved by the CAO as set out in section 2 of policy.

### **4. Carryforward of Previously Approved Project Funding**

A previously approved capital project for which the associated budget was not fully spent and/or committed in the year of approval may be carried forward into the next budget year to complete the project. The amount can be carried forward for one year subsequent to the year of approval and it cannot exceed the difference between the actual expenditures and the approved budget. Projects that have been in process for greater than 3 years will be subject to review to close out as per section 5 of the policy.

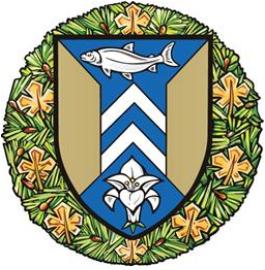
Projects funded by Capital from Current must be scheduled for completion within the budget year in which they are approved. Carryforward will only be allowed in extenuating circumstances as approved by the Chief Administrative Officer.

### **5. Capital Budget Close Out**

The Chief Financial Officer or designate will review at year end with the departments capital budgets that are to be closed out. Any project greater than three (3) years from initial approval by Council will be recommended for close out unless further carry forward has been approved by the Chief Administrative Officer.

The Chief Financial Officer or designate will allocate the disposition of surplus funding for all closed capital projects as follows:

- Capital from Current funding surplus will be transferred to uncommitted capital to be used as a potential funding source for future capital from current projects.
- Reserves and reserve funds which originally funded the capital project shall be allocated back to the respective reserve or reserve fund
- Debt financing shall be a reduction of authorized debt
- All other capital funding will be transferred to uncommitted capital for future projects



# The Corporation of the City of Sault Ste. Marie

## COUNCIL REPORT

October 25, 2021

**TO:** Mayor Christian Provenzano and Members of City Council  
**AUTHOR:** Jacob Bruzas, CPA, CA Manager of Finance  
**DEPARTMENT:** Corporate Services  
**RE:** Third Quarter Financial Report – September 30, 2021

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### PURPOSE

The purpose of this report is to provide a Nine-Month Financial Report to September 30, 2021, and a detailed update on the financial implications of the City's COVID-19 response.

### BACKGROUND

The Finance Committee reviewed the 2021 Third Quarter Financial Report on October 21, 2021. Unaudited Financial Reports are provided to Council quarterly for information.

### ANALYSIS

During 2021 Council deliberations, Council approved the utilization of the Tax Stabilization Reserve up to \$1,914,310 to address financial pressures of COVID-19 and reduce the 2021 levy. As of January 1, 2021, a total of \$4.2M is available from the Province's allocation for COVID-19 Recovery Funding; the Operating stream being \$1.8M, and the Transit stream \$2.5M. See the following chart for breakdown:

	<u>Operating</u>	<u>Transit</u>	<u>Total</u>
Total Safe Restart Funding Available for 2021	\$ 1,769,045	\$ 2,461,357	\$ 4,230,402
Tax Stabilization Budget Allocation 2021	\$ 1,235,633	\$ 678,675	\$ 1,914,308
<b>Total Funding Available for 2021</b>	<b>\$ 3,004,678</b>	<b>\$ 3,140,032</b>	<b>\$ 6,144,710</b>

With the changing Stages of the COVID-19 pandemic, it is difficult to predict at this time what financial position the City will be in at year end 2021.

However, trends are continuously developing and notable financial implications of COVID-19, actual or best estimate, to year end December 31, 2021, are provided to update Council on the current situation. See Appendix A for details.

The following is a summary of some notable financial implications of COVID-19, actual or best estimate, to year end December 31, 2021:

#### Transit

Transit revenue has been projected to decline by approximately \$1,500,000 through December 31, 2021, while incremental expenditures due to COVID-19 are estimated at \$500,000. However, as of September 30, 2021, it is anticipated that the COVID-19 Recovery Funding received for Transit combined with the approved use of the Tax Stabilization Reserve will be sufficient to cover the financial pressures of COVID-19 on the Transit Department.

#### Tax Interest and Penalties

At the May 31, 2021 Council meeting, Council agreed to the waiving of interest on all arrears taxes until December 31, 2021. This measure in effect allows all taxpayers to defer the required tax payments without penalty and assists the community as the economy starts to reopen. The total estimated revenue loss to year end is \$1,285,000.

#### Community Centres

Restrictions continue to be lifted with Ontario's reopening plan, allowing for more use of the City's Community Centres and resultant revenue generation in Q4 2021. However, with the restrictions being lifted, there will also be significant incremental costs incurred for required preventative measures; such as screening costs required at the City's recreational facilities.

The deficit for Community Centres is estimated at approximately \$1,000,000 to year end 2021.

#### Casino Revenue

Gateway Casinos Sault Ste. Marie reopened in July, 2021 to the public with a capacity limit of 50 per cent after being closed since Ontario's lockdown in early April. The City

has received payments for three quarters to date. An estimate of a \$640,000 deficit has been forecasted for this area of the City's budget, with the majority being covered by the allotment to this area from the tax stabilization reserve in the 2021 budget.

Appendix C provides an update on the status of the capital projects approved in the 2021 Budget, including an update on the approved capital budget amendments as per the City's Capital Budget Policy. Of note:

- The Connecting Link - Trunk/Black Road resurfacing project was denied for government funding.
- The MacDonald Ave SWM project has yet to be tendered.
- The procurement process has begun for Transit projects that the City has received confirmation of funding for through the ICIP program; and
- ICIP COVID Resilience funding was recently approved for the Civic Centre entrance projects (Exterior work, lobby and sprinkler system). Work has yet to begin.

The second quarter financial report details are provided in Appendix D. Of note:

- Net assessment growth to September 30, 2021 was +0.12% compared to -0.05% to Q3 2020. The total number of permits to date has decreased from 1,237 in 2020 to 1,058; an approximate 14.47% decrease. However, the construction value increased from \$67,590,940 in 2020 to \$162,508,895 in 2021. There is an anticipation that there will be further increase in permits during the next 3 months. (see Appendix B). This has contributed to supplemental tax revenues being over-budget by approximately \$250,000 to date.

## **FINANCIAL IMPLICATIONS**

As of September 30, 2021, it is anticipated that the COVID-19 Recovery Funding received combined with the approved use of the Tax Stabilization Reserve (up to \$1.9M) will be sufficient to cover the financial pressures of COVID-19 on the City's 2021 operating budget.

Tracking and reporting will continue throughout the remainder of the year, and if there is a required change to the commitment from the Tax Stabilization Reserve, Council will be updated.

Third Quarter Financial Report – September 30, 2021

October 25, 2021

Page 4

At the end of the third quarter the 2021 fiscal year, no significant surplus/deficit is predicted to the end of the year.

**STRATEGIC PLAN / POLICY IMPACT**

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

**RECOMMENDATION**

It is therefore recommended that Council take the following action:

That the report of the Manager of Finance dated October 25, 2021, concerning the Third Quarter Financial Report to September 30, 2021 be received as information.

Respectfully submitted,



Jacob Bruzas, CPA, CA

Manager of Finance

705.759.5356

[j.bruzas@cityssm.on.ca](mailto:j.bruzas@cityssm.on.ca)

as at September 30, 2021  
(Projected to Dec 31, 2021)

## **Operating Budget**

Property Tax interest and penalties	(1,285,000)
CD&ES net impact	(980,924)
Casino revenue	(638,981)
POA net impact	(189,279)
Travel and training expense savings	257,421
Summer student salary savings	155,535
Miscellaneous expense savings	139,320
Fire expenses	(62,022)
Additional security expenses	(47,890)
Change in budget	<u>(2,651,819)</u>
Police Services incremental expenses	(146,714)
<b>Total COVID Impact - Operating</b>	<b><u>(2,798,533)</u></b>
Transit revenue	(1,554,899)
Transit expenses	(502,457)
<b>Total COVID Impact - Transit</b>	<b><u>(2,057,356)</u></b>

## Appendix B

### Net Assessment Growth to September 30, 2021

Class	2021 Total Assessment Based on Returned Roll	2021 Total Assessment to September 30, 2021	Difference Between Returned Roll and Year End	
	CVA	CVA	\$	%
<b>Taxable</b>				
Residential	5,555,131,374	5,564,996,502	9,865,128	0.18%
New Multi-residential	6,625,000	8,564,000	1,939,000	29.27%
Multi-residential	429,881,538	431,721,538	1,840,000	
Com. Occupied	701,873,146	700,066,227	(1,806,919)	-0.26%
Com. Exc. Land	5,225,260	5,220,460	(4,800)	-0.09%
Com. On-Farm Bus.	3,800	3,800	-	
Shopping Occ.	140,121,900	140,121,900	-	0.00%
Office Occupied	16,802,400	16,195,091	(607,309)	-3.61%
Parking/Vac. Land	28,134,600	27,024,100	(1,110,500)	-3.95%
Ind. Occupied	44,821,672	42,483,272	(2,338,400)	-5.22%
Ind. Exc. Land	811,800	861,000	49,200	6.06%
Ind. Vac. Land	5,869,500	6,379,600	510,100	8.69%
Ind.On-Farm Bus.	37,800	37,800	-	
Large Ind. Occ.	58,851,900	58,851,900	-	0.00%
Large Ind. Exc.	1,437,200	1,437,200	-	0.00%
Pipelines	26,281,000	26,281,000	-	0.00%
Farm	2,195,900	2,195,900	-	0.00%
Managed Forests	2,631,700	2,631,700	-	0.00%
<b>Commercial Total Taxable</b>	<b>892,161,106</b>	<b>888,631,578</b>	<b>(3,529,528)</b>	<b>-0.40%</b>
<b>Industrial Total Taxable</b>	<b>111,829,872</b>	<b>110,050,772</b>	<b>(1,779,100)</b>	<b>-1.59%</b>
<b>Total Taxable</b>	<b>7,026,737,490</b>	<b>7,035,072,990</b>	<b>8,335,500</b>	<b>0.12%</b>

## Appendix C

### THE CORPORATION OF THE CITY OF SAULT STE MARIE

#### 2021 CAPITAL BUDGET

#### SUMMARY OF PROJECTS

As at September 30, 2021

	2021 Approved Capital Budget	% of Total	Council Approved/ Costs Incurred to Date	Remaining
Roads/Bridges/Storm Sewers	\$ 16,862,736	43.8%	\$ 12,126,747	\$ 4,735,988
Sanitary Sewer	\$ 8,605,000	22.3%	\$ 3,136,074	\$ 5,468,926
Transit Fleet & Equipment	\$ 4,880,000	12.7%	\$ 2,363,729	\$ 2,516,271
Building Capital Maintenance	\$ 3,286,786	8.5%	\$ 743,785	\$ 2,543,001
Boardwalk Repairs	\$ 1,000,000	2.6%	\$ 812,175	\$ 187,825
Corporate Equipment	\$ 90,000	0.2%	\$ 8,635	\$ 81,365
Fire Fleet & Equipment	\$ 549,995	1.4%	\$ 20,347	\$ 529,648
Public Works Fleet & Equipment	\$ 1,528,000	4.0%	\$ 879,952	\$ 648,048
Community Development and Enterprise Services Fleet & Equipment	\$ 235,000	0.6%	\$ 107,395	\$ 127,605
Growth Projects	\$ 500,000	1.3%	\$ 500,000	\$ -
Landfill Upgrades	\$ 1,000,000	2.6%	\$ 500,000	\$ 500,000
<b>TOTAL</b>	<b>\$ 38,537,517</b>	<b>100%</b>	<b>\$ 21,198,838</b>	<b>\$ 17,338,679</b>

CAPITAL BUDGET AMENDMENTS	Approved Capital Budget	Bid from Contractor	Project Surplus (Shortfall)	CAO Approved Transfers	Amended Capital Budget
<b>OLD STONE HOUSE</b>					
Foundation	\$ 75,000	\$ 95,040	\$ (20,040)	\$ 20,040	\$ 95,040
Chimney	\$ 8,000	\$ 8,000	\$ 0	\$ 32,000	\$ 40,000
Windows	\$ 180,000	\$ 0	\$ 180,000	\$ (68,400)	\$ 111,600
Front Porch	\$ 47,000	\$ 63,360	\$ (16,360)	\$ 16,360	\$ 63,360
Professional Services	\$ 19,000	\$ 0	\$ 19,000	\$ 0	\$ 19,000
Shutters	\$ 9,000	\$ 0	\$ 9,000	\$ 0	\$ 9,000
<b>TOTAL</b>	<b>\$ 338,000</b>	<b>\$ 158,400</b>	<b>\$ 179,600</b>	<b>\$ -</b>	<b>\$ 338,000</b>
Project Funding:					
City Approved Budget from Asset Management Reserve	\$ 143,000				
Historic Sites Trust Fund	\$ 100,000				
RED Grant	\$ 95,000				

## City of Sault Ste. Marie - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING%:	YTD	Budget	Variance	Percentage	2020	2020		Percentage
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	Budget 2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Taxation	(\$125,905,045.55)	(\$125,248,213.00)	\$656,832.55	(0.52%)	(\$120,946,857.83)	(\$121,262,102.13)	(\$120,985,175.00)	0.03%
Payment in Lieu of taxes	(\$2,533,403.49)	(\$4,480,756.00)	(\$1,947,352.51)	43.46%	(\$2,836,367.76)	(\$4,480,450.89)	(\$4,347,584.00)	34.76%
Fees and user charges	(\$19,349,349.34)	(\$27,386,816.00)	(\$8,037,466.66)	29.35%	(\$15,875,626.64)	(\$22,860,642.36)	(\$29,874,141.00)	46.86%
Government grants	(\$19,416,591.16)	(\$20,822,584.00)	(\$1,405,992.84)	6.75%	(\$15,865,721.58)	(\$25,678,296.46)	(\$20,362,847.00)	22.08%
Interest and Investment income	(\$1,863,622.56)	(\$4,320,000.00)	(\$2,456,377.44)	56.86%	(\$2,055,586.75)	(\$3,385,320.41)	(\$4,320,000.00)	52.42%
Contribution from own funds	(\$173,025.86)	(\$2,198,023.00)	(\$2,024,997.14)	92.13%	(\$14,712.30)	(\$3,075,835.34)	(\$195,000.00)	92.46%
Other income	(\$1,099,501.84)	(\$1,948,455.00)	(\$848,953.16)	43.57%	(\$1,025,405.82)	(\$1,686,866.20)	(\$3,070,093.00)	66.60%
Change in future employee benefits			\$0.00	0.00%		(\$1,067,679.86)		0.00%
	(\$170,340,539.80)	(\$186,404,847.00)	(\$16,064,307.20)	8.62%	(\$158,620,278.68)	(\$183,497,193.65)	(\$183,154,840.00)	13.40%
<b>EXPENDITURES</b>								
Salaries	\$49,236,532.12	\$69,917,018.00	\$20,680,485.88	29.58%	\$47,786,086.59	\$68,781,876.58	\$67,967,693.00	29.69%
Benefits	\$13,931,557.00	\$20,172,092.00	\$6,240,535.00	30.94%	\$13,312,905.64	\$17,749,683.91	\$19,063,685.00	30.17%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$63,168,089.12</b>	<b>\$90,089,110.00</b>	<b>\$26,921,020.88</b>	<b>29.88%</b>	<b>\$61,098,992.23</b>	<b>\$86,531,560.49</b>	<b>\$87,031,378.00</b>	<b>29.80%</b>
Travel and training	\$370,359.81	\$1,221,558.00	\$851,198.19	69.68%	\$313,205.25	\$519,694.53	\$1,168,243.00	73.19%
Vehicle allowance, maintenance and repairs	\$4,286,317.59	\$4,017,240.00	(\$269,077.59)	(6.70%)	\$4,169,162.02	\$5,994,444.28	\$4,696,446.00	11.23%
Utilities and Fuel	\$6,589,733.92	\$10,881,568.00	\$4,291,834.08	39.44%	\$6,267,626.65	\$9,113,994.77	\$10,808,363.00	42.01%
Materials and supplies	\$4,481,735.73	\$6,539,043.00	\$2,057,307.27	31.46%	\$4,993,639.56	\$6,895,583.96	\$6,485,810.00	23.01%
Maintenance and repairs	\$1,927,521.37	\$2,776,528.00	\$849,006.63	30.58%	\$1,767,992.93	\$2,319,329.28	\$2,524,059.00	29.95%
Program expenses	\$297,759.08	\$575,458.00	\$277,698.92	48.26%	\$420,197.81	\$875,992.50	\$930,720.00	54.85%
Goods for resale	\$192,884.78	\$489,160.00	\$296,275.22	60.57%	\$229,478.05	\$251,782.60	\$576,422.00	60.19%
Rents and leases	\$194,052.28	\$289,557.00	\$95,504.72	32.98%	\$148,258.16	\$184,777.67	\$288,152.00	48.55%
Taxes and licenses	\$1,969,523.10	\$2,404,690.00	\$435,166.90	18.10%	\$1,648,843.85	\$1,844,291.49	\$1,842,089.00	10.49%
Financial expenses	\$2,655,096.41	\$2,710,039.00	\$54,942.59	2.03%	\$3,199,886.55	\$3,367,005.35	\$2,640,058.00	(21.21%)
Purchased and contracted services	\$7,158,035.27	\$10,928,558.00	\$3,770,522.73	34.50%	\$6,786,671.13	\$9,706,392.80	\$10,556,197.00	35.71%
Grants to others	\$19,589,512.08	\$26,042,966.00	\$6,453,453.92	24.78%	\$19,277,116.78	\$25,431,317.44	\$25,589,424.00	24.67%
Long term debt	\$635,176.45	\$1,795,301.00	\$1,160,124.55	64.62%	\$1,671,410.95	\$2,831,536.14	\$2,875,685.00	41.88%
Transfer to own funds	\$728,416.94	\$24,560,400.00	\$23,831,983.06	97.03%	\$1,285,521.94	\$26,372,235.43	\$23,832,785.00	94.61%
Capital expense	\$977,834.13	\$1,303,801.00	\$325,966.87	25.00%	\$1,012,137.76	\$1,724,375.16	\$1,529,139.00	33.81%
Depreciation			\$0.00	0.00%		\$17,252,318.95		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$408,800.52		0.00%
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00)	(17.72%)
<b>TOTAL OTHER EXPENSES</b>	<b>\$51,831,114.69</b>	<b>\$96,315,737.00</b>	<b>\$44,484,622.31</b>	<b>46.19%</b>	<b>\$52,932,004.76</b>	<b>\$114,626,752.63</b>	<b>\$96,123,462.00</b>	<b>44.93%</b>
	\$114,999,203.81	\$186,404,847.00	\$71,405,643.19	38.31%	\$114,030,996.99	\$201,158,313.12	\$183,154,840.00	37.74%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>(\$55,341,335.99)</b>	<b>\$0.00</b>	<b>\$55,341,335.99</b>	<b>0.00%</b>	<b>(\$44,589,281.69)</b>	<b>\$17,661,119.47</b>	<b>\$0.00</b>	<b>0.00%</b>
 <b>DEPARTMENTAL</b>								
Mayor and Council	\$479,993.51	\$749,356.00	\$269,362.49					
Chief Administrative Officer	\$293,782.83	\$408,063.00	\$114,280.17					
Corporate Services	\$5,579,866.31	\$8,634,060.00	\$3,054,193.69					
Legal	\$1,513,367.67	\$1,921,446.00	\$408,078.33					
Fire Services	\$10,481,495.86	\$14,985,114.00	\$4,503,618.14					
Public Works and Engineering	\$28,153,765.89	\$43,955,275.00	\$15,801,509.11					
CD&ES	\$10,225,152.26	\$17,447,283.00	\$7,222,130.74					
Levy Board	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00					
Outside Agencies	\$2,869,058.78	\$3,887,382.00	\$1,018,323.22					
Outside Agencies - Other	\$170,147.40	\$367,890.00	\$197,742.60					
Economic Diversification	\$48,783.04	\$500,000.00	\$451,216.96					
Corporate	(\$152,771,996.18)	(\$151,768,910.00)	\$1,003,086.18					
Capital and Debt	\$530,377.68	\$7,688,815.00	\$7,158,437.32					
Police	\$20,854,385.96	\$29,570,897.00	\$8,716,511.04					
	(\$55,341,335.99)	\$0.00	\$55,341,335.99					

## Mayor & Council - Third Quarter Ended September 30, 2021

<b>FISCAL YEAR REMAINING% :</b>	<b>YTD</b>	<b>Budget</b>	<b>Variance</b>	<b>Percentage</b>	<b>2020</b>	<b>2020</b>	<b>Percentage</b>	
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	Budget	Budget-Rem
<b>REVENUE</b>								
<b>EXPENDITURES</b>								
Salaries	\$344,528.21	\$487,354.00	\$142,825.79	29.31%	\$326,783.84	\$444,380.54	\$467,925.00	30.16%
Benefits	\$57,280.73	\$72,817.00	\$15,536.27	21.34%	\$52,222.01	\$69,392.04	\$64,726.00	19.32%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$401,808.94</b>	<b>\$560,171.00</b>	<b>\$158,362.06</b>	<b>28.27%</b>	<b>\$379,005.85</b>	<b>\$513,772.58</b>	<b>\$532,651.00</b>	<b>28.85%</b>
Travel and training	\$2,697.73	\$53,500.00	\$50,802.27	94.96%	\$7,164.79	\$6,152.28	\$53,500.00	86.61%
Vehicle allowance, maintenance and repairs	\$23,331.83	\$35,675.00	\$12,343.17	34.60%	\$23,571.99	\$29,364.44	\$35,675.00	33.93%
Materials and supplies	\$52,115.43	\$62,910.00	\$10,794.57	17.16%	\$48,687.81	\$55,320.45	\$61,910.00	21.36%
Purchased and contracted services	\$39.58	\$2,100.00	\$2,060.42	98.12%	\$306.17	\$1,619.95	\$3,100.00	90.12%
Grants to others		\$35,000.00	\$35,000.00	100.00%	\$1,425.00	\$5,159.52	\$35,000.00	95.93%
Depreciation		\$0.00	0.00%			\$343.53		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$78,184.57</b>	<b>\$189,185.00</b>	<b>\$111,000.43</b>	<b>58.67%</b>	<b>\$81,155.76</b>	<b>\$97,960.17</b>	<b>\$189,185.00</b>	<b>57.10%</b>
	\$479,993.51	\$749,356.00	\$269,362.49	35.95%	\$460,161.61	\$611,732.75	\$721,836.00	36.25%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$479,993.51</b>	<b>\$749,356.00</b>	<b>\$269,362.49</b>	<b>35.95%</b>	<b>\$460,161.61</b>	<b>\$611,732.75</b>	<b>\$721,836.00</b>	<b>36.25%</b>

CAO's Office - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Percentage						
				Budget-Rem	25%			Budget	Budget-Rem					
<b>REVENUE</b>														
<b>EXPENDITURES</b>														
Salaries														
Salaries	\$229,903.57	\$312,248.00	\$82,344.43	26.37%	\$211,132.53	\$321,231.22	\$296,395.00	28.77%						
Benefits	\$54,842.65	\$72,755.00	\$17,912.35	24.62%	\$53,028.18	\$70,481.43	\$69,220.00	23.39%						
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$284,746.22</b>	<b>\$385,003.00</b>	<b>\$100,256.78</b>	<b>26.04%</b>	<b>\$264,160.71</b>	<b>\$391,712.65</b>	<b>\$365,615.00</b>	<b>27.75%</b>						
Travel and training														
Vehicle allowance, maintenance and repairs	\$1,300.96	\$4,260.00	\$2,959.04	69.46%	\$814.79	\$998.98	\$5,050.00	83.87%						
Materials and supplies	\$3,296.32	\$4,500.00	\$1,203.68	26.75%	\$3,682.62	\$4,424.33	\$4,480.00	17.80%						
Purchased and contracted services	\$4,205.29	\$14,120.00	\$9,914.71	70.22%	\$5,011.02	\$8,439.54	\$13,290.00	62.29%						
Capital expense	\$30.00	\$30.00	\$30.00	100.00%			\$90.00	100.00%						
<b>TOTAL OTHER EXPENSES</b>	<b>\$234.04</b>	<b>\$150.00</b>	<b>(\$84.04)</b>	<b>(56.03%)</b>			<b>\$150.00</b>	<b>100.00%</b>						
<b>TOTAL OTHER EXPENSES</b>	<b>\$9,036.61</b>	<b>\$23,060.00</b>	<b>\$14,023.39</b>	<b>60.81%</b>	<b>\$9,508.43</b>	<b>\$13,862.85</b>	<b>\$23,060.00</b>	<b>58.77%</b>						
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$293,782.83</b>	<b>\$408,063.00</b>	<b>\$114,280.17</b>	<b>28.01%</b>	<b>\$273,669.14</b>	<b>\$405,575.50</b>	<b>\$388,675.00</b>	<b>29.59%</b>						

## Corporate Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage Budget-Rem	2020	2020	Percentage	
					Actual To: September	Actual Year End	Budget 2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$73,485.13)	(\$131,891.00)	(\$58,405.87)	44.28%	(\$79,573.09)	(\$103,378.25)	(\$152,270.00)	47.74%
Government grants		(\$1,540.00)	(\$1,540.00)	100.00%	\$50.88	(\$11,139.32)	(\$1,540.00)	103.30%
Contribution from own funds			\$0.00	0.00%		(\$8,158.72)		0.00%
Other income	(\$107,245.37)	(\$118,535.00)	(\$11,289.63)	9.52%	(\$86,747.39)	(\$118,643.09)	(\$120,293.00)	27.89%
	(\$180,730.50)	(\$251,966.00)	(\$71,235.50)	28.27%	(\$166,269.60)	(\$241,319.38)	(\$274,103.00)	39.34%
<b>EXPENDITURES</b>								
Salaries	\$3,089,731.80	\$4,555,085.00	\$1,465,353.20	32.17%	\$2,964,533.66	\$4,255,524.57	\$4,476,419.00	33.77%
Benefits	\$1,336,362.00	\$1,918,204.00	\$581,842.00	30.33%	\$1,298,234.86	\$1,756,602.95	\$1,905,077.00	31.85%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$4,426,093.80</b>	<b>\$6,473,289.00</b>	<b>\$2,047,195.20</b>	<b>31.63%</b>	<b>\$4,262,768.52</b>	<b>\$6,012,127.52</b>	<b>\$6,381,496.00</b>	<b>33.20%</b>
Travel and training	\$39,993.34	\$135,195.00	\$95,201.66	70.42%	\$25,924.92	\$68,933.29	\$139,445.00	81.41%
Vehicle allowance, maintenance and repairs	\$153.70	\$1,190.00	\$1,036.30	87.08%	\$469.32	\$643.85	\$1,340.00	64.98%
Materials and supplies	(\$67,654.75)	\$79,607.00	\$147,261.75	184.99%	\$36,707.89	\$80,874.51	\$80,496.00	54.40%
Maintenance and repairs	\$713,112.12	\$859,537.00	\$146,424.88	17.04%	\$501,534.73	\$583,259.08	\$670,037.00	25.15%
Goods for resale	\$9,600.00	\$19,200.00	\$9,600.00	50.00%	\$9,600.00	\$9,600.00	\$19,200.00	50.00%
Rents and leases	\$5,514.53	\$3,000.00	(\$2,514.53)	(83.82%)	\$5,093.56	\$1,821.16	\$3,000.00	(69.79%)
Financial expenses	\$20,973.78	\$60,750.00	\$39,776.22	65.48%	\$21,366.85	\$12,770.68	\$60,750.00	64.83%
Purchased and contracted services	\$541,796.42	\$1,051,508.00	\$509,711.58	48.47%	\$679,462.72	\$932,141.37	\$1,040,620.00	34.71%
Grants to others	\$641.09	\$2,000.00	\$1,358.91	67.95%			\$2,000.00	100.00%
Transfer to own funds		\$75,000.00	\$75,000.00	100.00%			\$75,000.00	100.00%
Capital expense	\$70,372.78	\$125,750.00	\$55,377.22	44.04%	\$67,867.20	\$97,339.18	\$118,550.00	42.75%
Depreciation			\$0.00	0.00%			\$292,972.99	0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,334,503.01</b>	<b>\$2,412,737.00</b>	<b>\$1,078,233.99</b>	<b>44.69%</b>	<b>\$1,348,027.19</b>	<b>\$2,423,506.26</b>	<b>\$2,210,438.00</b>	<b>39.02%</b>
	\$5,760,596.81	\$8,886,026.00	\$3,125,429.19	35.17%	\$5,610,795.71	\$8,435,633.78	\$8,591,934.00	34.70%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$5,579,866.31</b>	<b>\$8,634,060.00</b>	<b>\$3,054,193.69</b>	<b>35.37%</b>	<b>\$5,444,526.11</b>	<b>\$8,194,314.40</b>	<b>\$8,317,831.00</b>	<b>34.54%</b>
HR	1,441,175.11	2,137,568.00	696,392.89	32.58%				
IT	1,745,230.82	2,679,066.00	933,835.18	34.86%				
Clerks	693,686.16	1,135,369.00	441,682.84	38.90%				
Finance	1,699,774.22	2,682,057.00	982,282.78	36.62%				
	5,579,866.31	8,634,060.00	3,054,193.69					

Legal Department - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage	
				Budget-Rem	25%				Budget-Rem	YTD 2020
<b>REVENUE</b>										
Fees and user charges	(\$1,143,353.94)	(\$1,770,434.00)	(\$627,080.06)	35.42%		(\$978,539.99)	(\$1,150,613.37)	(\$1,767,019.00)	44.62%	
Government grants			\$0.00	0.00%			(\$296,547.11)	(\$27,518.00)	100.00%	
Interest and Investment income	(\$934.54)		\$934.54	0.00%		(\$3,736.81)	(\$4,480.61)		0.00%	
	(\$1,144,288.48)	(\$1,770,434.00)	(\$626,145.52)	35.37%		(\$982,276.80)	(\$1,451,641.09)	(\$1,794,537.00)	45.26%	
<b>EXPENDITURES</b>										
Salaries	\$783,668.66	\$1,112,443.00	\$328,774.34	29.55%		\$762,374.65	\$1,068,820.19	\$1,135,535.00	32.86%	
Benefits	\$205,332.35	\$284,197.00	\$78,864.65	27.75%		\$197,987.43	\$259,918.22	\$292,617.00	32.34%	
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$989,001.01</b>	<b>\$1,396,640.00</b>	<b>\$407,638.99</b>	<b>29.19%</b>		<b>\$960,362.08</b>	<b>\$1,328,738.41</b>	<b>\$1,428,152.00</b>	<b>32.75%</b>	
Travel and training	\$9.05	\$25,335.00	\$25,325.95	99.96%		\$6,582.74	\$8,716.09	\$25,335.00	74.02%	
Materials and supplies	\$45,655.17	\$79,730.00	\$34,074.83	42.74%		\$36,541.67	\$53,704.95	\$79,730.00	54.17%	
Maintenance and repairs		\$2,170.00	\$2,170.00	100.00%				\$2,146.00	100.00%	
Rents and leases	\$48,727.14	\$79,302.00	\$30,574.86	38.55%		\$52,973.44	\$73,528.08	\$78,802.00	32.78%	
Taxes and licenses	\$1,410,599.29	\$1,753,305.00	\$342,705.71	19.55%		\$1,127,919.90	\$1,308,043.21	\$1,438,464.00	21.59%	
Purchased and contracted services	\$157,763.37	\$347,398.00	\$189,634.63	54.59%		\$114,119.91	\$145,300.06	\$322,370.00	64.60%	
Capital expense	\$5,901.12	\$8,000.00	\$2,098.88	26.24%		\$2,598.69	\$5,634.19	\$8,000.00	67.52%	
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%			<b>\$91,416.36</b>		0.00%	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,668,655.14</b>	<b>\$2,295,240.00</b>	<b>\$626,584.86</b>	<b>27.30%</b>		<b>\$1,340,736.35</b>	<b>\$1,686,342.94</b>	<b>\$1,954,847.00</b>	<b>31.41%</b>	
	<b>\$2,657,656.15</b>	<b>\$3,691,880.00</b>	<b>\$1,034,223.85</b>	<b>28.01%</b>		<b>\$2,301,098.43</b>	<b>\$3,015,081.35</b>	<b>\$3,382,999.00</b>	<b>31.98%</b>	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$1,513,367.67</b>	<b>\$1,921,446.00</b>	<b>\$408,078.33</b>	<b>21.24%</b>		<b>\$1,318,821.63</b>	<b>\$1,563,440.26</b>	<b>\$1,588,462.00</b>	<b>16.97%</b>	

## Fire Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage	
				Budget-Rem	25%				Budget	Budget-Rem
<b>REVENUE</b>										
Fees and user charges	(\$240,321.12)	(\$250,438.00)	(\$10,116.88)	4.04%		(\$250,969.41)	(\$298,287.28)	(\$252,142.00)	0.47%	
Government grants	(\$22,600.00)		\$22,600.00	0.00%					0.00%	
Other income	(\$808.94)	(\$3,000.00)	(\$2,191.06)	73.04%		(\$381.81)	(\$381.81)	(\$2,700.00)	85.86%	
	(\$263,730.06)	(\$253,438.00)	\$10,292.06	(4.06%)		(\$251,351.22)	(\$298,669.09)	(\$254,842.00)	1.37%	
<b>EXPENDITURES</b>										
Salaries	\$7,860,414.09	\$10,745,671.00	\$2,885,256.91	26.85%		\$7,586,009.86	\$10,675,777.25	\$10,298,901.00	26.34%	
Benefits	\$2,299,113.18	\$3,322,916.00	\$1,023,802.82	30.81%		\$2,278,882.68	\$3,051,576.21	\$3,061,275.00	25.56%	
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$10,159,527.27</b>	<b>\$14,068,587.00</b>	<b>\$3,909,059.73</b>	<b>27.79%</b>		<b>\$9,864,892.54</b>	<b>\$13,727,353.46</b>	<b>\$13,360,176.00</b>	<b>26.16%</b>	
Travel and training	\$51,860.08	\$116,220.00	\$64,359.92	55.38%		\$44,180.74	\$53,031.99	\$116,220.00	61.99%	
Vehicle allowance, maintenance and repairs	\$152,000.55	\$162,440.00	\$10,439.45	6.43%		\$118,145.09	\$217,091.27	\$145,929.00	19.04%	
Utilities and Fuel	\$144,646.29	\$249,100.00	\$104,453.71	41.93%		\$120,616.70	\$185,037.43	\$264,989.00	54.48%	
Materials and supplies	\$69,886.74	\$119,200.00	\$49,313.26	41.37%		\$17,341.37	\$67,125.38	\$80,600.00	78.48%	
Maintenance and repairs	\$106,860.90	\$135,709.00	\$28,848.10	21.26%		\$99,597.84	\$154,733.90	\$110,771.00	10.09%	
Financial expenses	\$4,258.60	\$2,500.00	(\$1,758.60)	(70.34%)		\$4,242.55	\$4,922.79	\$2,500.00	(69.70%)	
Purchased and contracted services	\$5,492.21	\$18,200.00	\$12,707.79	69.82%		\$5,171.44	\$18,381.17	\$18,400.00	71.89%	
Transfer to own funds		\$306,030.00	\$306,030.00	100.00%			\$345,327.19	\$303,000.00	100.00%	
Capital expense	\$50,693.28	\$60,566.00	\$9,872.72	16.30%		\$12,231.43	\$38,728.60	\$60,566.00	79.80%	
Depreciation			\$0.00	0.00%			\$430,737.19		0.00%	
<b>TOTAL OTHER EXPENSES</b>	<b>\$585,698.65</b>	<b>\$1,169,965.00</b>	<b>\$584,266.35</b>	<b>49.94%</b>		<b>\$421,527.16</b>	<b>\$1,515,116.91</b>	<b>\$1,102,975.00</b>	<b>61.78%</b>	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$10,481,495.86</b>	<b>\$14,985,114.00</b>	<b>\$4,503,618.14</b>	<b>30.05%</b>		<b>\$10,035,068.48</b>	<b>\$14,943,801.28</b>	<b>\$14,208,309.00</b>	<b>29.37%</b>	

## Public Works & Engineering - Third Quarter Ended September 30, 2021

<b>FISCAL YEAR REMAINING% :</b>	YTD Actual	Budget 2021	Variance	<b>Percentage</b>	2020	2020	<b>Percentage</b>
				Budget-Rem 25%	Actual To: September	Actual Year End	
<b>REVENUE</b>							
Fees and user charges	(\$3,371,975.64)	(\$3,443,387.00)	(\$71,411.36)	2.07%	(\$2,717,712.36)	(\$3,689,182.35)	(\$3,455,659.00) 21.35%
Government grants	(\$435,557.60)	(\$698,769.00)	(\$263,211.40)	37.67%	(\$405,430.91)	(\$736,743.26)	(\$664,013.00) 38.94%
Contribution from own funds		(\$5,000.00)	(\$5,000.00)	100.00%		(\$4,222.71)	(\$5,000.00) 100.00%
Other income	(\$138,997.61)	(\$75,000.00)	\$63,997.61	(85.33%)	(\$54,988.28)	(\$104,481.45)	(\$75,000.00) 26.68%
	<u>(\$3,946,530.85)</u>	<u>(\$4,222,156.00)</u>	<u>(\$275,625.15)</u>	<u>6.53%</u>	<u>(\$3,178,131.55)</u>	<u>(\$4,534,629.77)</u>	<u>(\$4,199,672.00)</u> 24.32%
<b>EXPENDITURES</b>							
Salaries	\$13,103,474.05	\$18,655,428.00	\$5,551,953.95	29.76%	\$12,807,406.78	\$17,759,667.66	\$18,508,964.00 30.80%
Benefits	\$3,565,873.48	\$5,200,177.00	\$1,634,303.52	31.43%	\$3,397,748.41	\$4,540,143.92	\$5,116,965.00 33.60%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$16,669,347.53</b>	<b>\$23,855,605.00</b>	<b>\$7,186,257.47</b>	<b>30.12%</b>	<b>\$16,205,155.19</b>	<b>\$22,299,811.58</b>	<b>\$23,625,929.00</b> 31.41%
Travel and training	\$27,670.57	\$117,846.00	\$90,175.43	76.52%	\$39,416.75	\$64,294.08	\$85,926.00 54.13%
Vehicle allowance, maintenance and repairs	\$2,490,251.12	\$1,967,120.00	(\$523,131.12)	(26.59%)	\$2,623,439.26	\$3,633,375.20	\$2,632,188.00 0.33%
Utilities and Fuel	\$4,286,750.09	\$7,089,400.00	\$2,802,649.91	39.53%	\$4,147,429.68	\$5,990,215.50	\$6,987,530.00 40.65%
Materials and supplies	\$2,742,524.89	\$3,663,105.00	\$920,580.11	25.13%	\$3,141,158.82	\$4,227,547.86	\$3,658,299.00 14.14%
Maintenance and repairs	\$148,935.68	\$201,940.00	\$53,004.32	26.25%	\$170,233.78	\$209,784.66	\$199,140.00 14.52%
Taxes and licenses	\$77,318.53	\$97,455.00	\$20,136.47	20.66%	\$76,307.39	\$84,189.74	\$124,715.00 38.81%
Financial expenses	\$9,010.00	\$5,518.00	(\$3,492.00)	(63.28%)	\$11,236.66	\$14,436.75	\$5,518.00 (103.64%)
Purchased and contracted services	\$5,148,598.40	\$7,247,102.00	\$2,098,503.60	28.96%	\$5,018,730.36	\$7,024,035.09	\$7,050,675.00 28.82%
Transfer to own funds	\$692,416.00	\$4,055,452.00	\$3,363,036.00	82.93%	\$1,038,623.00	\$4,924,636.93	\$3,732,846.00 72.18%
Capital expense	\$30,318.18	\$97,018.00	\$66,699.82	68.75%	\$45,464.70	\$47,043.06	\$94,618.00 51.95%
Depreciation			\$0.00	0.00%			\$13,813,991.56 0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%			\$35,029.08 0.00%
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00) (17.72%)
<b>TOTAL OTHER EXPENSES</b>	<b>\$15,430,949.21</b>	<b>\$24,321,826.00</b>	<b>\$8,890,876.79</b>	<b>36.56%</b>	<b>\$16,052,895.77</b>	<b>\$39,601,459.27</b>	<b>\$24,351,325.00</b> 34.08%
	<u>\$32,100,296.74</u>	<u>\$48,177,431.00</u>	<u>\$16,077,134.26</u>	<u>33.37%</u>	<u>\$32,258,050.96</u>	<u>\$61,901,270.85</u>	<u>\$47,977,254.00</u> 32.76%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$28,153,765.89</b>	<b>\$43,955,275.00</b>	<b>\$15,801,509.11</b>	<b>35.95%</b>	<b>\$29,079,919.41</b>	<b>\$57,366,641.08</b>	<b>\$43,777,582.00</b> 33.57%
Public Works	20,845,747.47	30,098,862.00	9,253,114.53	30.74%			
Engineering	7,308,018.42	13,856,413.00	6,548,394.58	47.26%			
	<u>28,153,765.89</u>	<u>43,955,275.00</u>	<u>15,801,509.11</u>				

## Public Works - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage	
				Budget-Rem	25%				Budget	Budget-Rem
<b>REVENUE</b>										
Fees and user charges	(\$1,909,934.45)	(\$2,226,181.00)	(\$316,246.55)	14.21%	(\$1,894,427.32)	(\$2,547,800.56)	(\$2,249,886.00)	15.80%		
Government grants	(\$352,527.38)	(\$668,769.00)	(\$316,241.62)	47.29%	(\$334,651.71)	(\$659,906.26)	(\$634,013.00)	47.22%		
Contribution from own funds		(\$5,000.00)	(\$5,000.00)	100.00%		(\$4,222.71)	(\$5,000.00)	100.00%		
Other income	(\$138,997.61)	(\$75,000.00)	\$63,997.61	(85.33%)	(\$54,927.05)	(\$104,420.22)	(\$75,000.00)	26.76%		
	(\$2,401,459.44)	(\$2,974,950.00)	(\$573,490.56)	19.28%	(\$2,284,006.08)	(\$3,316,349.75)	(\$2,963,899.00)	22.94%		
<b>EXPENDITURES</b>										
Salaries	\$11,028,147.36	\$15,555,454.00	\$4,527,306.64	29.10%	\$10,698,673.78	\$14,815,293.73	\$15,437,391.00	30.70%		
Benefits	\$3,023,227.24	\$4,430,910.00	\$1,407,682.76	31.77%	\$2,884,430.18	\$3,863,082.39	\$4,374,324.00	34.06%		
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$14,051,374.60</b>	<b>\$19,986,364.00</b>	<b>\$5,934,989.40</b>	<b>29.70%</b>	<b>\$13,583,103.96</b>	<b>\$18,678,376.12</b>	<b>\$19,811,715.00</b>	<b>31.44%</b>		
Travel and training	\$24,814.52	\$88,990.00	\$64,175.48	72.12%	\$33,581.50	\$57,334.59	\$58,070.00	42.17%		
Vehicle allowance, maintenance and repairs	\$2,471,710.93	\$1,937,520.00	(\$534,190.93)	(27.57%)	\$2,605,458.94	\$3,610,354.54	\$2,605,677.00	0.01%		
Utilities and Fuel	\$1,168,003.10	\$1,626,188.00	\$458,184.90	28.18%	\$1,012,565.59	\$1,466,581.32	\$1,626,188.00	37.73%		
Materials and supplies	\$2,588,616.75	\$3,437,858.00	\$849,241.25	24.70%	\$2,959,332.64	\$4,069,945.34	\$3,428,283.00	13.68%		
Taxes and licenses	\$77,318.53	\$97,455.00	\$20,136.47	20.66%	\$76,307.39	\$84,189.74	\$124,715.00	38.81%		
Financial expenses	\$8,522.11	\$5,000.00	(\$3,522.11)	(70.44%)	\$10,733.53	\$13,958.83	\$5,000.00	(114.67%)		
Purchased and contracted services	\$2,366,693.85	\$3,422,794.00	\$1,056,100.15	30.85%	\$2,300,334.79	\$3,324,693.90	\$3,348,217.00	31.30%		
Transfer to own funds	\$692,416.00	\$2,645,173.00	\$1,952,757.00	73.82%	\$1,038,623.00	\$2,842,017.99	\$2,307,149.00	54.98%		
Capital expense	\$20,580.77	\$46,600.00	\$26,019.23	55.84%	\$35,800.71	\$35,800.71	\$46,600.00	23.17%		
Depreciation			\$0.00	0.00%		\$2,955,002.90		0.00%		
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		\$35,042.20		0.00%		
Less: recoverable costs	(\$222,844.25)	(\$220,130.00)	\$2,714.25	(1.23%)	(\$259,144.63)	(\$467,120.24)	(\$220,130.00)	(17.72%)		
<b>TOTAL OTHER EXPENSES</b>	<b>\$9,195,832.31</b>	<b>\$13,087,448.00</b>	<b>\$3,891,615.69</b>	<b>29.74%</b>	<b>\$9,813,593.46</b>	<b>\$18,027,801.82</b>	<b>\$13,329,769.00</b>	<b>26.38%</b>		
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$20,845,747.47</b>	<b>\$30,098,862.00</b>	<b>\$9,253,114.53</b>	<b>30.74%</b>	<b>\$21,112,691.34</b>	<b>\$33,389,828.19</b>	<b>\$30,177,585.00</b>	<b>30.04%</b>		
<b>Operations</b>										
Winter Control: Roadways and Sidewalks	4,637,375.27	7,242,942.00	2,605,566.73	35.97%						
Sanitary Sewers	1,446,162.10	2,007,040.00	560,877.90	27.95%						
Storm Sewers	355,734.04	618,984.00	263,249.96	42.53%						
Roadways and Sidewalks	2,190,540.89	3,607,663.00	1,417,122.11	39.28%						
Supervision and Overhead	2,555,973.38	3,166,933.00	610,959.62	19.29%						
Traffic & Communications	1,396,101.76	1,693,599.00	297,497.24	17.57%						
Carpentry	490,825.36	747,403.00	256,577.64	34.33%						
Administration	1,217,257.05	1,672,085.00	454,827.95	27.20%						
Buildings & Equipment	1,983,028.39	2,210,177.00	227,148.61	10.28%						
Waste Management	1,604,383.21	3,697,513.00	2,093,129.79	56.61%						
Parks	2,968,366.02	3,434,523.00	466,156.98	13.57%						
	20,845,747.47	30,098,862.00	9,253,114.53							

## Engineering - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage Budget-Rem	2020		2020		Percentage Budget-Rem
					Actual To: September	Actual Year End	Budget 2020	Budget-Rem YTD 2020	
<b>REVENUE</b>									
Fees and user charges	(\$1,462,041.19)	(\$1,217,206.00)	\$244,835.19	(20.11%)	(\$823,285.04)	(\$1,141,381.79)	(\$1,205,773.00)	31.72%	
Government grants	(\$83,030.22)	(\$30,000.00)	\$53,030.22	(176.77%)	(\$70,779.20)	(\$76,837.00)	(\$30,000.00)	(135.93%)	
Other income			\$0.00	0.00%	(\$61.23)	(\$61.23)		0.00%	
	(\$1,545,071.41)	(\$1,247,206.00)	\$297,865.41	(23.88%)	(\$894,125.47)	(\$1,218,280.02)	(\$1,235,773.00)	27.65%	
<b>EXPENDITURES</b>									
Salaries	\$2,075,326.69	\$3,099,974.00	\$1,024,647.31	33.05%	\$2,108,733.00	\$2,944,373.93	\$3,071,573.00	31.35%	
Benefits	\$542,646.24	\$769,267.00	\$226,620.76	29.46%	\$513,318.23	\$677,061.53	\$742,641.00	30.88%	
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$2,617,972.93</b>	<b>\$3,869,241.00</b>	<b>\$1,251,268.07</b>	<b>32.34%</b>	<b>\$2,622,051.23</b>	<b>\$3,621,435.46</b>	<b>\$3,814,214.00</b>	<b>31.26%</b>	
Travel and training	\$2,856.05	\$28,856.00	\$25,999.95	90.10%	\$5,835.25	\$6,959.49	\$27,856.00	79.05%	
Vehicle allowance, maintenance and repairs	\$18,540.19	\$29,600.00	\$11,059.81	37.36%	\$17,980.32	\$23,020.66	\$26,511.00	32.18%	
Utilities and Fuel	\$3,118,746.99	\$5,463,212.00	\$2,344,465.01	42.91%	\$3,134,864.09	\$4,523,634.18	\$5,361,342.00	41.53%	
Materials and supplies	\$153,908.14	\$225,247.00	\$71,338.86	31.67%	\$181,826.18	\$157,602.52	\$230,016.00	20.95%	
Maintenance and repairs	\$148,935.68	\$201,940.00	\$53,004.32	26.25%	\$170,233.78	\$209,784.66	\$199,140.00	14.52%	
Financial expenses	\$487.89	\$518.00	\$30.11	5.81%	\$503.13	\$477.92	\$518.00	2.87%	
Purchased and contracted services	\$2,781,904.55	\$3,824,308.00	\$1,042,403.45	27.26%	\$2,718,395.57	\$3,699,341.19	\$3,702,458.00	26.58%	
Transfer to own funds		\$1,410,279.00	\$1,410,279.00	100.00%		\$2,082,618.94	\$1,425,697.00	100.00%	
Capital expense	\$9,737.41	\$50,418.00	\$40,680.59	80.69%	\$9,663.99	\$11,242.35	\$48,018.00	79.87%	
Depreciation			\$0.00	0.00%		\$10,858,988.66		0.00%	
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%		(\$13.12)		0.00%	
<b>TOTAL OTHER EXPENSES</b>	<b>\$6,235,116.90</b>	<b>\$11,234,378.00</b>	<b>\$4,999,261.10</b>	<b>44.50%</b>	<b>\$6,239,302.31</b>	<b>\$21,573,657.45</b>	<b>\$11,021,556.00</b>	<b>43.39%</b>	
	\$8,853,089.83	\$15,103,619.00	\$6,250,529.17	41.38%	\$8,861,353.54	\$25,195,092.91	\$14,835,770.00	40.27%	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$7,308,018.42</b>	<b>\$13,856,413.00</b>	<b>\$6,548,394.58</b>	<b>47.26%</b>	<b>\$7,967,228.07</b>	<b>\$23,976,812.89</b>	<b>\$13,599,997.00</b>	<b>41.42%</b>	

## Community Development & Enterprise Services - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage Budget-Rem YTD 2020
					Budget-Rem				
<b>REVENUE</b>									
Fees and user charges	(\$3,309,130.59)	(\$6,841,922.00)	(\$3,532,791.41)	51.63%		(\$3,623,985.77)	(\$5,558,292.41)	(\$8,412,655.00)	56.92%
Government grants	(\$3,089,177.77)	(\$2,018,792.00)	\$1,070,385.77	(53.02%)		(\$1,632,852.19)	(\$3,364,398.21)	(\$2,058,376.00)	20.67%
Contribution from own funds	(\$173,025.86)	(\$278,715.00)	(\$105,689.14)	37.92%			(\$248,505.73)	(\$100,000.00)	100.00%
Other income	(\$74,960.54)	(\$111,920.00)	(\$36,959.46)	33.02%		(\$186,690.64)	(\$187,323.24)	(\$242,100.00)	22.89%
	<b>(\$6,646,294.76)</b>	<b>(\$9,251,349.00)</b>	<b>(\$2,605,054.24)</b>	<b>28.16%</b>		<b>(\$5,443,528.60)</b>	<b>(\$9,358,519.59)</b>	<b>(\$10,813,131.00)</b>	<b>49.66%</b>
<b>EXPENDITURES</b>									
Salaries	\$8,750,076.23	\$13,867,870.00	\$5,117,793.77	36.90%		<b>\$8,878,751.11</b>	<b>\$12,465,988.93</b>	<b>\$13,899,699.00</b>	36.12%
Benefits	\$2,333,951.87	\$3,476,393.00	\$1,142,441.13	32.86%		<b>\$2,382,396.99</b>	<b>\$3,115,541.93</b>	<b>\$3,394,225.00</b>	29.81%
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$11,084,028.10</b>	<b>\$17,344,263.00</b>	<b>\$6,260,234.90</b>	<b>36.09%</b>		<b>\$11,261,148.10</b>	<b>\$15,581,530.86</b>	<b>\$17,293,924.00</b>	<b>34.88%</b>
Travel and training	\$13,510.97	\$137,327.00	\$123,816.03	90.16%		<b>\$28,592.87</b>	<b>\$44,099.82</b>	<b>\$166,722.00</b>	82.85%
Vehicle allowance, maintenance and repairs	\$980,324.72	\$987,560.00	\$7,235.28	0.73%		<b>\$693,216.21</b>	<b>\$993,770.46</b>	<b>\$963,069.00</b>	28.02%
Utilities and Fuel	\$1,840,483.25	\$3,093,438.00	\$1,252,954.75	40.50%		<b>\$1,710,112.17</b>	<b>\$2,525,688.67</b>	<b>\$3,104,934.00</b>	44.92%
Materials and supplies	\$600,286.18	\$894,030.00	\$293,743.82	32.86%		<b>\$405,544.30</b>	<b>\$596,887.43</b>	<b>\$935,363.00</b>	56.64%
Maintenance and repairs	\$692,374.81	\$1,229,787.00	\$537,412.19	43.70%		<b>\$689,807.71</b>	<b>\$965,266.63</b>	<b>\$1,221,630.00</b>	43.53%
Program expenses	\$552.08	\$102,470.00	\$101,917.92	99.46%		<b>\$40,150.31</b>	<b>\$115,897.50</b>	<b>\$170,625.00</b>	76.47%
Goods for resale	\$183,284.78	\$469,960.00	\$286,675.22	61.00%		<b>\$219,878.05</b>	<b>\$242,182.60</b>	<b>\$557,222.00</b>	60.54%
Rents and leases	\$68,642.40	\$82,255.00	\$13,612.60	16.55%		<b>\$1,841.64</b>	<b>\$1,841.64</b>	<b>\$81,350.00</b>	97.74%
Taxes and licenses	\$171,640.58	\$172,250.00	\$609.42	0.35%		<b>\$163,687.98</b>	<b>\$163,687.98</b>	<b>\$172,400.00</b>	5.05%
Financial expenses	\$42,361.18	\$110,515.00	\$68,153.82	61.67%		<b>\$52,808.00</b>	<b>\$68,473.30</b>	<b>\$91,960.00</b>	42.58%
Purchased and contracted services	\$919,162.68	\$1,731,620.00	\$812,457.32	46.92%		<b>\$704,800.02</b>	<b>\$1,114,131.68</b>	<b>\$1,583,942.00</b>	55.50%
Grants to others	\$165,863.23	\$66,500.00	(\$99,363.23)	(149.42%)		<b>\$117,803.79</b>	<b>\$154,039.44</b>	<b>\$16,500.00</b>	(613.96%)
Transfer to own funds		\$218,040.00	\$218,040.00	100.00%			<b>\$1,442,759.93</b>	<b>\$224,510.00</b>	100.00%
Capital expense	\$108,932.06	\$58,617.00	(\$50,315.06)	(85.84%)		<b>\$53,257.28</b>	<b>\$65,842.78</b>	<b>\$59,105.00</b>	9.89%
Depreciation			\$0.00	0.00%			<b>\$1,822,769.31</b>		0.00%
Gain/Loss on Disposal of Capital Assets			\$0.00	0.00%			<b>\$249,773.10</b>		0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$5,787,418.92</b>	<b>\$9,354,369.00</b>	<b>\$3,566,950.08</b>	<b>38.13%</b>		<b>\$4,881,500.33</b>	<b>\$10,567,112.27</b>	<b>\$9,349,332.00</b>	<b>47.79%</b>
	<b>\$16,871,447.02</b>	<b>\$26,698,632.00</b>	<b>\$9,827,184.98</b>	<b>36.81%</b>		<b>\$16,142,648.43</b>	<b>\$26,148,643.13</b>	<b>\$26,643,256.00</b>	<b>39.41%</b>
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$10,225,152.26</b>	<b>\$17,447,283.00</b>	<b>\$7,222,130.74</b>	<b>41.39%</b>		<b>\$10,699,119.83</b>	<b>\$16,790,123.54</b>	<b>\$15,830,125.00</b>	<b>32.41%</b>
Planning	834,355.16	1,024,281.00	189,925.84	18.54%					
LIP	(212,506.84)	0.00	212,506.84	.00%					
Humane Society	449,650.84	600,122.00	150,471.16	25.07%					
Recreation & Culture	863,117.23	1,622,971.00	759,853.77	46.82%					
Community Centres									
John Rhodes Community Centre	920,675.11	1,718,765.00	798,089.89	46.43%					
McMeeken Centre	85,690.11	192,735.00	107,044.89	55.54%					
Northern Community Centre	102,710.63	44,580.00	(58,130.63)	(130.40%)					
Outdoor Pools/Misc Concessions	130,136.40	165,803.00	35,666.60	21.51%					
Administration	521,053.71	793,250.00	272,196.29	34.31%					
GFL Memorial Gardens	530,325.11	922,968.00	392,642.89	42.54%					
Locks	31,354.44	28,263.00	(3,091.44)	(10.94%)					
Cemetery	(29,631.52)	53,874.00	83,505.52	155.00%					
Transit	4,187,446.25	7,279,960.00	3,092,513.75	42.48%					
School Guards	115,387.17	294,233.00	178,845.83	60.78%					
Tourism and Community Development	482,238.27	947,072.00	464,833.73	49.08%					
Economic Development	555,054.65	711,750.00	156,695.35	22.02%					
Parking	134,377.22	209,523.00	75,145.78	35.87%					
Administration	523,718.32	837,133.00	313,414.68	37.44%					
	10,225,152.26	17,447,283.00	7,222,130.74						

## Levy Boards - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual	Budget 2020	Percentage							
				Budget-Rem	25%				Budget	Budget-Rem						
<b>REVENUE</b>																
<b>EXPENDITURES</b>																
Grants to others																
<b>TOTAL OTHER EXPENSES</b>	\$16,230,483.00	\$21,653,329.00	\$5,422,846.00	25.04%	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%								
	<b>\$16,230,483.00</b>	<b>\$21,653,329.00</b>	<b>\$5,422,846.00</b>	<b>25.04%</b>	<b>\$15,989,413.50</b>	<b>\$21,157,677.65</b>	<b>\$21,319,218.00</b>	<b>25.00%</b>								
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$16,230,483.00</b>	<b>\$21,653,329.00</b>	<b>\$5,422,846.00</b>	<b>25.04%</b>	\$15,989,413.50	\$21,157,677.65	\$21,319,218.00	25.00%								

## Outside Agencies (Main) - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage	
				Budget-Rem	25%				Budget	Budget-Rem
<b>REVENUE</b>										
Government grants	(\$45,575.98)	(\$200,000.00)	(\$154,424.02)	77.21%		(\$77,847.91)	(\$140,624.86)	(\$200,000.00)	61.08%	
	<u>(\$45,575.98)</u>	<u>(\$200,000.00)</u>	<u>(\$154,424.02)</u>	<u>77.21%</u>		<u>(\$77,847.91)</u>	<u>(\$140,624.86)</u>	<u>(\$200,000.00)</u>	<u>61.08%</u>	
<b>EXPENDITURES</b>										
Grants to others	\$23,769,020.72	\$33,578,279.00	\$9,809,258.28	29.21%		\$2,890,584.49	\$3,835,687.11	\$3,937,951.00	26.60%	
Transfer to own funds		\$80,000.00	\$80,000.00	100.00%			\$80,000.00	\$80,000.00	100.00%	
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,914,634.76</b>	<b>\$4,087,382.00</b>	<b>\$1,172,747.24</b>	<b>28.69%</b>		<b>\$2,890,584.49</b>	<b>\$3,915,687.11</b>	<b>\$4,017,951.00</b>	<b>28.06%</b>	
	<u>\$2,914,634.76</u>	<u>\$4,087,382.00</u>	<u>\$1,172,747.24</u>	<u>28.69%</u>		<u>\$2,890,584.49</u>	<u>\$3,915,687.11</u>	<u>\$4,017,951.00</u>	<u>28.06%</u>	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$2,869,058.78</b>	<b>\$3,887,382.00</b>	<b>\$1,018,323.22</b>	<b>26.20%</b>		<b>\$2,812,736.58</b>	<b>\$3,775,062.25</b>	<b>\$3,817,951.00</b>	<b>26.33%</b>	

## Outside Agencies (Other) - Third Quarter Ended September 30, 2021

<b>FISCAL YEAR REMAINING% :</b>	<b>YTD</b>	<b>Budget</b>	<b>Variance</b>	<b>Percentage</b>	<b>2020</b>	<b>2020</b>	<b>Budget</b>	<b>Percentage</b>
	Actual	2021		Budget-Rem	Actual To: September	Actual Year End	2020	Budget-Rem YTD 2020
<b>REVENUE</b>								
Fees and user charges	(\$153,110.28)	(\$130,000.00)	\$23,110.28	(17.78%)	(\$145,713.00)	(\$122,602.72)	(\$130,000.00)	(12.09%)
Contribution from own funds			\$0.00	0.00%		(\$84,878.82)	(\$90,000.00)	100.00%
	(\$153,110.28)	(\$130,000.00)	\$23,110.28	(17.78%)	(\$145,713.00)	(\$207,481.54)	(\$220,000.00)	33.77%
<b>EXPENDITURES</b>								
Materials and supplies	\$45,367.68	\$220,000.00	\$174,632.32	79.38%	\$135,325.93	\$207,481.55	\$220,000.00	38.49%
Grants to others	\$277,890.00	\$277,890.00	\$0.00	0.00%	\$277,890.00	\$277,890.00	\$277,890.00	0.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$323,257.68</b>	<b>\$497,890.00</b>	<b>\$174,632.32</b>	<b>35.07%</b>	<b>\$413,215.93</b>	<b>\$485,371.55</b>	<b>\$497,890.00</b>	<b>17.01%</b>
	\$323,257.68	\$497,890.00	\$174,632.32	35.07%	\$413,215.93	\$485,371.55	\$497,890.00	17.01%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$170,147.40</b>	<b>\$367,890.00</b>	<b>\$197,742.60</b>	<b>53.75%</b>	<b>\$267,502.93</b>	<b>\$277,890.01</b>	<b>\$277,890.00</b>	<b>3.74%</b>

## Economic Diversification Fund - Third Quarter Ended September 30, 2021

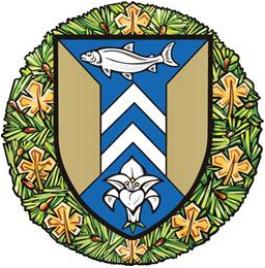
FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual	Budget 2020	Percentage	
				Budget-Rem	25%				2020 YTD 2020	
<b>REVENUE</b>										
Contribution from own funds			\$0.00	0.00%			(\$206,616.72)			0.00%
	\$0.00	\$0.00	\$0.00	0.00%			\$0.00	(\$206,616.72)		\$0.00
<b>EXPENDITURES</b>										
Materials and supplies	\$48,783.04		(\$48,783.04)	0.00%		\$206,616.72	\$206,616.72			0.00%
Transfer to own funds		\$500,000.00	\$500,000.00	100.00%			\$500,000.00		\$500,000.00	100.00%
<b>TOTAL OTHER EXPENSES</b>	<b>\$48,783.04</b>	<b>\$500,000.00</b>	<b>\$451,216.96</b>	<b>90.24%</b>		<b>\$206,616.72</b>	<b>\$706,616.72</b>		<b>\$500,000.00</b>	<b>58.68%</b>
	\$48,783.04	\$500,000.00	\$451,216.96	90.24%		\$206,616.72	\$706,616.72		\$500,000.00	58.68%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$48,783.04</b>	<b>\$500,000.00</b>	<b>\$451,216.96</b>	<b>90.24%</b>		<b>\$206,616.72</b>	<b>\$500,000.00</b>		<b>\$500,000.00</b>	<b>58.68%</b>

## Corporate Financials - Third Quarter Ended September 30, 2021

FISCAL YEAR REMAINING% :	YTD Actual	Budget 2021	Variance	Percentage		2020 Actual To: September	2020 Actual Year End	Budget 2020	Percentage		
				Budget-Rem.	25%				Budget	Budget-Rem.	
<b>REVENUE</b>											
Taxation	(\$125,510,648.95)	(\$125,248,213.00)	\$262,435.95	(0.21%)		(\$120,946,857.83)	(\$121,262,102.13)	(\$120,985,175.00)	0.03%		
Payment in Lieu of taxes	(\$2,533,403.49)	(\$4,480,756.00)	(\$1,947,352.51)	43.46%		(\$2,836,367.76)	(\$4,480,450.89)	(\$4,347,584.00)	34.76%		
Fees and user charges	(\$10,677,252.65)	(\$14,116,044.00)	(\$3,438,791.35)	24.36%		(\$7,704,896.78)	(\$11,373,563.84)	(\$15,001,696.00)	48.64%		
Government grants	(\$14,373,800.19)	(\$16,412,618.00)	(\$2,038,817.81)	12.42%		(\$12,453,148.69)	(\$19,414,751.03)	(\$15,960,400.00)	21.97%		
Interest and Investment income	(\$1,862,688.02)	(\$4,320,000.00)	(\$2,457,311.98)	56.88%		(\$2,051,849.94)	(\$3,380,839.80)	(\$4,320,000.00)	52.50%		
Contribution from own funds		(\$1,914,308.00)	(\$1,914,308.00)	100.00%		(\$14,712.30)	(\$1,301,161.23)		0.00%		
Other income	(\$630,280.02)	(\$1,540,000.00)	(\$909,719.98)	59.07%		(\$657,540.44)	(\$1,206,629.60)	(\$2,530,000.00)	74.01%		
Change in future employee benefits			\$0.00	0.00%			(\$1,067,679.86)		0.00%		
					7.41%		(\$146,665,373.74)	(\$163,487,178.38)		(\$163,144,855.00)	10.10%
<b>EXPENDITURES</b>											
Salaries	\$109.48		(\$109.48)	0.00%		(\$174,305.30)	\$1,112,143.63		0.00%		
Benefits	\$14,000.00	\$20,000.00	\$6,000.00	30.00%		\$14,000.00	\$16,000.00	\$20,000.00	30.00%		
<b>TOTAL SALARIES/BENEFITS</b>	<b>\$14,109.48</b>	<b>\$20,000.00</b>	<b>\$5,890.52</b>	<b>29.45%</b>		<b>(\$160,305.30)</b>	<b>\$1,128,143.63</b>	<b>\$20,000.00</b>	<b>901.53%</b>		
Materials and supplies	\$250,174.57	\$310,056.00	\$59,881.43	19.31%		\$223,224.00	\$231,411.54	\$308,427.00	27.63%		
Program expenses	\$297,207.00	\$472,988.00	\$175,781.00	37.16%		\$380,047.50	\$760,095.00	\$760,095.00	50.00%		
Financial expenses	\$2,182,905.03	\$2,530,756.00	\$347,850.97	13.74%		\$3,108,811.52	\$3,264,541.53	\$2,479,330.00	(25.39%)		
Purchased and contracted services	\$35,680.12	\$11,000.00	(\$24,680.12)	(224.36%)		\$8,226.09	\$26,886.39	\$11,000.00	25.22%		
Grants to others		\$865.00	\$865.00	100.00%			\$863.72	\$865.00	100.00%		
Transfer to own funds	\$36,000.94	\$12,917,364.00	\$12,881,363.06	99.72%		\$246,898.94	\$12,408,764.23	\$12,509,849.00	98.03%		
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,801,967.66</b>	<b>\$16,243,029.00</b>	<b>\$13,441,061.34</b>	<b>82.75%</b>		<b>\$3,967,208.05</b>	<b>\$16,692,562.41</b>	<b>\$16,069,566.00</b>	<b>75.31%</b>		
					82.68%		<b>\$3,806,902.75</b>	<b>\$17,820,706.04</b>	<b>\$16,089,566.00</b>	<b>76.34%</b>	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>(\$152,771,996.18)</b>	<b>(\$151,768,910.00)</b>	<b>\$1,003,086.18</b>	<b>(0.66%)</b>		<b>(\$142,858,470.99)</b>	<b>(\$145,666,472.34)</b>	<b>(\$147,055,289.00)</b>	<b>2.85%</b>		

**Capital Levy & Debenture Debt - Third Quarter Ended September 30, 2021**

<b>FISCAL YEAR REMAINING% :</b>	YTD Actual	Budget <b>2021</b>	Variance	Percentage		2020 Actual To: September	2020 Actual	Budget <b>2020</b>	Percentage	
				Budget-Rem	25%				Budget-Rem	YTD 2020
<b>REVENUE</b>										
Fees and user charges	(\$104,798.77)	(\$350,000.00)	(\$245,201.23)	70.06%		(\$140,424.95)	(\$222,520.42)	(\$350,000.00)	59.88%	
	<u>(\$104,798.77)</u>	<u>(\$350,000.00)</u>	<u>(\$245,201.23)</u>	<u>70.06%</u>		<u>(\$140,424.95)</u>	<u>(\$222,520.42)</u>	<u>(\$350,000.00)</u>	<u>59.88%</u>	
<b>EXPENDITURES</b>										
Long term debt	\$635,176.45	\$1,795,301.00	\$1,160,124.55	64.62%		\$1,671,410.95	\$2,831,536.14	\$2,875,685.00	41.88%	
Transfer to own funds		\$6,243,514.00	\$6,243,514.00	100.00%			\$6,162,597.00	\$6,242,580.00	100.00%	
<b>TOTAL OTHER EXPENSES</b>	<b>\$635,176.45</b>	<b>\$8,038,815.00</b>	<b>\$7,403,638.55</b>	<b>92.10%</b>		<b>\$1,671,410.95</b>	<b>\$8,994,133.14</b>	<b>\$9,118,265.00</b>	<b>81.67%</b>	
	<u>\$635,176.45</u>	<u>\$8,038,815.00</u>	<u>\$7,403,638.55</u>	<u>92.10%</u>		<u>\$1,671,410.95</u>	<u>\$8,994,133.14</u>	<u>\$9,118,265.00</u>	<u>81.67%</u>	
<b>NET (REVENUE)/EXPENDITURE</b>	<b>\$530,377.68</b>	<b>\$7,688,815.00</b>	<b>\$7,158,437.32</b>	<b>93.10%</b>		<b>\$1,530,986.00</b>	<b>\$8,771,612.72</b>	<b>\$8,768,265.00</b>	<b>82.54%</b>	



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

### C O U N C I L   R E P O R T

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Karen Marlow, Manager of Purchasing  
DEPARTMENT: Corporate Services  
RE: RFP – Medical Director, Fire Services

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#### **Purpose**

The purpose of this report is to seek Council approval of the By-law concerning an Agreement with Dr. Ian Gordan Young for the purpose of providing Medical Direction Services for a three year period (with the option for up to two additional years by mutual agreement) to the Sault Ste. Marie Fire Services (SSMFS).

#### **Background**

As of January 1, 2020 Emergency Medical Services (EMS) transitioned to District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB). During the timeframe that EMS was within Fire Services Division insight on policy and emergency medical service delivery was provided to Fire Services. Now that EMS is no longer with Fire Services, a Medical Director is required to provided medical oversight in the following areas: training, quality assurance, delegation of authority for controlled acts and medical policy review for medical responses.

A Request for Proposal was publicly advertised and RFP documents forwarded to firms on a bidders list. Proposals were required to be submitted for consideration not later than 4:00 p.m. on July 29, 2021.

#### **Analysis**

Proposal from one (1) Proponent was received prior to closing date:

Dr. Ian Gordan Young, Innisfil, ON

The proposal received has been evaluated by a committee comprised of city staff from Fire Services. It is the consensus of the Evaluation Committee that the proponent scoring for Dr. Young is successful.

City Staff determined that with experience of similar services through Barrie Fire and Emergency Services since 2013, Dr. Young can best meet the City's requirements for Medical Director to Fire Services. Costing of approximately \$10,000 annually is determined by call volume history. The costing proposed is within the staff approval levels as authorized in the Purchasing By-Law.

**Financial Implications**

Funding for Medical Director Services can be accommodated with the Fire Services approved annual operating budget.

**Strategic Plan / Policy Impact**

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

**Recommendation**

It is therefore recommended that Council take the following action:

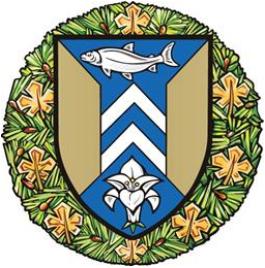
The relevant By-law 2021-207 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Karen Marlow

Manager of Purchasing

[k.marlow@cityssm.on.ca](mailto:k.marlow@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

**TO:** Mayor Christian Provenzano and Members of City Council

**AUTHOR:** Karen Marlow, Manager of Purchasing

**DEPARTMENT:** Finance Department

**RE:** Quote for Three (3) 40 Foot Buses – Transit

---

#### PURPOSE

Attached hereto for your information and consideration is a recommendation that Council approve award for the provision of three (3) 40 Foot Buses, as required by the Transit & Parking Division – Community Development & Enterprise Services (CDES). Staff is seeking Council approval of the report recommendation.

#### BACKGROUND

At its January 11, 2021 meeting, Council approved the Report of the Director of Community Services recommending signature of an Agreement with Metrolinx to allow the City to utilize joint procurements with Metrolinx partners. Participation in joint procurements will allow the City to leverage the buying power of 52 municipalities.

Nova Bus has submitted quotation for the supply and delivery of three (3) Nova LFS DSL 40-ft buses based on the terms and conditions from the Metrolinx master agreement for RFP-2018-PROC-158 with Nova Bus.

#### ANALYSIS

The requested bus configuration is a combination of the master agreement base unit with pre-negotiated options selected; and changes requested by city staff to meet its current requirements.

In consideration of current increased commodity market pricing, City Staff have reviewed the solution to be provided by Nova Bus and are satisfied that it will meet the City's needs and the pricing reflects the advantages of leveraging our buying power through Metrolinx.

#### FINANCIAL IMPLICATIONS

The proposed fee of \$1,776,921.00 for three (3) 40 foot buses will result in a total expenditure of \$1,808,195.00 including the non-rebatable portion of the HST.

Quote for Three (3) 40 Foot Buses - Transit

2021 10 25

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Funding is provided through the Invest in Canada Infrastructure Program (ICIP) in the amount of \$1,325,950. The City share of \$482,245 is provided for in the 2021 approved Capital Budgets. In order to accommodate the overage of \$83,195 and the Metrolinx fee of approximately \$11,000, one Parabus procurement will be deferred at this time.

### **STRATEGIC PLAN / POLICY IMPACT**

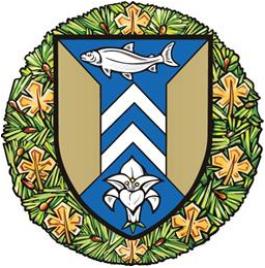
Acquisition of this equipment is linked to Delivery of New Infrastructure as listed in the Infrastructure Focus Area of the Corporate Strategic Plan and aligns with the City's commitment to Delivering Excellent Customer Service.

### **RECOMMENDATION**

Resolved that the report of the Manager of Purchasing dated October 25, 2021 be received and that the quotation for the supply and delivery of three (3) 40 foot buses as required by the Transit and Parking Division – Community Development and Enterprise Services be awarded to Nova Bus at their quoted pricing of \$592,307 plus HST, per unit, be approved.

Respectfully submitted,

Karen Marlow  
Manager of Purchasing  
705.759.5298  
[k.marlow@cityssm.on.ca](mailto:k.marlow@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

**TO:** Mayor Christian Provenzano and Members of City Council  
**AUTHOR:** Nicole Maione, Manager of Transit & Parking  
**DEPARTMENT:** Community Development and Enterprise Services  
**RE:** Municipal Law Enforcement Officers

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#### **PURPOSE**

The purpose of this report is to update By-law 90-305, which appoints municipal law enforcement officers.

#### **BACKGROUND**

By-Law 90-305 is a By-law appointing municipal law enforcement officers and is amended from time to time.

#### **ANALYSIS**

Not applicable.

#### **FINANCIAL IMPLICATIONS**

There is no budgetary impact.

#### **STRATEGIC PLAN / POLICY IMPACT**

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

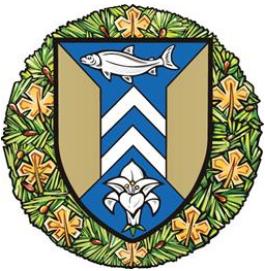
#### **RECOMMENDATION**

It is therefore recommended that Council take the following action:

By-law 2021-206 appears elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

Nicole Maione  
Manager of Transit and Parking  
705.759.5434  
[n.maione@cityssm.on.ca](mailto:n.maione@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services  
DEPARTMENT: Community Development and Enterprise Services  
RE: Downtown Plaza Task Force

---

#### **Purpose**

The purpose of this report is to seek Council approval to establish a Downtown Plaza Task Force to assist in project oversight through the construction process.

#### **Background**

On September 27, 2021 City Council approved the following resolution:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated September 27, 2021 concerning the downtown plaza be received; further that Council:

Authorize an additional amount of up to \$1,646,000 to come from the Canada Community Building Fund top-up funds to support plaza construction;

Authorize City staff to submit relevant funding applications to support the plaza, including the Rural Economic Development program in the amount of \$250,000;

Approve the plaza development with a total project cost of \$8,447,068 with a total City contribution of up to \$6,993,068 and expected annual operating costs of \$265,000;

Authorize staff to finalize the construction drawings and issue a tender for the construction of the downtown plaza with the plaza construction cost and fees estimated to be \$7,844,000.

#### **Analysis**

Staff have created a Terms of Reference for a Downtown Plaza Task Force to provide project oversight through to the completion of the facility. It is proposed the Task Force have the following composition:

- Mayor and two City Councillors
- CAO
- Deputy CAO, CDES

Downtown Plaza Task Force

October 25, 2021

Page 2.

- Deputy CAO, PWES
- Chief Financial Officer/City Treasurer
- Director, Community Services
- Director, Planning
- Manager, Recreation and Culture
- Manager, Facilities and Maintenance

A copy of the Terms of Reference of the Task Force is included as Appendix A.

**Financial Implications**

There are no financial implications to the establishment of the Task Force.

**Strategic Plan / Policy Impact**

The project links directly to the Infrastructure Focus Area of the Corporate Strategic Plan – “New infrastructure is essential to the City’s growth, economic development, citizen safety and quality of life.”

Further the project ties in to the Service Delivery Focus Area – “Providing outstanding service to citizens benefits the resilience of our community and our collective future as a society.”

Finally, the project aligns with the Quality of Life Focus Area – “The City of Sault Ste. Marie is distinctly poised to provide and promote a superior quality of life.”

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated October 25, 2021 concerning Downtown Plaza Task Force be received and that Council authorize the establishment of the Downtown Plaza Task Force and approve Terms of Reference;

Further that the Task Force be comprised of the Mayor and two City Councillors, CAO, Deputy CAO, CDES, Deputy CAO, PWES, Chief Financial Officer/City Treasurer, Director, Community Services, Director of Planning and Manager, Recreation and Culture, Manager, Facilities and Maintenance

Respectfully submitted,

Tom Vair Deputy CAO, Community  
Development & Enterprise Services

(705)759-5264

[t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)

# **Terms of Reference**

## **Downtown Plaza Taskforce**

**October 14 2021**

### **Background**

On September 27<sup>th</sup>, City Council passed a resolution that:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated September 27, 2021 concerning the downtown plaza be received; further that Council:

Authorize an additional amount of up to \$1,646,000 to come from the Canada Community Building Fund top-up funds to support plaza construction;

Authorize City staff to submit relevant funding applications to support the plaza, including the Rural Economic Development program in the amount of \$250,000;

Approve the plaza development with a total project cost of \$8,447,068 with a total City contribution of up to \$6,993,068 and expected annual operating costs of \$265,000;

Authorize staff to finalize the construction drawings and issue a tender for the construction of the downtown plaza with the plaza construction cost and fees estimated to be \$7,844,000.

### **Mandate**

The Downtown Plaza Taskforce (DPT) of the City of Sault Ste. Marie has been established to provide reliable and transparent oversight on the following key issues associated with the Downtown Plaza construction project:

- 1) Ensure the project cost and schedule is well managed - the DPT will examine issues such as whether management processes and controls are well designed and followed, contracts are being managed diligently and financial drawdowns comply with the established process.
- 2) Ensure the cost and schedule risks are being reasonably anticipated and managed – the DPT will examine issues such as whether risks are being sufficiently identified and addressed and ensure adequate contingency to address outstanding project risks.

The DPT's mandate does not include participation in the management of the project. Oversight of health, safety and environment, quality, and regulatory compliance are specifically excluded from the DPT's scope.

### **Objectives**

The objectives are to provide reliable and transparent oversight on the cost and

schedule performance of the Downtown Plaza Project and to establish a direct and effective communication between the consultants (Brook McIlroy), City Administration and Mayor and Council.

## **Members**

The DPT will consist of the following members:

- Mayor and two City Councillors
- CAO
- Deputy CAO, CDES
- Deputy CAO, PWES
- Chief Financial Officer/City Treasurer
- Director, Community Services
- Director, Planning
- Manager, Recreation and Culture
- Manager, Facilities and Maintenance

## **Meetings**

Meetings will be chaired by the Deputy CAO, CDES.

The DPT will meet on a schedule to be determined by the DPT in co-operation with the consultants. Meetings will be minuted by the Office Supervisor of Community Development & Enterprise Services (CDES) or his/her delegate.

## **Information Requirements**

The DPT's information requirements may be summarized as follows:

### ***Cost Information***

- a. Baseline budget as developed by consultants in conjunction with City Staff and approved by Mayor and Council.
- b. Cost reporting showing in period and cumulative data for the following: baseline budget changes, cost to complete, final forecast cost, and variance.
- c. Contingency draw log, report of planned vs. consumed contingency.
- d. Contract and work package level cost reporting including: original commitments, change orders, revised commitments and invoiced and incurred to date.
- e. Rolling cash flow – forecast and planned versus actual.
- f. Funding request log for tracking funding draws.
- g. Variance analysis and corrective action for all material cost variances.

### ***Schedule Information***

- a. Schedule development and control plan including schedule specification, basis of schedule and assumptions.
- b. Schedule milestone report showing baseline finish, actual/forecast start and finish, variance, % complete, critical and sub-critical path, with further levels of detail available as requested.
- c. Performance report showing performance, trend and forecast where available for

- program as a whole and each material contract work package.
- d. Variance and analysis and corrective action for all material schedule variances.

#### ***Other Information***

- a. Standard project monthly progress report (including health and safety, environment, scope & change, cost, schedule, quality, risk and contract reports).
- b. Progress reporting of material sub-contractors.
- c. Project work breakdown structure.
- d. Project policies, plans and procedures.
- e. Project execution and contracting strategies.
- f. Change orders.
- g. Engineering reports.
- h. Notification of award of: material contracts/value of other contracts.
- i. Issues log or other established reports for recording and managing issues.
- j. Other information as the DPT may from time to time require.

#### **Existing Oversight**

The City of Sault Ste. Marie will provide oversight for this project from inception.

The consultants will provide contract administration services and the contracted firm will be responsible for the oversight of the construction of the Downtown Plaza project. The City of Sault Ste. Marie and the consultants are responsible for determining whether the organizations network of risk management, control and governance processes is adequate and functioning as intended.

A smaller sub-group, the Downtown Plaza Construction Taskforce, will look after more immediate construction related meetings/requests from the consultants and selected plaza construction firm.

#### **Cost, Schedule Performance, Forecasts and Risk Management Oversight**

The DPT's role is focused on the project's cost and schedule performance therefore the DPT's mandate includes:

- Are the project costs, schedule and risks well managed?
  - Working with consultants to ensure process and controls are well designed.
  - Ensuring adherence to process and controls during the construction of the project.
  - Evaluating and recommending diligent contract management.
  - Ensuring financial draws comply with established financial procedures.
  - Evaluating schedule performance and forecasts adherence to the plan.
  - Comparison of cost performance and forecasts compare to project baselines.
  - Evaluating cost and schedule forecasts against current performance.
  - Evaluating whether cash flow forecasts adequately reflect the project's

- funding requirements.
- To evaluate whether schedule risks are being reasonably anticipated and managed.
- Evaluate whether risks are being sufficiently identified and addressed.
- Evaluate whether there is adequate contingency in place to address the outstanding project risks.

## **Reporting Protocol**

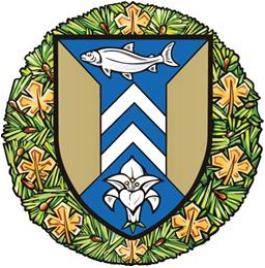
The consultants will provide access to all the information requested by the DPT on a regular basis. The DPT will compare project cost and schedule performance to the capital budget and project schedule. The DPT will align its information requirements with the consultants reporting rhythm.

### **Downtown Plaza Taskforce**

- Mayor and two City Councillors
- CAO
- Deputy CAO, CDES (Chair)
- Deputy CAO, PWES
- Chief Financial Officer/City Treasurer
- Director, Planning
- Director, Community Services
- Manager, Recreation and Culture
- Manager, Facilities and Maintenance

### **Downtown Plaza Construction Taskforce**

- Deputy CAO, CDES (Chair) – Tom Vair
- Deputy CAO, PWES – Larry Girardi
- Director, Planning – Don McConnell
- Area Coordinator – Dan Perri
- Manager, Facilities and Maintenance – Jason Mihailiuk



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

### COUNCIL REPORT

October 25, 2021

**TO:** Mayor Christian Provenzano and Members of City Council

**AUTHOR:** Virginia McLeod, Manager of Recreation and Culture

**DEPARTMENT:** Community Development and Enterprise Services

**RE:** Rural Economic Development Funding Agreement Extension - ECNHS

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#### PURPOSE

To seek Council's approval to extend the existing funding agreement for \$95,000 entered into under the Rural Economic Development Program until June 30, 2022.

#### BACKGROUND

The Rural Economic Development program (RED), through the Strategic Economic Infrastructure Stream, offers applicants up to 30% of eligible project costs. This Provincial funding program assists in rehabilitation of cultural, heritage and / or tourism attractions. Restoration of a historical building meets the criteria.

Council approved \$143,000 out of the Asset Management Reserve during the 2019 budget deliberations, and it is this allocation that will guarantee the municipal financial commitment for this program application.

The RED grant leverages the City and Parks Canada Grant Contributions if approved up to \$95,000. On May 22, 2020, the City received notification by way of letter that the Municipality was approved in the amount of \$95,000 to support the project from RED.

Furthermore, on July 13, 2020, Parks Canada provided written notification that the project was not selected for funding. This in turn limited the corresponding RED grant program funding available unless the City could cover the shortfall. On July 16, 2020, the RED coordinator informed City staff they would fund the full \$95,000 grant if the City committed an additional \$100,000 towards the project.

At the Historic Sites Board meeting held July 15, 2020 the following resolution was passed.

"Resolved that the Historic Sites Board approve the use of the accumulative brick trust reserve funds for the purpose of the 2020 restoration capital construction project, and whereas, the additional funds will maximize, subject to approval, the contribution from the Provincial Rural Economic Development program."

Furthermore at a Council meeting dated August 10, 2020 the following resolution was passed.

Resolved that By-law 2020-145 being a by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs for funding under the Rural Economic Development Program be passed in open Council this 10th day of August, 2020.

At the February 8, 2021 City council meeting the following resolution was passed.

Resolved that By-law 2021-41 being a by-law to authorize the execution of the Amending Agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs to extend the existing Rural Economic Development Program until March 30, 2022 be passed in open Council this 8th day of February, 2021.

## **ANALYSIS**

The approved project covers capital asset management items for rehabilitation at the Ermatinger•Clergue National Historic Site (ECNHS) in the total amount of \$338,000. Of which the RED grant covers \$95,000 broken down as follows.

<b>Category</b>	<b>Amount</b>
City Approved Budget	\$143,000
Historic Sites Trust Fund	\$100,000
RED Up to 30% capped at \$95K	\$95,000
<b>Total Revised Project</b>	<b>\$338,000</b>

Due to the COVID-19 impact, there were various challenges in completing repairs from an Engineering and Tendering perspective. Staff have coordinated with the Ministry of Agriculture, Food and Rural Affairs to request an extension. The City received approval via email on October 8, 2021, to extend available grant funding until June 30, 2022. The extension agreement and supporting by-law appear elsewhere on the agenda for approval.

## **FINANCIAL IMPLICATIONS**

The extension of the agreement allows staff to utilize the full \$95,000 in grant funds to help offset total costs for the \$338,000 project.

## **STRATEGIC PLAN / POLICY IMPACT**

The Historic Sites Board of Council has a strategic plan in which restoration projects continue to be a goal in order to maintain the integrity of the National Historic Site. The plan ensures the maintenance of the heritage buildings, grounds and newer Heritage Discovery Centre, in order to remain a viable tourism attraction and continue with its mandate of stewardship of the Museum. The Ermatinger•Clergue National Historic Site aligns within the Cultural pillar and policy within the Municipal plan.

## **RECOMMENDATION**

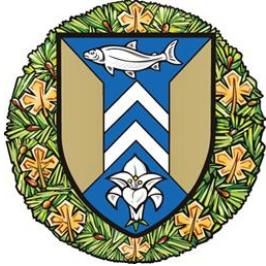
It is therefore recommended that Council take the following action:

The report of the Manager of Recreation and Culture dated October 25, 2021 concerning the Rural Economic Development Funding Agreement Extension – ECNHS be approved.

Further that the relevant By-law 2021-205 appears elsewhere on the agenda.

Respectfully submitted,

Virginia McLeod  
Manager of Recreation and Culture  
Community Development & Enterprise Services  
(705)759-5311  
[v.mcleod@cityssm.on.ca](mailto:v.mcleod@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Susan Hamilton Beach, P. Eng.  
DEPARTMENT: Public Works and Engineering Services  
RE: Waste Collection Options Study

---

#### **Purpose**

The purpose of this report is to seek Council approval to complete a Waste Collection Study particularly addressing the collection of source separated organics by the municipality given the legislative requirement to do so by 2025.

#### **Background**

On August 9th, Catherine Taddo, Land Development and Environmental Engineer presented to Council a report on Biosolids and Source Separated Organics. This report focussed on the processing of these two material groups and the legislated requirement to do so by 2025 under the Waste Diversion Ontario Act. In order to process this material, the municipality must also address curbside collection options. Currently, the City is responsible for the collection of waste and recycling. Recycling is anticipated to become the responsibility of the Province as of the approved transition date of September 30, 2023. Staff understand that by 2025 waste and organics will be the City's responsibility with the recycling stream collected as part of a common collection system.

#### **Analysis**

In an effort to arrive at the best collection system for Sault Ste. Marie, this study would include, but, not be limited to the following topics:

- A review of collection options for similar municipalities;
- Alternatives to providing the collection service (waste/organics/recycling)  
It should be noted that recycling is to be transitioned to a common collection system by the province by 2023 for Sault Ste. Marie;
- Consideration of bi-weekly collection service;
- Evaluation of the alternatives;
- Selection of the preferred option;
- Evaluation of implementation options of the preferred option (City vs. Contractor/Fleet options etc.)

## Waste Collection Options

October 25, 2021

Page 2.

It is estimated this study will cost approximately \$35,000 to complete. A Request for Proposal will be issued.

A funding option may exist as this project is recommended for the third intake for the Audit and Accountability Fund as one of the priority areas identified is service integration. This funding submission is due by October 28, 2021. Should the City not be successful with this application it is recommended that the study be subsequently funded from the Landfill Reserve.

### **Financial Implications**

As noted above, if the municipality is successful in its application to the Audit and Accountability Fund there will be no cost to the City to complete. If unsuccessful, it is recommended that the Landfill Reserve be used to fund the study. It is estimated to cost \$35,000. Given the time required to purchase waste collection vehicles (1 year+ manufacturing to delivery) it is critical that this study be completed in 2022.

### **Strategic Plan / Policy Impact**

The focus of this study is found in the Corporate Strategic Plan – Service Delivery, Streamlining Processes. This is an operational item.

### **Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Public Works dated October 25, 2021 concerning Waste Collection Options Study be received and that staff be authorized to submit this study as the municipality's third intake submission for the Audit and Accountability Fund and furthermore, should the City not be successful with its funding application the study be funded through the Landfill Reserve.

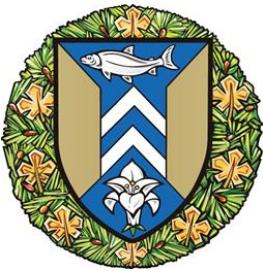
Respectfully submitted,

Susan Hamilton Beach, P. Eng.

Director, Public Works

705.759.5207

[s.hamiltonbeach@cityssm.on.ca](mailto:s.hamiltonbeach@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Susan Hamilton Beach, P. Eng.  
DEPARTMENT: Public Works and Engineering Services  
RE: Plastic Free Pledge

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#### **Purpose**

The purpose of this report is to respond to the resolution regarding the elimination of plastic bags dated September 27, 2021 which reads, "Whereas in January of 2020, Council directed staff to consider and report back on a process by which Council can, within its legal authority, discourage and / or eliminate the use of plastic bags within the community; and Whereas in June 2020, City staff delivered its initial report back to Council to provide information on the subject. The request by Council at the June 8, 2020 meeting was clarified and the strong desire of Council to take initiative with regard to the elimination of plastics, was stressed; and Whereas in April of 2021, City staff delivered a report and the following resolution was approved: "That the report of the Director of Public Works dated 2021 04 12 be received and Council provide its full support to Clean North and City staff in the development, education and promotion of a plastic-free Sault Ste. Marie." Now Therefore Be It Resolved that City staff be requested to provide an update on the progress and results to date since the April 2021 resolution regarding the elimination of plastic bags was passed."

#### **Background**

Public Works – Waste Division in partnership with Clean North have worked on this initiative together. Clean North developed the detailed pledge and constructed the on-line registration form to be completed by all participants. The City assisted by promoting the pledge through our social media site and our website, responded to media and presentation requests as well as design and produce the certificate for the successful participant(s). Public Works also worked with other areas of the Corporation to conduct their plastics audit and register for the pledge.

It is also anticipated that by the end of 2021, the federal government will be finalizing regulations to ban six single use plastics. These items include grocery checkout bags, straws, stir sticks, six-pack rings, plastic cutlery and certain food takeout containers. Staff will report back to Council once this is finalized.

Plastic Free Pledge

October 25, 2021

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**Analysis**

As of the end of September, 15 registrations have been received. The breakdown of those registrations is as follows:

Business category – 1

City facilities – 2 (Municipal arenas, sports fields and pools)

Families – 6

Individuals – 6 (including 2 City Councillors)

**Financial Implications**

There was no financial impact related to this report.

**Strategic Plan / Policy Impact**

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

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Public Works dated October 25, 2021 be received as information.

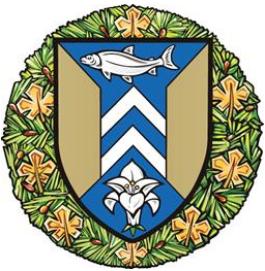
Respectfully submitted,

Susan Hamilton Beach, P. Eng.

Director, Public Works

705.759.5207

[s.hamiltonbeach@cityssm.on.ca](mailto:s.hamiltonbeach@cityssm.on.ca)



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

### C O U N C I L   R E P O R T

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Karen Fields City Solicitor  
DEPARTMENT: Legal Department  
RE: Opioid Class Action Lawsuit Information

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#### **Purpose**

This report is in response to a motion brought by Council regarding the Class Action lawsuit regarding the opioid crisis. The motion stated:

Whereas over the last several years more citizens across Canada have become increasingly addicted to opioids, leading to what can by all definitions be described as an epidemic;

Whereas Canadian municipalities like Sault Ste. Marie, have experienced the devastating effects of opioid addiction;

Whereas Sault Ste. Marie has seen rise in the toll taken on its citizens, including a significant rise in opioid related deaths;

Whereas Canadian municipalities including Sault Ste. Marie have spent millions and millions of dollars including but not limited to: a dramatic increase in emergency ambulance and fire service calls to respond to opioid related overdoses, a dramatic increase in policing associated with crime related to opioid abuse and addiction, and an escalation in homelessness as a result of this crisis and more and more individuals having to undergo methadone treatment for their addiction;

Whereas for years drug companies that manufactured prescription opioids participated in an extensive marketing to expand the market for opioids and their own market share, garnering billions of dollars of profits from this effort for both manufacturers and distributors of these drugs;

Whereas in June of 2020, the City of Grand Prairie, Alberta filed a \$10-billion class-action lawsuit against opioid manufacturers and distributors, that seeks to recoup municipal costs associated with the opioid crisis on behalf of Canadian municipalities;

Therefore be it resolved, that the City Council direct the City of Sault Ste. Marie's Legal Department to explore the possibility of the City of Sault Ste. Marie formally joining this class action lawsuit, the benefits and or risks of same, and to report back to City Council with its findings in this regard.

## Opiod Class Action Law Suit Information

October 25, 2021

Page 2.

### **Background**

Guardian Law Group LLP (“Guardian”) has commenced a claim by Municipalities against pharmaceutical manufacturers and distributors for allegedly causing the opioid crisis. The claim is based on the fact that the crisis affects individuals, communities and the health care system. The lawsuit would look to offset damages incurred that can be quantified by increased policing and court costs, increased fire and ambulance costs, addiction treatment, harm reduction, social welfare and child protective programs, some of which are financed municipally.

The claim has been served on approximately 40 defendants around the world and the parties are in preliminary matters regarding jurisdiction of two of the parties. The defendants are divided into two categories, marketing defendants (those that campaign through medical literature and marketing to provide information to doctors) and distributors that are usually large scale corporations that were key to the supply chain that delivered opioids to individual pharmacies.

The action has not yet been certified, which is not unusual as the certification step is a major step that often takes time. The law firm advancing this claim is currently assembling their certification record and obtaining expert evidence with respect to the quantification of damages.

Purdue Pharma, the maker of Oxycontin has filed for bankruptcy in the US, and also sought to have that bankruptcy recognized in Canada. The Guardian law firm is also involved in that proceeding on behalf of Canadian municipalities.

In a class action you need a Plaintiff, referred to as a Representative Plaintiff to move forward. If the matter is certified, that plaintiff represents all the members of a class. There are currently two plaintiffs in this matter, the City of Grand Prairie, Alberta and the City of Brantford, Ontario. The City Solicitor of Brantford and a partner of the Guardian Law Group were helpful in providing information on the lawsuit.

If the action is certified, the certification order will describe the class, nature of claims and defence, relief sought, common issues and specify the manner in which class members may opt out of the class proceeding and a date after which class member may not opt out. There will be indicated a specific manner and time for opting out in the certification order. If there is a ruling on the common issues we would be bound by that. If there are individual issues that remain the City would have the option of proceeding on its own, hiring another law firm or continuing with Guardian Law to litigate remaining issues (if any).

If there were a settlement in advance of trial, there would be a second opportunity to opt out then.

At this point there is no step the Municipality needs to take until it's determined if the action gets certified.

Opiod Class Action Law Suit Information

October 25, 2021

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**Analysis**

What are the anticipated costs to the Municipality?

The law firm taking the action forward expect to be paid out of the proceeds of the settlement and during the matter they will not be asking for any contribution towards the disbursements while it proceeds. I am advised that the Municipality will bear no risk with respect to costs and disbursements if there is an unfavourable outcome. Disbursements are to be reimbursed only when and if there is a recovery. Although difficult to provide what the anticipated costs of disbursements in the proposed class action would be, it is being estimated to be between \$5 and \$10 million dollars.

Would there be Internal Costs? Yes, there would be a cost to the City on the time and costs that will be expended in obtaining the documentation on our behalf to the law firm to support the claim.

Assuming the lawsuit is successful, what are the potential for damages that could be recovered by a Municipality that participates in the class action?

We are told that there is some freedom in determining that, with the Court making a decision if there is disagreement on that step. In the United States cases, the parties used population as the metric, a *per capita* split. The Court may also order how the means of distribution of amounts should be awarded.

**Financial Implications**

At this point there is no potential impact as we are not taking any steps at this point and have the option to opt out if the matter is certified.

**Strategic Plan / Policy Impact**

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

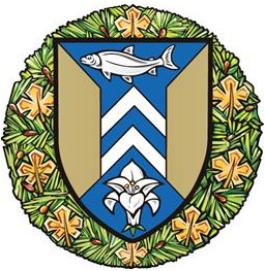
**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the City Solicitor dated October 25, 2021 concerning participation in the Opioid Class Action lawsuit be received as information.

Respectfully submitted,

Karen Fields  
City Solicitor  
705.759-5407  
[k.fields@cityssm.on.ca](mailto:k.fields@cityssm.on.ca)



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

### COUNCIL REPORT

October 25, 2021

TO: Mayor Christian Provenzano and Members of City Council  
AUTHOR: Susan Hamilton Beach, P. Eng.  
DEPARTMENT: Public Works and Engineering Services  
RE: Public Works – Fleet Services Review

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#### Purpose

The purpose of this report is to summarize the findings of the Fleet Services Review conducted by Mercury Associates, Inc.

This review was completed as a requirement of a Council resolution dated March 4, 2019 which read, *“Whereas 45% of the Public Works winter maintenance fleet is over 9 years old and 23% is beyond its life expectancy; and Whereas during the last month of winter control, Public Works has lost a trackless, 4 blowers and a snow plow to either repair or irreparable damage; and Whereas the age of the winter control equipment makes the challenge of keeping the City streets free and clear of snow and ice more difficult; and Whereas Public Works vehicle reserve is insufficient to replace the vehicles that need to be replaced across the entire public works department, including the vehicles needed for winter control and maintenance and whereas Public Works requested a budget increase of \$750,000 this year to address its vehicular needs but did not receive that increase; Now Therefore Be It Resolved that Council direct staff to include a \$250,000 increase to the public works vehicle reserve in the 2020 preliminary budget with a view to providing further increases of \$250,000 in the 2021 and 2022 preliminary budgets respectively, pending a Fleet Services Program Review (planned for 2020).”*

#### Background

As stated in the resolution above, it was intended to conduct the Public Works Fleet Services Review in 2020. Unfortunately, due to the pandemic the study was delayed. An RFP was issued and at its September 28, 2020 meeting, Council approved award to Mercury Associates, Inc. who specializes in Fleet Management Consulting and Fleet Data Analytics Services. The study consisted of four main components:

- Fleet benchmarking;
- Cost of services;
- Management practices review; and
- A rightsizing study.

## Fleet Management Study

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Mercury collected data and interviewed a multi-disciplinary group of staff. Each client area from Public Works was involved: Operations, Landfill, Traffic, Parks, and Building and Equipment as well as external departments including Information Technology and Finance were instrumental.

### **Analysis**

A final report was one of the deliverables supplied by Mercury. The Executive Summary to that report can be found in Appendix A. The recommendations are extensive with the Strategic Direction divided into four main categories and can be summarized as follows:

- Fleet renewal – Goal of developing a practical replacement plan paired with an increase in capital funding to renew the fleet
- Garage resources – Facility improvements were recommended, a dedicated Parts Specialist is encouraged and a focus on streamlining procedures and developing an outsourcing strategy
- Core enablers – A dedicated Fleet Management Information System ('FMIS') is recommended which will facilitate less manual work and improved work flow; and
- Financial management – Establishment of a realistic budget and the development of a chargeback rate system (with annual updates of that rate)

Representatives from Mercury Associates, Inc. will present the study summary in a PowerPoint™ presentation this evening. A copy of that presentation is included in Section 5 of Council's agenda.

Based on the report findings and recommendations Staff have worked to prioritize the next steps. The entire study will be used as the guiding document for Public Works Fleet Division's effort in upcoming years with both internal and external work required to accomplish the tasks.

In 2022, the recommended priorities include:

- Additional capital funding request (detailed in the financial implications section below);
- Development of a multi-year practical replacement plan in-house with Mercury Associates, Inc. providing advisory services. This replacement plan will be based on the inventory and right-sizing recommendations made by Mercury.
- In-house Staff and Mercury will work to document and streamline our work processes with the intent of framing the future mode of operation with an upgraded or new Fleet Management Information System (FMIS).

It is recommended by Staff that we proceed on a single source non-competitive basis with Mercury to work with internal staff and the Fleet Management Committee to accomplish these goals based on the completed inventory, overall study and recommendations made by this company. This is in accordance with

## Fleet Management Study

October 25, 2021

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the Purchasing By-law for reasons of compatibility with existing service and in the best interest of the City.

In order to accomplish these priorities an internal Fleet Management Committee will be established with those resources from other departments asked to participate based on their expertise and requirements (ie. IT for the FMIS and Finance to support the replacement plan).

This will definitely be a multi-year plan to bring about the desired overall results of streamlining the efforts of the division and reducing repair and maintenance costs and responsibilities due to the aged fleet.

### **Financial Implications**

Mercury's findings support Staff's request for increase in capital funding that was described in the Council resolution dated March 4, 2019. Mercury estimates Public Works should be spending an average of \$2,900,000 on fleet replacement with our four year average expenditure on vehicle replacement being \$2,100,000. (2017-2021) The four year average is the total of all equipment purchases with funding coming from several sources including the *Equipment Reserve* (typically used for Operations equipment, Parks, Traffic and the Building and Equipment divisions), the *Sewer Surcharge* for equipment required for the work in the Sanitary Sewer office and the *Landfill Reserve* for all waste management equipment. The aged equipment requiring replacement and thus the increase in funding is predominantly in the Operations area. Staff request that the \$250,000 be considered once again as increase to the Equipment Reserve in 2022 with the proposed detailed practical replacement plan being completed in 2022 to further detail the shortfall and financing deficits.

It is proposed that Public Works Staff in cooperation with Finance to develop the detailed multi-year practical replacement plan. It is recommended that Mercury Associates, Inc. be engaged to provide the advisory service to Staff for the plan's development as this plan shall be based off of the inventory and right-sizing recommendations made by Mercury with an upset limit of that work being \$30,000.

In 2022, it is also recommended that a focus be to document and streamline the work processes that exist in this area to form the basis of the request for proposal in subsequent years for an upgraded or new FMIS system. Mercury estimates \$100,000 for consulting fees to work on streamlining these processes. It is recommended that Mercury work with internal staff and the Fleet Management Committee to accomplish this based on the rationale that it should be compatible with the overall study and recommendations made by this company.

Fleet Management Study

October 25, 2021

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**Strategic Plan / Policy Impact**

This focus of this report is found within the Corporate Strategic Plan under Infrastructure – Asset Management. The Public Works fleet is also integral to our capability to provide excellent customer service.

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Public Works dated October 25, 2021 concerning Fleet Management Study be received as information and that Council approve the Fleet Services Review in principle; and furthermore refer to the 2022 budget process the requests of (1) an increase of \$250,000 to the Public Works equipment reserve, (2) \$30,000 advisory service in relation to the replacement plan - single sourced to Mercury Associates, Inc. and (3) \$100,000 fee to Mercury Associates Inc. to focus on streamlining work processes and determining our most efficient mode of future operation.

Respectfully submitted,

Susan Hamilton Beach, P. Eng.

Director, Public Works

705.759.5207

[s.hamiltonbeach@cityssm.on.ca](mailto:s.hamiltonbeach@cityssm.on.ca)

## **EXECUTIVE SUMMARY**

### **INTRODUCTION AND BACKGROUND**

Public Works and Engineering Services (PWES) at the City of Sault Ste. Marie (City) engaged Mercury Associates, Inc. (Mercury) to conduct a comprehensive review of the City's fleet ("Fleet") operations. Fleet management is under the PWES umbrella along with the Fleet users ("Clients" or "Division") such as Operations, Parks, Landfill, and Traffic and Communications. The project scope consisted of four main components: Fleet benchmarking, cost of services, management practices review, and rightsizing study. This project started in November 2020 with Mercury's data and document request. The project was initiated in January 2021 with the City's Fleet Management Team ("FMT") and their key stakeholders. Mercury provided the Fleet Benchmarking and the Cost of Service interim deliverables in April and May 2021. In May 2021 we provided the practices review findings and recommendations in a *MS PowerPoint™* document which was subsequently finalized with the rightsizing study results. The Final Report document ("Report") constitutes the final deliverable of the Mercury engagement. It provides the detailed findings and recommendations for fleet management practices and fleet rightsizing, and includes the salient content with the narrative for the Benchmarking and Cost of Service interim deliverables.

PWES's overall goal is to improve the City Fleet's effectiveness and efficiency for key fleet management functions such as vehicle acquisition, maintenance and repair, provision of fuel, accident prevention, and staffing in order to achieve the appropriate balance between the fleet cost and the service level provided to fleet clients.

Vehicles and equipment are vital to the day-to-day operations and service delivery activities of the City for the residents of Sault Sainte Marie (SSM). It is our observation that the City officials have recently started to pay attention to the fleet management activities and are asking the questions that are important for running the City Fleet. Operating a municipal fleet effectively involves many business disciplines and the activities range from managing the depreciation of millions of dollars' worth of assets to diagnosing an electrical problem in a diesel engine control module.

This study consisted of four primary components; fleet benchmarking, cost of service analysis, fleet practices review, and fleet rightsizing. Details of the benchmarking and cost of service model were provided to FMT in *Excel™* workbooks. The salient facts and the narrative thereof are included in this Report. The practices review findings and recommendations, and the rightsizing findings and recommendations are presented in their own individual sections.

This study will assist the City's officials, PWES and the Fleet Clients to understand the status quo and more importantly, the improvements required to transform fleet operations. Organizational focus and resources are required in order to implement the improvements for which an implementation roadmap is proposed for prioritized initiatives.

### **INDUSTRY TRENDS**

We have provided a summary of key industry trends since game changing industry trends

present challenges for the fleet management organization, which must make adjustments since the trends can dictate the strategies that are available for implementation.

- Advances in information technology
  - Fleet Management Information System (FMIS) and Business Intelligence (BI) tools
- Advances in automotive technology
  - Computer and software-driven diagnostics
  - Mechanics require new skillsets
  - Alternate fuels: CNG and electric vehicles
- Workforce and workforce management changes
  - Shortage of mechanics
  - Aging population and retirements
  - Complex fleets and technology are entrusted to an evolving workforce with diminishing practical experience
- Greening the fleet to reduce carbon footprint

Adjustments fleet organizations need to make to meet the challenges are:

- Rethink traditional fleet management principles, attitudes, and business practices
  - Pay-as-you-go financing versus Pay-before-you-go
  - Repair versus replacement (i.e., capital versus operating expenditures)
  - Cost charge-back systems
  - In-house versus outsourced management activities
  - Service procurement and supplier management
  - Fleet management (e.g., M&R, fueling) infrastructure needs
  - System administration and management analysis
  - Customer collaboration
- Institutionalize fleet management practices via formal policies and procedures and standard KPIs and management reports
- Challenge conventional wisdom with empirical data and facts
- Greening the fleet initiatives tend to be complex and several factors needs to be considered:
  - Various strategies are used in the industry for greening the fleet, i.e., to reduce fuel consumption and the resulting Greenhouse Gas (GHG) emissions
  - Renew the fleet -- newer vehicles are more fuel efficient
  - Downsize the vehicle whenever possible
  - Rightsize the fleet
  - Reduce unnecessary vehicle engine idling and thus reduce fuel consumption
  - Explore alternative fuel and hybrid vehicles for suitability to the job and to the environment, for example, Electric vehicles (EV) may not be suitable where long distances are covered over the course of the day, or charging stations are not conveniently located
  - OEMs may not manufacture alternative fuel heavy duty or specialized equipment
  - Industry uses Compressed Natural Gas (CNG), Liquid Natural Gas (LNG),

and bi-fuel vehicles, etc. however, prerequisites are:

- Availability of CNG fueling stations – may require building on-site CNG fueling station (e.g., City of Toronto for CNG waste collection vehicles)
- For in-house maintenance and repair the mechanics must be certified/trained and the shop must be upgraded at a significant cost to meet the CNG related regulations<sup>1</sup>
- For outsourced maintenance and repair, the vendors must have upgraded facility and certified/trained technicians

## FLEET PRACTICES AND COSTS

Mercury conducted a comprehensive review of the Fleet practices including data and document review, interviews with PWES personnel and Clients, and mechanic focus groups. Our assessment activities focused on capturing the present mode of operation (PMO) and comparing this with the standard or de facto best practices in the industry. The comparison is with respect to soundness of their **design**, e.g., their logic, thoroughness, compliance with applicable regulations, responsibility and authority for execution, and so forth; and the nature of their actual **execution**, which is a function of how they are communicated (e.g., through policy and procedure documentation) and how employees are held accountable for following them.

We rated the City's current fleet management activities in specific areas, based on the consistency of their performance with commonly accepted fleet industry best management practices. We assessed the maturity of the current performance from a high score of 5 (i.e., best in class) to a low score of 1 (i.e., reactive) – Table 1 provides a more detailed description of the maturity ratings. We communicated these ratings with PWES and its Clients during the key findings review in order to validate these findings.

**Table 1: Maturity Rating**

Numeric Rating	Category	Description
5	Best in Class	The organization has an innovative, well-above-average ability to define, measure, monitor, manage, and perform the fleet management activity that clearly sets it apart from the typical fleet management organization.
4	High Performing	The organization has comprehensive, well-defined, data-driven policies and procedures for performing the activity and promoting continuous improvement in its execution.
3	Competent	The organization has good knowledge of basic fleet

<sup>1</sup>[https://www.afdc.energy.gov/uploads/publication/cng\\_maintenance\\_facility\\_mod.pdf](https://www.afdc.energy.gov/uploads/publication/cng_maintenance_facility_mod.pdf); Note that only Minor repairs can be done at the shop if the shop is not CNG compliant and there are stringent work instructions

		management principles and techniques associated with the performance of the activity and applies it in a generally consistent manner.
2	Basic	There is a limited understanding of the proper methods of, and generally inconsistent, performance of the activity across the organization.
1	Reactive	The organization has a poor understanding of, and ad hoc approach to performing, the fleet management activity, or fails to perform it with any consistency, if at all.

## SUMMARIZED FINDINGS AND RECOMMENDATIONS

We derived the key findings from analysis of information and data gathered during virtual PWES and Client personnel interviews, documentation and photos of the garage and bulk fueling sites, and review of the data and documents provided by PWES in response to Mercury's request. Site visits for garages and fueling sites were not feasible due to COVID-19 pandemic. Follow up, validation and additional clarifications were completed via emails, telephone conversations and virtual meetings. Our approach to assessing the soundness of the City's practices in each of the functional areas employed: 1) quantitative performance measurement and benchmarking if data were available; and 2) comparing the present mode of operation (PMO) with industry de facto standards or best practices.

### Fleet Management Team

The FMT responsibilities include the following:

- Acquisition and disposal
- Replacement, expansion and peak period vehicle programs
- In-house maintenance and repair including parts management
- Sublet maintenance and repair management
- Bulk fuel infrastructure and operations management
- CVOR program as it pertains to inspections and defect repairs
- Fleet cost management

Overall management and oversight is provided largely by Manager of Equipment and Buildings with guidance from the Director and the Deputy CAO. Garage supervision is provided by the Mechanical Supervisor. The details of the Full Time Equivalent for Fleet-related personnel is provided in the Table below. This includes the Budget Coordinator who provides financial and cost management support for the FMT.

Vehicle and Equipment Maintenance and Repair FTE is 13, however one Serviceman position was vacant at the time of the Mercury study. The automotive parts are kept in the multi-purpose City Stores with a reported 2.8 FTE supporting the procurement and disbursement of automotive parts for Fleet.

*Table 2: Fleet FTE*

Function	FTE
Management and Oversight	0.8
Financial and Budget Management	0.2
Mechanical Supervisor	1.0
Shop Clerk	1.0
Mechanics	9.0
Mechanic Apprentice	1.0
Serviceman	3.0
Welders	3.8
Store Supervisor	0.8
Storekeeper for Parts	2.0
<b>Total FTE</b>	<b>22.6</b>

### Fleet Costs

The details of the Fleet Cost of Service model were developed as an *MS Excel™ (Excel)* workbook which was provided to the FMT and their finance representative. Mercury reviewed, discussed, and iteratively revised the Cost of Service model as the revised data was provided by their finance representative. The main data issues pertained to:

- Mechanic direct labour hours data cleansing to remove the premium that is added in the system
- Sublet repair costs were mixed with parts cost which were mixed with supplies costs

It is to be noted that not all fleet costs are included in the fleet budget. FMT's goal is to have a zero base budget in which all Fleet costs are offset through credits received from their Clients' budgets. However, generally speaking at year-end there is a shortfall in the credits resulting in a deficit for Fleet. The Clients' budgets are used to compensate for the remaining Fleet costs.

### Expense Summary

PWES manages a fleet budget of approximately \$8.9 million. In the Table below, SFB is salary and benefits for personnel. Pass Thru refers to Fleet costs such as fuel, parts, and sublet maintenance and repair. OH refers to overhead cost for utilities (gas and water). Year Over Year (YOY), the Fleet costs are increasing most likely, due to the aging fleet.

*Table 3: Expense Summary*

Cost Category	FY 2019 Actuals	FY 2019 Category Percentages	FY2020 thru October 31	FY 2020 Category Percentages	FY2020 Annualized	FY 2020 Annualized Category Percentages
SFB	\$2,723,653	32.7%	\$2,557,458	34.3%	\$3,068,949	34.3%
Pass Thru	\$4,129,419	49.6%	\$3,645,865	49.0%	\$4,375,038	49.0%
OH	\$ 71,713	0.9%	\$ 64,851	0.9%	\$ 77,821	0.9%
Materials and Supplies	\$ 148,262	1.8%	\$ 138,956	1.9%	\$ 166,747	1.9%
Travel	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Capital	\$1,250,768	15.0%	\$1,038,623	13.9%	\$1,246,348	13.9%
Depreciation	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$8,323,814</b>	<b>100.0%</b>	<b>\$7,445,753</b>	<b>100.0%</b>	<b>\$8,934,903</b>	<b>100.0%</b>

### Cost Benchmarking

Using other municipal studies in Canada and the U.S.A., the cost per Vehicle Equivalent Unit (VEU)<sup>2</sup> range corrected for inflation is \$2,300 to \$3,900. The City's cost per VEU for maintenance and repair is \$5,456. This comparison can and should be used for directional guidance. The probable reasons for the City's cost being higher by nearly 40 percent are: an aging fleet, cost for repairs on non-capital assets, as well as a larger than optimal mechanic force triggered by absenteeism and the lack of a dedicated parts specialist.

*Table 4: Maintenance and Repair Benchmarking*

Fleet Maintenance Cost Benchmarks		
VEUs Serviced of Active Assets	838	
Active Assets	298	
Cost per VEU	Current Base	Total M&R Costs
In-house Labour	\$2,823	\$2,365,985
Sublet Repair Services	\$926	\$775,642
Parts	\$1,707	\$1,430,518
<b>Total Cost per VEU</b>	<b>\$5,456</b>	<b>\$4,572,145</b>
Billed Hours per VEU	Hours for Work Orders <sup>3</sup>	
Expected Range (10 - 15)	<b>30.3</b>	
VEUs per FTE Technician	high	
Expected Range (100 - 135)	<b>53.2</b>	
VEUs per FT Technician	low	

<sup>2</sup>Mercury uses an analytical technique based on the Vehicle Statistical Referencing System (VSRS) which allows us to compare statistics from diverse fleets by converting vehicle and equipment types to their equivalent in terms of the level of effort required to maintain a standard passenger sedan, which is used as a baseline and given a value of 1.0 Vehicle Equivalent Unit (VEU). The assignment of VEU values to vehicles and equipment is based on our work with hundreds of fleets across North America.

<sup>3</sup> The technicians' hours as reported on Work Orders was revised and provided for the study by Finance.

Fleet Maintenance Cost Benchmarks		
	46.6	

## Fleet Composition

The Tables below provide the Fleet composition by asset type and quantity and asset type and VEU.

*Table 5: Fleet Composition by Asset Type and Quantity*

Asset Type	Count	% of Fleet
Trucks, LD	73	24.5%
Construction	50	16.8%
Grounds Equip	50	16.8%
Trucks, HD	48	16.1%
Other	38	12.8%
Trailers	23	7.7%
Carts	6	2.0%
Sedans	4	1.3%
Vans	4	1.3%
Trucks, MD	2	0.7%
<b>Total</b>	<b>298</b>	<b>100.0%</b>

*Table 6: Fleet Composition by Asset Type and VEU*

Asset Type	VEUs	% of Fleet
Trucks, LD	119	14.1%
Construction	222	26.4%
Trucks, HD	310	36.9%
Grounds Equip	88	10.5%
Other	59	7.0%
Trailers	17	2.0%
Sedans	4	0.5%
Carts	6	0.7%
Trucks, MD	9	1.0%
Vans	6	0.7%
<b>Total</b>	<b>838</b>	<b>100.0%</b>

## Fleet Assets by Clients

As illustrated by the Tables below, Operations Client has the highest percentage of assets (number of units in the Fleet) and VEUs (workload). Landfill has the second highest percentage of VEUs, but it is below Parks in the asset count percentage. Demand for maintenance and repair is driven by VEUs which in order of workload for Fleet are: Operations, Landfill, Parks, and Traffic.

**Table 7: Asset Count and Percentage by Client**

Fleet Client	Count	% of Fleet
Operations	174	58.4%
Parks	74	24.8%
Landfill	25	8.4%
Traffic	13	4.4%
Building & Equipment Maintenance	7	2.3%
Administration	3	1.0%
Mechanical	1	0.3%
Stores	1	0.3%
<b>Total</b>	<b>298</b>	<b>100.0%</b>

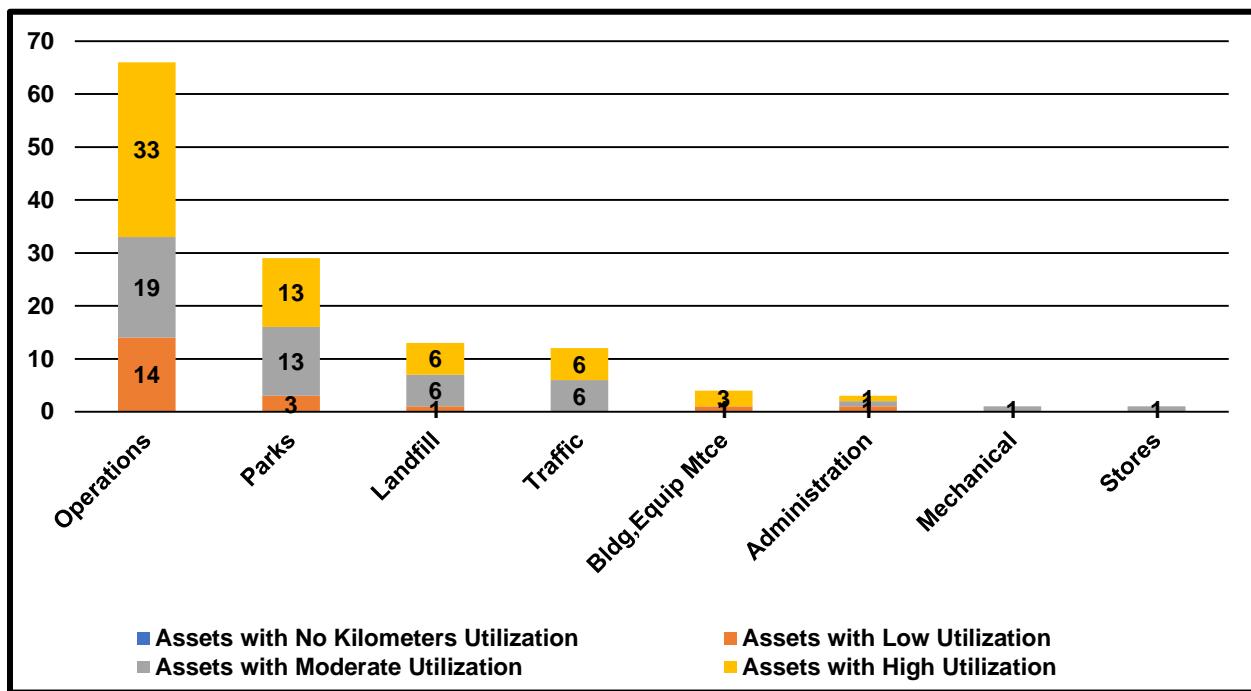
**Table 8: Asset VEU and Percentage by Client**

Fleet Client	VEUs	% of Fleet
Operations	571	68.1%
Parks	110	13.1%
Landfill	119	14.1%
Traffic	22	2.6%
Building & Equipment Maintenance	12	1.4%
Administration	4	0.4%
Mechanical	2	0.2%
Stores	1	0.1%
<b>Total</b>	<b>838</b>	<b>100.0%</b>

## Fleet Utilization

Recorded kilometers and engine hours are used as utilization metrics and are entered manually in the system. Mercury did a statistical analysis to determine the mean utilization. Asset utilization was compared to the mean to determine low, moderate or high utilization as shown in the Figure below.

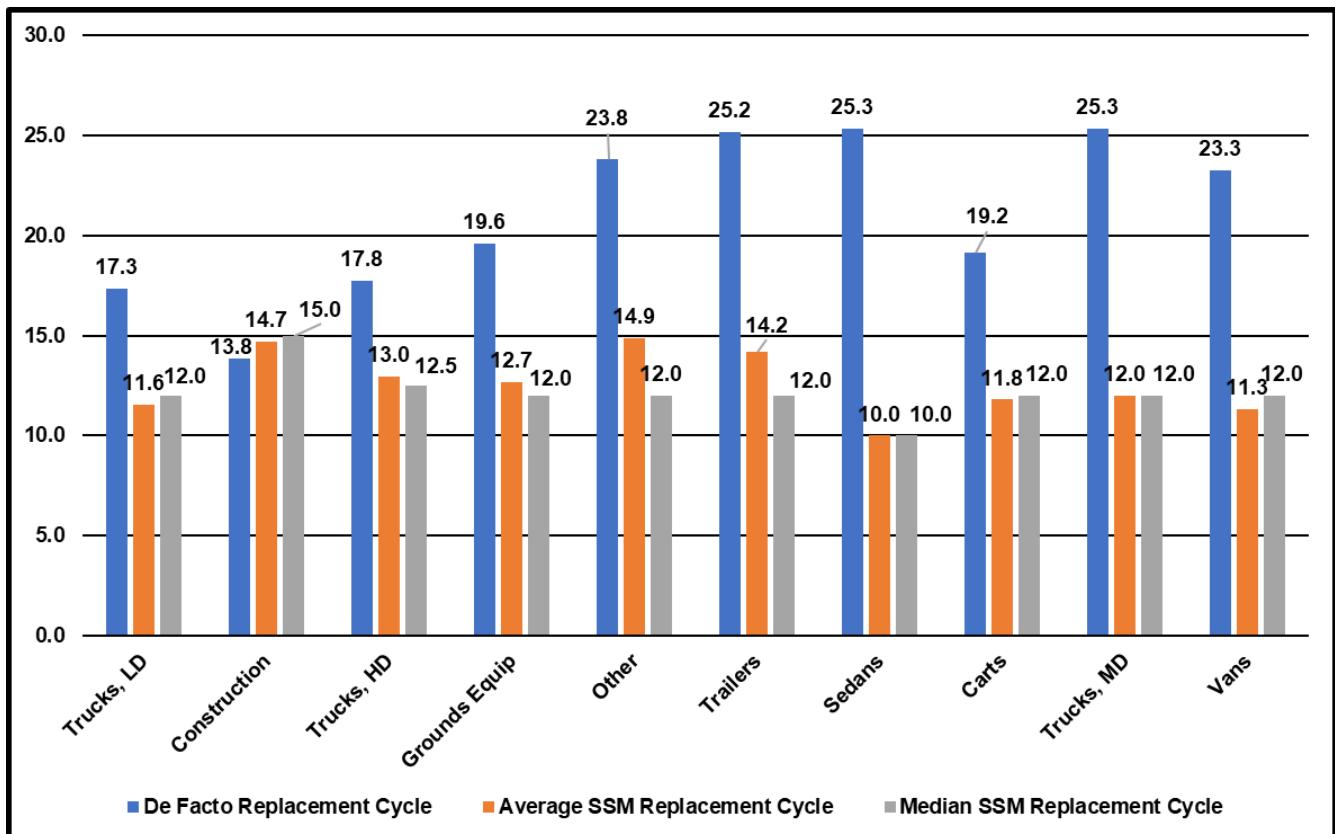
**Figure 1: Fleet utilization (Km) by Fleet Client Group**



## Fleet Age and Replacement

The average and median age of the entire Fleet is 10 and 9.5 years, respectively, indicating a relatively Normal Distribution for asset age. In the chart below, the De Facto Replacement Cycle is the actual effective replacement cycle for the entire Fleet - for Normal Distribution the calculated value is twice the average (or median) which is approximately 19 to 20 years. The average and median Replacement Cycles are targets as defined by Fleet for the various asset classes and range from 10 to 15 years. The assets are not being retired and replaced at their targeted age thus increasing the maintenance and repair costs with the aging Fleet. Sedans, Medium Duty Trucks, Vans and Trailers have the longest de facto replacement cycle at 25 years.

**Figure 2: Fleet Age and Replacement by Asset Type**



We developed a baseline replacement plan using Mercury's proprietary fleet replacement analysis tool and the results are summarized in the Table below. It is noteworthy that 33 percent of the assets will exceed their recommended age in fiscal year (FY) 2022. The estimated cost of replacing these vehicles is \$10.5 million. The average annual Fleet replacement cost is estimated at \$2.9 million, which includes the Landfill and Wastewater vehicles. The Public Works reserve fund is approximately \$1.3-\$1.4 million for vehicle and equipment purchase while Landfill and Wastewater (Sanitary Surcharge Funds) assets are purchased from separate reserves.

**Table 9: Baseline Replacement Plan Summary**

	Number of vehicles currently in the fleet	298
Number of vehicles that will meet or exceed recommended replacement age in FY 2022	120	
Percentage of vehicles that will meet or exceed recommended age in FY 2022	40%	
Number of vehicles that will exceed recommended replacement age in FY 2022	99	
Percentage of vehicles that will exceed recommended age in FY 2022	33%	
Current replacement cost of the entire fleet	\$36.5 M	
Cost of replacing vehicles that will meet or exceed recommended age in FY 2022	\$12.3 M	
Cost of replacing vehicles that will exceed recommended age in FY 2022	\$10.5 M	
Cost of replacing vehicles overdue for replacement as a percentage of total fleet rep cost	29%	
Weighted average recommended replacement cycle (years)	12.4	
Average annual fleet replacement cost	\$2.9 M	
Average annual value of vehicle purchases (FY2017-21)	\$2.1 M	
Years of replacement backlog based on average annual replacement cost	3.6	
Years of replacement backlog based on average annual value of replacement purchases	4.9	

## KEY FINDINGS AND RATINGS - SUMMARY

The Table below contains the Fleet Practice Area, Key Findings and the respective Maturity Ratings. This is a summary of the key findings. The unweighted average rating for Fleet Practice Areas and their sub-functions is 2.9 out of a maximum of 5. The average for each Practice Area is presented in the Table.

**Table 10: Practice Area, Key Findings, and Ratings**

Fleet Practice Area	Key Findings	Maturity Rating
	<b>Vehicle Allocation and Utilization</b>	<b>3.75</b>
Asset requirements definition	<ul style="list-style-type: none"> <li>Based on role - supervisors and managers are provided City vehicles</li> <li>Reimbursement method exists for City personnel to claim kilometers travelled</li> <li>No break-even analysis to decide who should get a vehicle</li> </ul>	4.0
Acquisition alternatives analysis (e.g., rent v. own) and decision making	<ul style="list-style-type: none"> <li>Assets largely purchased and not leased</li> <li>Some seasonal rentals for peak periods (April to September)</li> <li>Some operator plus equipment rental, i.e., for snow removal</li> <li>Recent lease versus own analysis, i.e., for grader acquisition</li> </ul>	4.0
Asset utilization measurement and exception management	<ul style="list-style-type: none"> <li>Utilization measurement (engine hours and kilometers (km)) entered in system manually</li> <li>Km mean and median: 13,420 and 11,595</li> <li>Engine hours mean and median: 590 and 295</li> <li>No process in place to proactively manage low utilization</li> </ul>	3.0

Fleet Practice Area	Key Findings	Maturity Rating
Take Home	<ul style="list-style-type: none"> <li>Vehicles only allowed to be taken home if individual responsible to answer after-hour calls (e.g., Superintendent operations, Waste management manager, and Building and Equipment manager)</li> <li>Commuting is taxable benefit and process to report personal km – honour system</li> </ul>	4.0
	<b>Asset Acquisition and Disposal</b>	3.8
Purchase specifications development and standardization, bid solicitation, and asset/supplier selection	<ul style="list-style-type: none"> <li>Right typing of assets has not been done in years</li> <li>Previous specifications are generally refreshed and re-used for replacement by Manager of Equipment and Buildings</li> <li>Client groups involved in specification discussion and approval</li> <li>Bid process with Purchasing Department to procure vehicle and equipment and associated upfitting and training</li> <li>Lowest price bid wins, so a variety of Original Equipment Manufacturer (OEMs) – difficult to standardize fleet</li> </ul>	4.0
Asset acquisition, upfitting, and commissioning (titling and registration)	<ul style="list-style-type: none"> <li>Manager of Equipment and Buildings develops capital plan for following year with Clients for allocated capital budget</li> <li>A multi-year replacement plan exists as a placeholder</li> <li>A significant replacement backlog of \$10.3M is estimated</li> <li>Specialized assets can have multi-year acquisition</li> <li>Reported delays in getting relatively standard vehicles</li> <li>Upfitting included in bid - no quality control processes</li> <li>Licensing and registration for new assets done by vendor (e.g., OEM dealer/distributor)</li> <li>Annual registration renewal done in March for all assets</li> </ul>	3.5
Asset decommissioning and remarketing/disposal	<ul style="list-style-type: none"> <li>Decommissioning process is conducted by Shop Clerk and mechanic, and asset is marked “Inactive” in system</li> <li>Assets are traded-in to offset cost of new acquisition</li> <li>Some years ago, vehicles were auctioned off, however in recent years no auctions or any other type of remarketing has been done</li> <li>Due to age and poor condition, some assets sold for scrap metal</li> </ul>	4.0
	<b>In-house Maintenance and Repair</b>	2.5
Pre-/post-trip inspection and	<ul style="list-style-type: none"> <li>CVOR score was unfavourable – recent focus to improve this</li> </ul>	3.0

Fleet Practice Area	Key Findings	Maturity Rating
defect reporting	<ul style="list-style-type: none"> <li>PWES has formal policy covering pre/post trip inspections with a detailed inspection checklist</li> <li>Shop Clerk receives inspections with defects, non-defect inspections are kept by Training Supervisor</li> <li>Operators bring in asset with defect for repair (Major or Minor)</li> <li>Shop process exists for repair record management – largely manual and paper-based</li> </ul>	
Preventive maintenance (PM) program design and execution	<ul style="list-style-type: none"> <li>PM intervals documented for all vehicles and equipment by type</li> <li>PM is multi-tier and meets OEM recommendations</li> <li>PM Compliance is tracked using the Fleet Management Information System (FMIS), WorkTech™ and process in place to identify overdue PMs.</li> <li>Checklist are used by technicians to perform PMs</li> </ul>	3.0
Work planning and scheduling, including shift utilization and management	<ul style="list-style-type: none"> <li>No written procedures for work order documentation and staff responsibilities</li> <li>Work requests through defect reports from pre/post trip inspection; dropping in; phone calls, etc.</li> <li>Mechanical Supervisor prioritizes work for the shop</li> <li>Shop works with seasonal priority lists of vehicles and equipment</li> <li>Work Orders (WO) are used to track M&amp;R activities (in-house or outsourced) &amp; costs</li> <li>Shop staff enter labour time on WO print-out</li> <li>Industry standard repair times or internal average repair times are not used</li> </ul>	2.0
Service writing and job assignment	<ul style="list-style-type: none"> <li>Procedure in place for service writing and job assignment</li> <li>Mechanical Supervisor performs the service writing, including opening WO &amp; assigning work to shop staff</li> <li>Shop Clerk may assist by opening WOs</li> <li>Work is assigned to technician by skill first then availability</li> </ul>	3.0
Technician supervision and work quality assurance	<ul style="list-style-type: none"> <li>No formal quality assurance program – ad hoc checks on some assets by Mechanical Supervisor, but no documentation is kept</li> <li>Comebacks tracked manually by checking WO history in the FMIS and coded</li> </ul>	2.0
Field/mobile service truck operation and management	<ul style="list-style-type: none"> <li>A mechanic is assigned at the Landfill to perform running repairs at site</li> <li>If the job is too big to handle on site, the main shop or OEM/Distributor (e.g., Toromont, Caterpillar) are contacted</li> </ul>	2.0

Fleet Practice Area	Key Findings	Maturity Rating
Roadside assistance	<ul style="list-style-type: none"> <li>Operator calls garage with the problem and location</li> <li>Mechanical Supervisor dispatches a shop technician to troubleshoot the issue and repair, if possible</li> <li>If asset cannot be repaired a tow truck will be dispatched using one of three towing companies (on a rotating basis)</li> </ul>	3.0
Warranty, recall, and campaign management	<ul style="list-style-type: none"> <li>Warranties tracked manually - FMIS does not have functionality to flag in WO</li> <li>All recall notices are sent to the Mechanical Supervisor and he schedules with the dealership</li> </ul>	2.0
	<b>In-house Maintenance and Repair Parts Management</b>	
Supplier selection and performance management	<ul style="list-style-type: none"> <li>No parts contract with the exception of tires and automotive supplies (filters, batteries, fasteners, etc.)</li> <li>No vendor performance evaluation process</li> <li>OEM parts or supplier selected based on parts availability – 3 quotes required as per City's Procurement Policies and Procedures</li> </ul>	2.0
Inventory and ad hoc parts procurement	<ul style="list-style-type: none"> <li>All parts purchased in compliance with City's procurement policy – parts availability drives decision especially for high priority repairs</li> <li>Department Stores: Parts Clerk utilizes a P-Card for ad hoc purchases along with creation of POs – purchasing authority levels established</li> <li>Reportedly, 40% of required fleet parts are stocked in Stores – heavy reliance on mechanics for sourcing specialized parts</li> <li>Mercury analysis indicates 47% mark-up would apply for parts on pass-thru charges</li> </ul>	2.0
Parts requisitioning and disbursement	<ul style="list-style-type: none"> <li>Mechanic identifies need for part in the WO (for stocked parts) or for non-stock parts in a Part Requisition Form – Parts Clerk responsible for order fulfillment</li> <li>Requisitioned through <i>MS Dynamics Great Plains™ (GP)</i> for all stock parts and for ad hoc parts over \$25,000 in value</li> <li>After hours, mechanics can order/hold parts with a WO as reference</li> <li>Vendors deliver parts or a runner is sent to pick up parts</li> <li>Material Issue done by Parts Clerk to WO in <i>WorkTech</i> either directly for stocked parts or through GP</li> </ul>	2.0
Inventory management and	<ul style="list-style-type: none"> <li><i>GP</i> used for inventory management</li> <li>Cumbersome for Parts Clerk to use two systems: <i>GP</i></li> </ul>	2.0

Fleet Practice Area	Key Findings	Maturity Rating
control	<p>and <i>WorkTech</i></p> <ul style="list-style-type: none"> <li>• No minimums or maximums set up in either system</li> <li>• Total parts inventory value of stocked parts from data received is \$1,462,407 which is \$1,707 per VEU for 838 VEUs -- for rudimentary benchmarking purposes this is much higher than industry standards</li> <li>• Stores may be carrying excessive number of obsolete parts - obsolescence reports to identify slow or non-moving parts in stock are not run</li> <li>• If waiting for parts, WO is manually put into Awaiting Parts folder by moving paper WO in Stores</li> <li>• No parts warranties are set up in FMIS – reliance on mechanic to remember or look up WO history</li> <li>• Parts Clerk performs a full inventory reconciliation for stocked parts annually and also perform cycle counts monthly</li> <li>• In 2020, the discrepancy was \$100k on the plus side (i.e., not loss) – generally, it is \$20k to \$30k of loss</li> <li>• Stores has appropriate security measures</li> </ul>	
	<b>Outsourced Maintenance and Repair Management</b>	<b>2.7</b>
Determination of services to be outsourced versus insourced including towing and roadside assistance	<ul style="list-style-type: none"> <li>• Sublet cost is 17% of total M&amp;R spend which is comparable to industry</li> <li>• Fleet outsources most glass, body work, accident repair, PM services for heavy duty trucks, transmission work, and uses outsource maintenance for overflow work</li> <li>• Mechanical Supervisor makes decision to outsource</li> <li>• No documented policy or procedure for outsourced M&amp;R work management</li> </ul>	3.0
Vendor selection and performance management	<ul style="list-style-type: none"> <li>• OEM dealerships/distributors in their local area</li> <li>• Fleet requires priority and turnaround times from their vendors</li> <li>• Vendors give estimated turnaround times when the vehicle is dropped off</li> <li>• No contracts in place</li> <li>• No formal process for evaluating vendor performance</li> <li>• No formal quality assurance program in place, but all assets returning from vendor repair are inspected to ensure the repairs were made correctly before asset is released to customers</li> <li>• Vendor warranties are not tracked in the FMIS</li> <li>• Reportedly, can take long and lack of communications</li> </ul>	2.0
Service requisition and authorization and transaction administration	<ul style="list-style-type: none"> <li>• City has formal procurement policies and procedures</li> <li>• Goods or services value of less than \$10,000 needs director level approval</li> </ul>	3.0

Fleet Practice Area	Key Findings	Maturity Rating
	<ul style="list-style-type: none"> <li>• \$10k to \$15k needs Director approval</li> <li>• \$15k to \$30k needs Deputy Chief Administrator Officer approval</li> <li>• Mechanical Supervisor approves work to be outsourced</li> <li>• Shop Clerk manually inputs invoices in FMIS</li> </ul>	
	<b>Fleet Management Resources</b>	<b>3.6</b>
Fleet Management organization structure and staffing levels	<ul style="list-style-type: none"> <li>• Fleet under PWES umbrella along with fleet clients – generally, fleet management is a corporate or shared services function</li> <li>• Total FTE = 22.6 with one Serviceman position being Vacant</li> <li>• Manager of Equipment and Buildings is 70% dedicated to Fleet; Supervisor and Shop Clerk are at 100%</li> <li>• Conservative estimate for required shop staffing for 838 VEUs = 9; current level is 12 including mechanics, apprentice, and servicemen (i.e., excluding welders)</li> <li>• Absenteeism in FY2020=2,390 hours; 2,390 hours/1,409 (reported direct labour hours per technician) ~ 2 shop staff</li> <li>• Working hypothesis: costs include technicians' work on <b>non-capital assets</b></li> <li>• Larger than optimal mechanic force triggered by absenteeism and the lack of a dedicated parts specialist</li> </ul>	3.0
Employee training and professional development	<ul style="list-style-type: none"> <li>• Mechanic Certification: 310S (light and medium duty), 310T (heavy duty), and 428 for heavy equipment (not controlled)</li> <li>• <i>Trackless™</i> equipment training 2 mechanics per year – then cross training to others</li> <li>• New equipment – OEM trains mechanics for 1 day</li> <li>• Cummins online training</li> <li>• 30 hours of training per year including cross training</li> </ul>	4.5
Shop locations, design, condition, maintenance, and housekeeping	<ul style="list-style-type: none"> <li>• One shop at 128 Sackville Road</li> <li>• Reportedly crowded and small; no on-site visit due to COVID protocol, but virtual walk-through confirmed this</li> <li>• Based on floor plans and photos, several deficiencies are noted:</li> <li>• Shop configuration (drive-in/back out with a dead-end drive line) is not optimal and likely results in lost wrench-turning time positioning vehicles and equipment in the shop</li> <li>• Bay sizes are not appropriate (standard effective bay</li> </ul>	2.0

Fleet Practice Area	Key Findings	Maturity Rating
	<p>size for heavy duty maintenance and repair bays is 24' x 45' and 16' x 30' for light duty maintenance and repair bays)</p> <ul style="list-style-type: none"> <li>• Existing unobstructed overhead clearance of between 17'9" and 20'6" is considerably lower than the recommended minimum of 24'</li> <li>• Many of the current spaces are not sized appropriately (i.e., tool crib, shop storage area, office in the weld shop, etc.)</li> <li>• Some shop support spaces are not available (i.e., reference library)</li> <li>• Ready line and dead line staging (exterior) appears to be informal and too small</li> </ul>	
Shop safety management and regulatory compliance	<ul style="list-style-type: none"> <li>• Shop certified for CVOR M&amp;R</li> <li>• Daily safety meetings to discuss safety topics</li> <li>• One welder is on joint Health &amp; Safety (H&amp;S) committee</li> <li>• Training on WHIMIS, MSDS, etc.</li> <li>• Random joint H&amp;S walkthroughs</li> </ul>	5.0
<b>Fuel Management</b>		<b>3.0</b>
Procurement	<ul style="list-style-type: none"> <li>• City wide agreement for fuel – 2 year contract renewal; contract uses Toronto rack pricing plus admin and tax; fuel pricing updates every two-weeks</li> <li>• Manual process to confirm bi-weekly fuel prices with vendor, and to update fleet clients</li> <li>• Clients create requisition for fuel (~20 requisition per week), PO created in GP – a prerequisite for fuel payment</li> <li>• Annual (2019) fuel consumption = 1,237,165 L at a cost of \$1,337,826</li> </ul>	3.0
Fuel Inventory Management	<ul style="list-style-type: none"> <li>• Regular fuel delivery schedule by fuel supplier (<i>4Refuel Canada LP</i>)</li> <li>• Additionally, <i>Profuel/Computrol™ (Profuel)</i> system used to automatically identify need for fuel below a certain threshold</li> <li>• <i>Profuel sends per vehicle file consumption to WorkTech</i></li> <li>• GP is used to manage fuel inventory – fuel amount in tanks is measured monthly and compared with fuel amount (delivery minus use) in system</li> <li>• Large discrepancies (plus or minus) exist; inventory is “trued up” in system at year-end</li> </ul>	2.5
Fuel Dispensing	<ul style="list-style-type: none"> <li>• One bulk fueling site for unleaded gas, diesel and coloured diesel – locked and secured after hours and employee card required for access</li> </ul>	3.5

Fleet Practice Area	Key Findings	Maturity Rating
	<ul style="list-style-type: none"> <li>TSSA inspected and personnel for ongoing site upkeep</li> <li>One small coloured diesel tank at Landfill site</li> <li>Computrol system: FOB is used to expense fuel to vehicle, PIN is required to dispense fuel</li> <li>Onsite fueling for Landfill by McDougall Fuel – receipted with equipment ID and invoice sent to fuel administration</li> <li>For emergencies, 2 purchasing cards for local fueling stations</li> <li>In case of technology issue, switch-over to manual dispensing, until <i>Computrol</i> resets/repairs</li> </ul>	
	<b>Fleet Management Information System</b>	<b>2.0</b>
Management information system functionality, configuration, use and technical staffing	<ul style="list-style-type: none"> <li>No established System of Record for Fleet – various systems are used and requested fleet inventory data was painstaking for Manager of Equipment and Buildings and Finance to provide</li> <li><i>WorkTech</i> was implemented in 2009 and is also used by fleet client for dispatching work, i.e., not a dedicated FMIS</li> <li>City's IT manages <i>WorkTech</i> and has a multiple-year backlog of projects</li> <li>Reportedly, system maintenance scheduling is not communicated and Shop Clerk can lose work in progress due to unexpected shut down</li> <li>Fleet personnel (Supervisor and Shop Clerk) find the system is slow and cumbersome – mechanics do not use <i>WorkTech</i></li> <li>Mercury's review of another Ontario municipality using <i>WorkTech</i> indicated similar results – dissatisfaction with this system due to its various limitations and deficiencies</li> </ul>	2.0
Use of other fleet related technologies	<ul style="list-style-type: none"> <li>Telematics (<i>TruFleet™</i>) using City's own radio system – started with snow ploughs</li> <li>Operations supervisors need to look up their vehicles for not-working units, etc.</li> <li>Spectrum Equipment provides telematics installation and repair services</li> <li>With appropriate login credentials, can look for location and speeding</li> </ul>	3.0
Management reporting and ad hoc management analysis, including selection of KPIs and benchmark	<ul style="list-style-type: none"> <li>No routinized management reports for either Fleet or for its clients</li> <li>No evidence of ad hoc reports on requested or self query basis – reportedly ad hoc reports can take more than one month</li> <li>No KPIs or benchmarking</li> </ul>	1.0

Fleet Practice Area	Key Findings	Maturity Rating
	<ul style="list-style-type: none"> <li>Fleet Clients can use it for equipment look-up and for history</li> </ul>	
	<b>Fleet Cost and Financial Management</b>	1.8
Fleet Management budgeting and expenditure control	<ul style="list-style-type: none"> <li>Fleet budgets are based on previous year's and does not consider increasing cost of aging fleet</li> <li>Goal is for Fleet to recover all costs and have a net zero budget</li> <li>Expenditure control mechanisms are in place: authorization levels for approval, parts process</li> <li>Regular forecast to actual reviews are done monthly</li> <li>Not all fleet costs are captured in fleet budget</li> </ul>	2.5
Fleet Management and fleet asset capital (including replacement planning) and operating cost management	<ul style="list-style-type: none"> <li>\$1.3-\$1.4 million in Public Works reserve fund for vehicle and equipment purchase</li> <li>Landfill and Wastewater (Sanitary Surcharge Funds) assets are purchased from a separate reserve</li> <li>Insufficient funds for vehicles and equipment replacement</li> <li>Reserve fund is strictly for purchase of vehicles and not for rental or for lease - all leases/rentals are expensed through operational accounts for which budgets have been established</li> <li>Mercury's baseline replacement plan indicates: <ul style="list-style-type: none"> <li>40% of fleet will meet or exceed retirement age in 2022</li> <li>Cost of replacing assets that will meet or exceed in 2022 = \$12.5M</li> <li>Average annual replacement cost = \$2.9M; with this level of spending the backlog could be cleared in approximately 4 years</li> </ul> </li> <li>Median age is 10 years, which means a de facto replacement age of 20 years (higher than the stated retirement age range)</li> <li>Operating cost management: regular review of forecast versus actual between Manager of Equipment and Buildings and finance</li> <li>Trend has been that Fleet is over budget and Fleet Clients provide extra budget to ensure Fleet nets out at zero</li> </ul>	2.0
Rate development and Charge-back method	<ul style="list-style-type: none"> <li>Same rate plan has been in place for several years</li> <li>Methodology for rate plan development is not clear</li> <li>Rate plan has deficiencies given that Fleet's annual budget is overspent</li> </ul>	1.0
	<b>Fleet Client Services Management</b>	3.7
Communications and relationship	<ul style="list-style-type: none"> <li>Formal communication once a year for replacement planning</li> </ul>	3.0

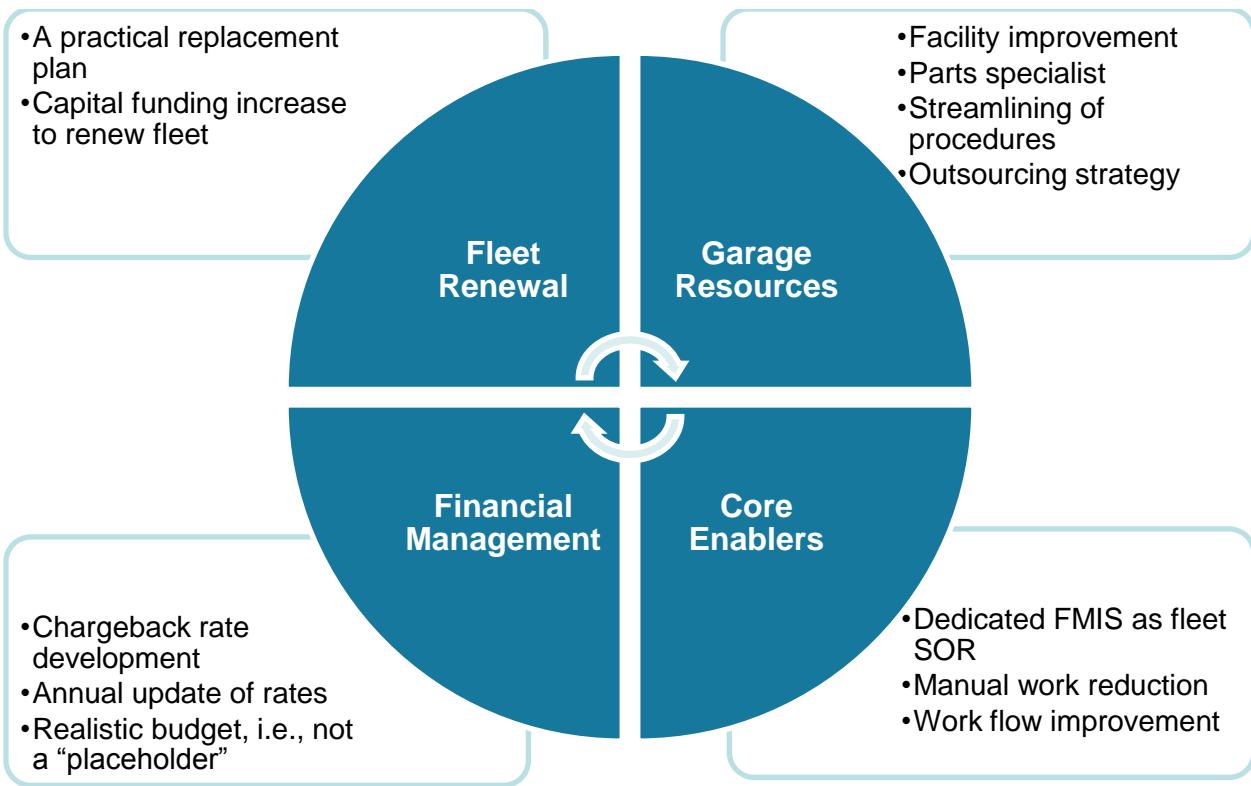
Fleet Practice Area	Key Findings	Maturity Rating
management	<ul style="list-style-type: none"> <li>• Ad hoc discussions for issue management</li> <li>• No routinized business review meetings or steering committee specifically for fleet management, staff bi-weekly meetings used for discussing/resolving all issues including fleet</li> <li>• Transactional communications such as time estimate for vehicle repair to be completed, and status of vehicle if outsourced were cited as being problematic</li> </ul>	
Driver/operator accident prevention program <i>Abstract</i>	<ul style="list-style-type: none"> <li>• Abstracts are pulled and reviewed every two months at no cost to SSM</li> <li>• Approximately 1800 abstracts are pulled each year</li> </ul>	5.0
<i>Driver training</i>	<ul style="list-style-type: none"> <li>• Safety implemented a ride-along driver safety program - Smith System training including some videos; plan is to add all videos to Learning Management System (LMS)</li> <li>• All drivers are trained in the different vehicles and equipment they use</li> <li>• Smith System training combines in-classroom as well as behind the wheel training</li> <li>• A new LMS system was recently implemented – courses and videos (“catalogue”) needed to be uploaded at time of this study</li> <li>• Driver training could occur more frequently as reminders to impact driving behaviour</li> <li>• Ideally, there would be a more automated way to push training out to the drivers on a monthly or quarterly basis and, have it based on violation and incident type</li> </ul>	4.0
<i>Incident data</i>	<ul style="list-style-type: none"> <li>• Incident data provided for the last 3 years indicated that 83% of incidents were Preventable and occurred while vehicle was in motion</li> <li>• Drivers with multiple incidents both preventable and non-preventable, e.g., 2018 only one driver had multiple incidents, in 2019 there were six drivers with multiple incidents</li> <li>• All data tracking is done manually using Excel workbooks</li> </ul>	3.0
<i>Safety policy</i>	<ul style="list-style-type: none"> <li>• City’s Operators Manual includes an abundance of good information on almost every aspect of SSM’s driver requirements</li> <li>• HR Policy and Procedures also includes information that applies to operating a company vehicle that should be consolidated in the Operators Manual</li> <li>• HR Policy allows for hands-free communication with a wireless device – considered as distraction</li> </ul>	3.0

Fleet Practice Area	Key Findings	Maturity Rating
	<ul style="list-style-type: none"> <li>• Current industry terminology is not used in the Operators Manual</li> <li>• Information is fragmented in two separate policy type documents and needs to be consolidated</li> <li>• Operators Manual does not include training requirements, disciplinary action for non-compliance, point system information and the point system – this is deliberate based on the Labour Relations solicitor's advice</li> <li>• Disciplinary process is a corporate process and the internal demerit point system runs in parallel</li> </ul>	
<i>Point system</i>	<ul style="list-style-type: none"> <li>• A point system is newly developed and internal demerit points are given for violations – used for re-training threshold</li> <li>• Desire is to also use point system for driver safety awards</li> <li>• Points are tracked manually</li> </ul>	4.0
CVOR	<ul style="list-style-type: none"> <li>• CVOR number includes Transit</li> <li>• CVOR Management Committee meets monthly and includes PWES, Transit, HR and H&amp;S</li> <li>• CVOR ratings have improved from a poor rating of 82% to 57% with the implementation of the driver training program, expansion on new-hire requirements and introducing an internal point system</li> <li>• 3 roadside inspections in 2019 and 5 in 2020 -- 3 of the 5 citations pertained to the driver not wearing a seatbelt</li> </ul>	4.0

## KEY RECOMMENDATIONS

We synthesized the findings of the study and developed the strategic direction for FMT. The strategic improvement pillars pertain to: Core Enablers, Financial Management, Fleet Renewal, and Garage Resources. This is depicted in the Figure below.

*Figure 3: Strategic Direction*



The following Table provides the key recommendations that support the strategic direction and the pillars.

**Table 11: Recommendations, Benefits and Estimated Effort or Cost**

Strategic Pillar	Recommendations	Benefits	Estimated Effort / Cost
Fleet Renewal	<ul style="list-style-type: none"> <li>Develop a practical and smooth replacement plan</li> <li>Obtain funding approval from Council</li> <li>Ensure focus and sufficient resources for acquisition and disposal</li> </ul>	<ul style="list-style-type: none"> <li>Reduce M&amp;R cost</li> <li>Improve vehicle/equipment reliability and availability</li> <li>Potentially improve operator productivity</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: Medium at 3 – 5 months</li> <li>Fleet consultant - \$65k</li> <li>Annual average capital estimate=\$2.9M</li> </ul>
Garage Services	<ul style="list-style-type: none"> <li>Create a parts specialist by converting a mechanic headcount</li> </ul>	<ul style="list-style-type: none"> <li>Improved mechanic productivity &amp; wrench turning time</li> </ul>	<ul style="list-style-type: none"> <li>No net cost for parts specialist;</li> <li>Internal effort for recruitment: Low</li> </ul>
	<ul style="list-style-type: none"> <li>Develop plan for facility improvement to reduce congestion</li> </ul>	<ul style="list-style-type: none"> <li>Improved garage productivity</li> </ul>	<ul style="list-style-type: none"> <li>Cost for: facility programming &amp; planning (3 months); design (6 months) and construction (12 months) – High cost item</li> </ul>
	<ul style="list-style-type: none"> <li>Process streamlining for key work flows</li> </ul>	<ul style="list-style-type: none"> <li>Reduce cost/VEU</li> <li>Improved employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: High at 8-12 months</li> <li>Fleet consultant - \$100k</li> </ul>
	<ul style="list-style-type: none"> <li>Develop outsourcing strategy, guidelines, contracts and vendor management skillsets - consider outsourcing of light and medium duty vehicle repair</li> </ul>	<ul style="list-style-type: none"> <li>Interim strategy until garage facility is improved</li> <li>Focus and specialization in garage</li> </ul>	<ul style="list-style-type: none"> <li>Internal effort: Medium at 3 - 5 months</li> <li>Fleet consultant - \$50k</li> </ul>

<b>Strategic Pillar</b>	<b>Recommendations</b>	<b>Benefits</b>	<b>Estimated Effort/ Cost</b>
Garage Services cont'd	<ul style="list-style-type: none"> <li>• Increase stocking of parts for long lead parts</li> <li>• Clean up obsolete inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce time required to source parts</li> <li>• Off-load mechanic's parts role</li> </ul>	<ul style="list-style-type: none"> <li>• Internal effort: Medium</li> </ul>
Core Enablers	<ul style="list-style-type: none"> <li>• Procure a purpose-built &amp; dedicated FMIS suitable for fleet size that meets business requirements (the current system has significant limitations)</li> <li>• Develop streamlined workflows for implementation in FMIS</li> <li>• Implement parts management in FMIS</li> </ul>	<ul style="list-style-type: none"> <li>• One SOR for fleet</li> <li>• Data analytics and management reporting</li> <li>• Parts inventory management to improve parts procurement process</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet consultant cost for procurement and guiding implementation - approx. \$100k</li> <li>• Internal effort: Medium to High</li> <li>• FMIS acquisition cost to be determined – multiple variables and options</li> </ul>
Rate Development and Charge-back	<ul style="list-style-type: none"> <li>• Develop a practical rate plan with clear methodology to charge-back for fleet operating cost and to build a capital reserve</li> <li>• Plan for annual refresh of rate plan</li> </ul>	<ul style="list-style-type: none"> <li>• Cost transparency and accountability</li> <li>• Potential cost reduction due to better understanding of cost drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Internal effort for rate development: High at 8 to 10 months</li> <li>• Fleet consultant cost - approx. \$65k</li> <li>• Internal effort for annual update: Low</li> </ul>

## RIGHTSIZING

The objective of the rightsizing study was to identify specific cost saving opportunities by adjusting the size and composition of the Fleet. Mercury used the vehicle allocation methodology (VAM) to address the size and composition of the current Fleet. The VAM approach includes utilization data analysis and focused work sessions with Fleet Clients to reach consensus on Fleet size. Once this consensus is reached, we estimate the cost impact for the potential changes. Below we provide the scope, key findings, cost impacts, and recommendations resulting from the VAM.

### SCOPE

Of the 298 active assets, 223 were selected for the VAM analysis. 75 assets were excluded from the survey due to being highly specialized or simply because they had been recently replaced. The Tables below provide the details.

**Table 12: VAM Assets by Type**

Class	Count in VAM	% of VAM Fleet
Trucks, LD	63	28.3%
Trucks, HD	40	17.9%
Grounds Equip	39	17.5%
Construction	35	15.7%
Other	22	9.9%
Trailers	13	5.8%
Carts	5	2.2%
Sedans	3	1.3%
Vans	2	0.9%
Trucks, MD	1	0.4%
<b>Total</b>	<b>223</b>	<b>100.0%</b>

**Table 13: VAM Assets by Fleet Client**

Client	Count in VAM	% of VAM Fleet
Operations	137	61.4%
Parks	61	27.4%
Landfill	12	5.4%
Traffic	9	4.0%
Administration	2	0.9%
Building & Equipment Maintenance	2	0.9%
<b>Total</b>	<b>223</b>	<b>100.0%</b>

The steps taken to conduct the VAM analysis included utilization data analysis, Fleet

Client web survey, survey analysis, preliminary categorization of assets (e.g., Retain, Justify, Review), and work sessions with Fleet Clients to achieve final consensus on assets to eliminate. Thereafter, we quantified the cost savings and finalized the recommendations.

## KEY FINDINGS

During the work sessions with Clients, Mercury's preliminary categorization of assets was reviewed and consensus was reached as shown in the Table below. A total of 14 assets are recommended to be eliminated while 121 assets are to be retained. Summer Rent refers to assets that could be eliminated contingent on a peak period or summer rental contract. There are 84 assets which fall between the thresholds for retaining and eliminating and their utilization should be reviewed once the rightsizing recommendations are enacted.

**Table 14: Categorization of VAM Assets by Client**

Fleet Client	Number of Assets	Eliminate	Summer Rent	Review	Retain
Operations	137	8	4	54	71
Parks	61	3	0	24	34
Landfill	12	1	0	3	8
Traffic	9	2	0	2	5
Administration	2	0	0	0	2
Building & Equipment Maintenance	2	0	0	1	1
<b>Total</b>	<b>223</b>	<b>14</b>	<b>4</b>	<b>84</b>	<b>121</b>

## COST IMPACT

The conservatively estimated savings are contingent on having and enacting a Fleet renewal program. The identified assets cannot be eliminated until Fleet Clients can rely on vehicle availability resulting from a renewed Fleet.

The estimated cost savings associated with the elimination of assets are as follows:

- Significant one-time replacement cost savings or avoidance of approximately \$2.2 million due to eliminated vehicles not needing to be replaced (Table 15a).
- 5-year annual total capital savings is the 5-year depreciation amount of the assets.
- Operating cost savings for eliminated assets are calculated with only a portion being eliminated as some costs will be transferred to other assets due to additional utilization<sup>4</sup>.

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<sup>4</sup> The operational cost savings is the median of the five years of total M&R costs. Only a portion is used, e.g., Year 1 is 13% and by year 5 it is 40% savings. These five values are summed up together. Also, 50%

- Sales proceed is the asset trade-in value generated from the disposal of the eliminated assets. It is determined by using regression equations developed by Mercury based on estimated purchase prices and other industry data since trade-in values were not provided by City.
- During Client interviews we discovered that certain assets are only needed in the summer peak season. Option is presented to rent these assets for the season instead of keeping assets that are only used for half of the year. For these “Summer Rent” assets, operating costs were not included as the cost will be offset by rental fees (Table 15b).

The Table below provides the savings categories and the estimated amounts.

**Table 15a: Elimination - Cost Savings Estimate**

Asset ID	Client	Asset Type	Year	5-Year Total Capital Cost Savings	5-Year Operating Cost Savings	Total 5-Year Savings	Sale Proceeds	One Time Replacement Cost Savings	Total Replacement Savings
16	Traffic	Trucks, LD	2001	\$22,609	\$3,319	\$25,928	\$1,024	\$42,586	\$43,609
39	Operations	Trucks, LD	2004	\$38,443	\$12,489	\$50,931	\$2,961	\$86,891	\$89,851
52	Parks	Trucks, LD	2006	\$22,609	\$34,116	\$56,726	\$2,382	\$42,586	\$44,967
54	Landfill	Trucks, LD	2006	\$22,609	\$28,561	\$51,171	\$3,751	\$42,586	\$46,336
57	Parks	Trucks, LD	2005	\$22,609	\$10,690	\$33,299	\$1,417	\$42,586	\$44,003
62	Operations	Sedans	2008	\$13,691	\$22,570	\$36,261	\$2,207	\$25,787	\$27,994
96	Parks	Trucks, LD	2005	\$22,609	\$8,631	\$31,241	\$205	\$42,586	\$42,791
98	Parks	Trucks, LD	2004	\$22,609	\$11,577	\$34,186	\$2,509	\$42,586	\$45,095
251	Operations	Trucks, HD	2005	\$159,075	\$18,239	\$177,314	\$18,571	\$299,625	\$318,196
253	Operations	Trucks, HD	2006	\$159,075	\$33,009	\$192,084	\$19,340	\$299,625	\$318,965
592	Operations	Construction	2008	\$394,763	\$119,462	\$514,225	\$67,639	\$743,554	\$811,193
713	Operations	Other	1991	\$11,666	\$23,778	\$35,444	\$34	\$26,369	\$26,403
907	Operations	Trailers	2010	\$119,832	\$2,494	\$122,326	\$33,899	\$236,994	\$270,893
930	Operations	Construction	2012	\$23,692	\$12,384	\$36,076	\$5,474	\$44,625	\$50,099
<b>Total</b>				<b>\$1,055,892</b>	<b>\$341,320</b>	<b>\$1,397,212</b>	<b>\$161,412</b>	<b>\$2,018,983</b>	<b>\$2,180,396</b>

**Table 15b: Summer Rental Option - Cost Savings Estimate**

Asset ID	Client	Asset Type	Year	5-Year Total Capital Cost Savings	5-Year Operating Cost Savings	Total 5-Year Savings	Sale Proceeds	One Time Replacement Cost Savings	Total Replacement Savings
59	Operations	Trucks, LD	2008	\$38,443	\$0	\$38,443	\$7,114	\$86,891	\$94,005
193	Parks	Trucks, LD	2002	\$38,443	\$0	\$38,443	\$1,861	\$86,891	\$88,752
199	Parks	Trucks, LD	2002	\$38,443	\$0	\$38,443	\$2,039	\$86,891	\$88,929
928	Operations	Construction	1995	\$23,692	\$0	\$23,692	\$3,054	\$44,625	\$47,679
<b>Total</b>				<b>\$139,020</b>	<b>\$0</b>	<b>\$139,020</b>	<b>\$14,068</b>	<b>\$305,297</b>	<b>\$319,365</b>

## KEY RECOMMENDATIONS

The following recommendations for rightsizing are contingent on renewing the Fleet and on having robust summer rental contracts in place.

- Eliminate 14 assets with low utilization and low criticality.
- Create a plan to meet user needs, e.g., vehicle sharing, commercial rental, and

of the 5-year median fuel cost is also added.

Personally Owned Vehicle reimbursement.

- Eliminate 4 assets identified under Summer Rent.
- Evaluate the changes in utilization and criticality of the 84 assets under Review after 12 months or after rightsizing recommendations are enacted.
- Develop formal fleet utilization policy and procedures to review fleet utilization at least every second year.
- Develop and implement a strategic and practical replacement plan to identify and augment funding requirements, and maintain appropriate asset replacement life cycle parameters, as was also identified in the Practices Review.

## **IMPLEMENTATION PLANNING FOR PRIORITIZED RECOMMENDATIONS**

We discussed our key recommendations with FMT and FMT finalized the following in order of priority:

- Priority 1: Fleet renewal - development of a practical replacement plan and increase in capital funding
- Priority 2: Fleet Management Information System
- Priority 3: Rate plan and chargeback method development
- Priority 4: Garage Services

These are essential in transforming fleet management at the City. We recommend that PWES initiate the transformation with clearly defined objectives and goals for the future mode of operation (FMO). To this end, project management discipline should be used and a project manager along with subject matter experts need to be assigned to form the project team. Roles and responsibilities must be clear at a granular or task level to execute the project efficiently. FMT has the option of using both external and internal resources to implement these recommendations. Using external resources will expedite the timing and provide industry fleet knowledge, and the involvement of internal resources will ensure continuity and augmentation of institutional knowledge at FMT.

The following Planning Guidance in Figure 4 provides the timeline for implementation. The most important aspect of this is to illustrate typical time durations for activities at a high level. For example, FMIS procurement can take approximately 6 months in elapsed time and subsequently, 1 year to implement. The assumption is that resources are available and focused on delivery of the tasks shown in Figure 4, which most likely will not be the case in reality. Hence, FMT will need to assess resource availability prior to developing the detailed transformation project management plan. It is to be noted that Figure 4 does not constitute a full work breakdown structure -- it is simply provided for guidance for high level planning.

We identify the interrelationship of the tasks – some activities are independent and can be executed in parallel depending on resource availability, while other activities have dependencies that must be completed beforehand. Moreover, where synergies exist, FMT should consider combining recommendations to form a sub-project or initiative.

**Figure 4: Planning Guidance**

Strategic Pillars	Improvement Year		2022				2023				2024				2025	
	Initiatives	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2
Fleet Renewal	Practical replacement plan for fleet renewal															
	Approval for increased capital funding															
	Acquisition of replacement assets with increased capital															
Financial Management	Rate and chargeback development															
	Planning and preparation for cost allocation implementation															
	Cost allocation implementation															
	Preparation for chargeback implementation enabled by FMIS															
	Chargeback Implementation															
Garage Resources	Outsourcing strategy															
	Streamlining of procedures															
	Establishment of parts specialist															
	Facility improvement options and planning															
	Facility upgrade design															
	Upgrade design implementation															
Fleet Management Information System	Options for FMIS															
	Development of recommended approach															
	Procurement															
	Implementation															
Fleet Rightsizing	Summer rental agreement															
	Eliminate four identified units															
	Eliminate identified "spare" units with purchase of new assets															

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW 2021-205**

**AGREEMENT:** A by-law to authorize the execution of the Agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs to extend the existing funding agreement until June 30, 2022.

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

**1. EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to the Agreement dated October 8, 2021 between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs, a copy of which is attached as Schedule "A" hereto. This Agreement is to extend the existing funding agreement until June 30, 2022.

**2. SCHEDULE "A"**

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

**3. EFFECTIVE DATE**

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

**PASSED** in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR - CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

This Amendment is effective as of October 8, 2021

**AMENDING AGREEMENT**

**BETWEEN:**

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO  
as represented by the Minister of Agriculture, Food and Rural Affairs**

(the “**Province**”)

**AND**

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CRA # 122023120  
(the "Recipient")

**I. BACKGROUND**

Ontario and the Recipient (the “**Parties**”) entered into an agreement (the “**Agreement**”) with an Effective Date of May 19, 2020 under the *Rural Economic Development (RED) program*.

The Parties wish to amend the Agreement.

Part V of the Agreement allows the Parties to make amendments to the Agreement, provided such amendments are in writing, agreed upon and signed by the Parties.

**II. CONSIDERATION**

In consideration of the mutual covenants and agreements contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is expressly acknowledged, the Parties agree to amend the Agreement under this amending agreement (the “**Amendment**”) as follows:

**1. Revocation and Replacement of Expiration Date in Section B.1.2 of Schedule “B”.**

The date in Section B.1.2 of the Agreement is revoked and replaced with the following:

**B.1.2 Expiration Date.** The Expiration Date of this Agreement is June 30, 2023

**2. Revocation and Replacement of Project Completion Date in Section B.1.4 of Schedule “B”.** The date in Section B.1.4 of the Agreement is revoked and replaced with the following:

**B.1.4 Project Completion Date.** The Project Completion Date is June 30, 2022

**3. Revocation and Replacement of Incurring Eligible Costs in Section D.2.1 of Schedule "D".** Section D.2.1 of Schedule D is revoked and replaced with the following:

**D.2.1 Incurring Eligible Costs.** The Recipient will incur Eligible Costs in accordance with the following chart and no later than by the Project Completion Date

<b>TOTAL ELIGIBLE COSTS TO BE INCURRED BY QUARTER WITHIN FUNDING YEAR</b>					
<b>FUNDING YEAR</b>	<b>QUARTER 1 (APR. – JUN.)</b>	<b>QUARTER 2 (JUL. – SEP.)</b>	<b>QUARTER 3 (OCT. – DEC.)</b>	<b>QUARTER 4 (JAN. – MAR.)</b>	<b>TOTAL</b>
<b>2020-21</b>	\$0.00	\$0.00	\$4,950.00	\$11,450.00	\$16,400.00
<b>2021-22</b>	\$5,200.00	\$600.00	\$43,700.00	\$78,000.00	\$127,500.00
<b>2022-23</b>	\$139,400	\$54,700	\$0.00	\$0.00	\$194,100
<b>TOTAL ELIGIBLE COSTS UP TO</b>					<b>\$338,000.00</b>

**4. Revocation and Replacement of Reporting Requirements in Section E.1 of Schedule "E".** The date in Section E.1.3 of the Agreement is revoked and replaced with the following:

**E.1.3 Final Report Date.** The Final Report (Schedule "E.4" of this Agreement) is to be completed and submitted to the Province on or before: October 30, 2022.

**5. Defined Terms.** Any capitalized term used but not defined herein shall have the same meaning given to it in the Agreement.

**6. Referential Incorporation of Certain Provisions of Agreement Into Amendment.** Sections 1.1, 2.1 and 2.2, as well as Articles 19, 21 to 25 and 30 of Schedule "A" of the Agreement are referentially incorporated into this Amendment with any and all necessary modifications to make them applicable to this Amendment.

### **III. THE AGREEMENT**

The Parties acknowledge that the Agreement continues as a valid and binding agreement, subject only to this amendment, and that all other terms and conditions of the Agreement continue to apply.

### **IV. COUNTERPARTS**

This Amendment may be signed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

### **V. ACKNOWLEDGEMENT**

The Recipient:

- (a) Acknowledges that it has read and understands the provisions contained in the entire Amendment; and
- (b) Agrees to be bound by the terms and conditions in the entire Amendment.

**[REST OF PAGE INTENTIONALLY LEFT BLANK]**

**IN WITNESS WHEREOF** the Parties have respectfully signed this Amendment as of the dates indicated below:

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO**  
as represented by the Minister of Agriculture, Food and Rural Affairs

Name: Alan Crawley  
Title: Director

Date: \_\_\_\_\_

I have the authority to bind the Crown pursuant to delegated authority.

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

Name: Rachel Tyczinski  
Title: Clerk, City of Sault Ste. Marie

Date: \_\_\_\_\_

Name: Honourable Christian Provenzano  
Title: Mayor, City of Sault Ste. Marie

Date: \_\_\_\_\_

We have the authority to bind the Recipient.

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW 2021-206**

**PARKING:** A by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie pursuant to Section 15 of the *Police Services Act*, R.S.O. 1990, chapter P.15 and amendments thereto, **ENACTS** as follows:

**1. SCHEDULE "A" TO BY-LAW 90-305 AMENDED**

Schedule "A" to By-law 90-305 is hereby repealed and replaced with Schedule "A" attached to this by-law.

**2. EFFECTIVE DATE**

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

**PASSED** in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR - CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

BADGE	SPECIAL CONSTABLE	EMPLOYER	PROPERTY LOCATION
<b>SCHEDULE "A"</b>			
26	MCLEOD,ROD	FLEMING & SMITH	378 QUEEN ST E & APARTMENTS & 27 KING ST
30	RENDELL,VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
151	PARR,DEREK	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
163	BUMBACCO,PHILIP	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
196	MCGRAYNE,LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
253	TRAVESON,TERRANCE	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
267	CORBIERE,JOHN(TED)	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
276	SMITH,DENNIS,ROBERT	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
334	MILLER,BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
344	HARPE,KEN	HOLIDAY INN	320 BAY ST.
346	HAZLETON,MARGARET	CITY OF SAULT STE MARIE	BELLVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
366	TROIROW,VICTORIA	G4S SECURE SOLUTIONS	SAULT HOSPITAL
370	HANSEN,LOUIS	ONT FINNISH HOME ASS	725 NORTH ST
372	BENOIT,ALAIN	ONT FINNISH HOME ASS	725 NORTH ST
374	TAAVEL,ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
397	LAFRAMBOISE,YVON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
411	MOORE,ROBERT	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
443	MARCIL,MARK	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
446	HALLIDAY,DANA	SAULT COLLEGE	443 NORTHERN AVE
456	CONEYBEARE,KEVIN	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
459	SLEEMAN,RAY	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
460	BOUGIE,DAN	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
463	MORIN,ALEX	CORPS OF COMM	GREAT LAKES FOREST RESEARCH CENTRE
464	DITOMMASO,RYAN	2220917 ONT. INC	489 BAY ST/535 QUEEN ST E
465	DELAVALLE,DON	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
484	MCLEOD,VIRGINIA	CITY OF SAULT STE MARIE	BELLVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX/JOHN RHODES COMMUNITY CENTRE/ NORTHERN COMMUNITY CENTRE
486	LONGO,NADIA	GT NORTH RETIREMENT	760 NORTHERN RD
487	ROUGEAU,MARISA	GT NORTH RETIREMENT	760 NORTHERN RD
488	LEFLEUR,MARILYN	GT NORTH RETIREMENT	760 NORTHERN RD
489	MCQUEEN,WANDA	GT NORTH RETIREMENT	760 NORTHERN RD
490	LUXTON,JEFF	GT NORTH RETIREMENT	760 NORTHERN RD
493	BROWN,FRASER	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
516	GAY,JAMES	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
517	ROY,BRENDA	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
541	DIMMA,WMILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR (CIVIC CENTRE)
556	ARCAND,SCOTT	CORPS OF COMM	SAULT AIRPORT
565	LISCUMB,GERALD	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
566	SWEET,WILLARD	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
568	PICK,DENNY	CORPS OF COMM	SAULT AIRPORT
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
599	BUMBACCO,CARL	CB HOME INSTALLTIONS	321 JOHN ST /342,346 ST GEORGE'S AVE
601	HART,JASON	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS/QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
602	GREENWOOD,LESLIE	GREENWOOD HARDWARD	41 ALBERT ST W
603	LAMMING,DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
607	FROST,CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREA
608	ALISAT,THOMAS	ALISATS RUST PROOFING	24 QUEEN ST W
609	ROBINSON,SHAWN	ALISATS RUST PROOFING	24 QUEEN ST W
611	MIZZI,PRESTON	WENDY'S	1 QUEEN ST W
619	BERTO,DEBORAH	GATEVIEW REALTY INC	304-310 ALBERT ST/420&B MCNABB/715 DOUGLAS/67 ELGIN/47 PRINCESS/18 FERGUSON
622	PROULX,PATRICK	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN	CITY OF SAULT STE MARIE	JOHN RHODES/GFL MEMORIAL GARDENS/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHAILIU,JASON	CITY OF SAULT STE MARIE	JOHN RHODES/GFL MEMORIAL GARDENS/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
627	BAKER,WMILLIAM	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
633	HILL,MICHAEL	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E/BREWERY BLOCK
637	TOMASONE,LUIGI	LOU'S AUTOMOTIVE	317 ALBERT ST E
638	SICOLY,TERESA	AIRPORT	1-475 AIRPORT RD
643	SHAW,KEVIN	CITY OF SAULT STE MARIE	BELLVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
644	SANTA MARIE,ROBERT	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
646	BOOTH,ABBY	CITY OF SAULT STE MARIE	JOHN RHODES/ESSAR CENTRE/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
649	GRAHAM,STEVEN	FENGATE PROPERTY	248 NORTHERN AVE
653	BIOCCHI,CHRISTOPHER	AIRPORT	1-475 AIRPORT RD
659	MARCIL,BONNIE	STRICTLY CONFIDENTIAL INC	RJ'S MARKET
664	HAMMERSTEDT,ERIC	STRICTLY CONFIDENTIAL INC	RJ'S MARKET
665	MATTHEWS,SUANNE	NORTHLAND ANIMAL HOSP	695 TRUNK RD
666	AITKEN,ANDREW	G4S SECURITY	SAULT HOSPITAL
669	BOREAN,RICK	CITY OF SAULT STE MARIE	BELLVUE MARINA & PARK/ BONDAR MARINE & PARK/STRATHCLAIR DOG PARK&SPORTS COMPLEX/QE SPORTS COMPLEX
670	MCGUIRE,STEVE	REGENT PROPERTY	402/302 BAY ST/390 BAY/RIVERWALK CONDOS
671	MCGUIRE,PATRICK	REGENT PROPERTY	402/302 BAY ST/390 BAY/RIVERWALK CONDOS
674	DERASP,RICHARD	CORPS OF COMM	SAULT AIRPORT
676	THOMPSON,JOHN	CORPS OF COMM	SAULT AIRPORT
677	MACMILLAN,TYLER	CORPS OF COMM	SAULT AIRPORT
678	PERRON,JENNIFER	CORPS OF COMM	SAULT AIRPORT
679	CHATEAUNEUF,YVON	CORPS OF COMM	SAULT AIRPORT
686	ASH KEITH	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
687	POSSAMAI MIKE	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
688	KING MICHAEL	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
689	SUBRAMANIAM DASA	DAYS INN	332 BAY ST
694	LIPPE,ANDREW	NORTH EAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington Street West
695	LAURICELLA, DIEGO	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
696	CLARIDA, JEFF	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
697	OLAR,GREG	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
698	DEPLONTY,HERBERT	CITY OF SAULT STE MARIE	PUBLIC WORKS PLOWING AREAS
707	FINN,ROBERT	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W

708	POWLEY, CHAD	G4S SECURITY	SAULT AREA HOSPITAL
711	MASON, STEPHEN	Riversedge Developments	503 BAY ST
712	KOOSTACHIN, ANDREW	Ontario Finnish Resthome	725 North St
713	Cho, Linda	Jennex Cho Enterprises	129 Second Line West
714	DESANDO, ALEXANDER	G4S SECURITY	SAULT AREA HOSPITAL
715	MITCHELL, SPENCER	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
717	GUY, AMY	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
718	SCOTLAND, KEVIN	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
723	ROCCA, ANTHONY	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
724	ROULEAU, MICHEAL	CORPS OF COMM	SAULT AIRPORT
725	PAAT, EMMA LEE	AIRPORT	SAULT AIRPORT
727	CLARK, DYLAN	G4S SECURITY	SAULT AREA HOSPITAL
731	NOTT, REGINALD	CORPS OF COMM	SAULT AIRPORT
733	GREGORCHUK, CATHERINE	REAL ESTATE STOP INC	2 QUEEN STREET WEST
735	KEMP, ROBERT	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
736	BLAIR, BRENT	PROPERTY ONE	421 BAY ST
737	MARTONE, DONATO	PROPERTY ONE	421 BAY ST/COMMUNITY FIRST CREDIT UNION
738	MARTELLA, JOSEPH	PEAK INVESTMENT SERVICES	68 MARCH ST, 485 QUEEN ST E (REAR)
740	VERMA, ABBISHEK	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
741	DEGASPARO, SHERRI	AIRPORT	SAULT AIRPORT
742	VOWELS-WING, LAURIE	NORTH 44 PROPERTY MGT	844 & 860 QUEEN ST E, 524, 524A, 536 & 536A GOULAIS AVE
743	MILNE, GEORGE	CROATIAN VILLAGE	80 SACKVILLE RD
744	MCLEAN, JEFF	SKYLINE LIVING	SKYLINE PROPERTIES/621 MACDONALD AVE
745	QUESNELLE, TIMOTHY	PROPERTY ONE	421 BAY ST/COMMUNITY FIRST CREDIT UNION
746	BELANGER, CARL	PERZIA GROUP	70 EAST ST/ 700 BAY ST
747	SCOTT, RYAN	YMCA	235 MCNABB STREET
748	GRAHAM, TIMOTHY	PINE/ALLARD APTS	751/769 PINE STREET/171 WILLOW AVE/94/108 ALLARD STREET
750	NEVEAU, ERIC	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
751	BRETON, JULIEN	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
752	HARTEN, ARYANNA	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
753	DISANO, RONALD	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
754	DAVIES, RHONDA	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
755	HEIDT, TERRY	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
756	MCCOY, ROBERT	NORPRO SECURITY	DAVEY HOME/QUEENSCENTRE/HURON ST PROPERTIES/ALGOMA PUBLIC HEALTH/556 QUEEN STRATHCLAIR DOG& SPORTS QE ECOMPLEX/JOHN RHODES/726 QUEEN ST
757	WERTH, KARL	KC SECURITY	CONTRACTED CLIENTS ON PRIVATE PROPERTY
759	FITTION, MATTHEW	G4S SECURITY	SAULT AREA HOSPITAL
760	FARKAS, DARIEN	G4S SECURITY	SAULT AREA HOSPITAL
761	SLATER, KYLE	KC SECURITY	CONTRACTED CLIENTS ON PRIVATE PROPERTY
762	MACKENZIE, JENNA	G4S SECURITY	SAULT AREA HOSPITAL
763	CIOTTI, MARK	DSSAB	SSM HOUSING PROPERTIES Bellevue Park&Marina, Strathclair Park, James Elliot Park, Roberta Bondar Park&Marina Pointe Des Chenes PWT, 556 Queen St E, ADSB& HSCDSB- All Locations, Notre Dame Du Sault, Bushplane Museum, 116 Industrial Park Cres, Public Libraries, NCC, YMCA, Halldemand Coop, 60 Pim St, 331 Korah Rd # 148A Trunk Rd#275 Second Line W Bellevue Park&Marina, Strathclair Park, James Elliot Park, Roberta Bondar Park&Marina Pointe Des Chenes PWT, 556 Queen St E, ADSB& HSCDSB- All Locations, Notre Dame Du Sault, Bushplane Museum, 116 Industrial Park Cres, Public Libraries, NCC, YMCA, Halldemand Coop, 60 Pim St, 331 Korah Rd # 148A Trunk Rd#275 Second Line W
764	PARDY, NATHAN	KC SECURITY	JOHN RHODES/GFL MEMORIAL GARDENS/MCMEKEN CENTRE/NORTHERN COMMUNITY CENTRE
765	LAPRADE, DANIEL	KC SECURITY	ROBERTA BONDAR PARK & BELLEVUE MARINA
766	PALARO, DONALD	CITY OF SAULT STE MARIE	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
767	JOHNSON, DREW	CITY OF SAULT STE MARIE	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
768	TULLOCH, BRANDON	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
769	WEST, NADINE	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
770	BHARDWAJ, RISHABH	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
771	JANKAR, PAVAN	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
772	SINGH, ARSHPREET	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
773	VERMA, PUNEET	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
774	GILL, HARPREET	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
775	KUMAR, ANKUR	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
776	FRANCE, ADAM	NEPTUNE SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
777	LONG, CHRISTYNE	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
778	SEWELL, CAROLYN	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
779	BONIN, THOMAS	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
780	SINGH, GURPREET	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
781	PATEL, JANKI	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
782	PATEL, PARAS	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
783	THOROLD, EDWARD	NEPTUNE SECURITY	SAULT STE. MARIE AIRPORT
784	MORIN, KEVIN	KC SECURITY	CONTRACTED CLIENTS ON PRIVATE PROPERTY
785	SULLIVAN, KASSANDRA	G4S SECURITY	SAULT AREA HOSPITAL
786	DUDGEON, JAMIE	KC SECURITY	CONTRACTED CLIENTS ON PRIVATE PROPERTY
787	HINZ, MIKAELA	NORTHEAST SECURITY	S COLLEGE/A UNIVERSITY & RES /ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS/JOHN RHODES/QE SPORTS COMPLEX/Algoma Public Health/314 Wellington St W
788	LAPISH, ALEXANDER	ALGOMA STEEL	LOTS OFF WEST & PATRICK ST, KORAH RD, GOULAI'S AVE
789	BRUNI, MICHAEL	G4S SECURITY	SAULT AREA HOSPITAL
790	GREGO, JOSHUA	166721 ONTARIO INC	DOCTORS BUILDING - 955 QUEEN ST E
791	SGOURADITIS, RENEE	UNIT PARK	420 QUEEN ST E, 70 FOSTER DR
792	CHAPMAN, DANIEL	ALGOMA STEEL	LOTS OFF WEST & PATRICK ST, KORAH RD, GOULAI'S AVE
793	DEEVY, CODY-LEE	KC SECURITY	CONTRACTED CLIENTS ON PRIVATE PROPERTY
794	CHIASSON, VIOLOA	WILLIAMS McDANIEL	GARDEN COURTS APARTMENTS - 721/731 PINE ST, 62/76 ALLARD ST

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW 2021-207**

**AGREEMENT:** A by-law to authorize the execution of the Agreement between the City on behalf of the Sault Ste. Marie Fire Services and Dr. Ian Gordon Young for providing Medical Direction Services for a three year period to the Sault Ste. Marie Fire Services.

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

**1. EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to the Agreement dated November 1, 2021 between the City on behalf of the Sault Ste. Marie Fire Services and Dr. Ian Gordon Young, a copy of which is attached as Schedule "A" hereto. This Agreement is for providing Medical Direction Services for a three year period to the Sault Ste. Marie Fire Services.

**2. SCHEDULE "A"**

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

**3. EFFECTIVE DATE**

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

**PASSED** in open Council this 25th day of October, 2021.

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**MAYOR - CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

# Agreement to Provide Medical Direction

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Between

The Corporation of the  
City of Sault Ste. Marie  
on behalf of the Sault  
Ste. Marie  
Fire Services

And

Dr. Ian Gordon Young

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November 1, 2021

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# AGREEMENT

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BETWEEN:

The Corporation of the City of Sault Ste. Marie on behalf of the Sault Ste.  
Marie Fire Services("SSMFS")

- And -

Dr. Ian Gordon Young ("Medical Director")

## 1. RECITALS

**WHEREAS** SSMFS is responsible for the provision of fire and emergency response services pursuant to the provisions of the Fire Protection and Prevention Act, 1997, S.O. 1997. C. 4 (the "Act");

**AND WHEREAS** SSMFS provides Patient Care to residents of the City of Sault Ste. Marie;

**AND WHEREAS** SSMFS and the Medical Director wish to enter into an agreement for the provision of Medical Direction subject to and in accordance with the terms and conditions set out below;

**NOW THEREFORE** in consideration of the respective covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which the parties acknowledge SSMFS and Medical Director hereby agree as follows:

## 2. DEFINITIONS

In this Agreement, in addition to the terms defined above, the following terms shall, unless the context otherwise requires, have the respective meanings set out below:

- (a) "**Agreement**" means this agreement as the same may be amended or restated from time to time and includes all schedules and all uses of the words "hereto", "herein", "hereof", 'hereby" and "hereunder" and similar expressions refer to this Agreement and not to any particular section or portion of it.
- (b) "**Applicable Law**" at any time and in respect of any Person, property, transaction or event, means all laws including statutes, regulations, treaties, judgments and decrees then applicable to that Person, property, transaction or event and, whether or not having the force of law, all applicable official directives, rules, consents, approvals, authorizations, guidelines, bulletins, orders and policies of any Governmental Authority then having or purporting to have authority over that Person, property, transaction or event.

- (c) “**Approved**” means something that has been reviewed and/or sanctioned by the Medical Director.
- (d) “**Business Day**” means any day other than a Saturday, Sunday or any statutory or civic holiday observed in the City of Sault Ste. Marie.
- (e) “**Call**” means a request for SSMFS to provide emergency medical services.
- (f) “**Call Report**” means a call report in paper or electronic form.
- (g) “**Cardiac Arrest**” means a condition in which the heart has stopped or is too weak to pump effectively.
- (h) “**Case Review**” means the review performed by the Medical Director when variances in Patient Care provided by SSMFS are identified by the Medical Director and/or SSMFS.
- (i) “**Controlled Act**” has the meaning ascribed to it in the *Regulated Health Professions Act, 1991*, (Ontario), S.O. 1991, c.18.
- (j) “**CPSO**” means the College of Physicians and Surgeons of Ontario.
- (k) “**CPSO Policy**” means the CPSO policy for the Delegation of Controlled Acts and Guidelines for teaching Controlled Acts under Section 28 of the *Regulated Health Professions Act, 1991* and under the *Medicine Act 1991*, S.O. 1991, c. 30.
- (l) “**Data**” has the meaning ascribed to it in Section 9.
- (m) “**Designated Representative**” is the designated representative of a Party as set out in Schedule A.
- (n) “**Electronic Communication**” means a communication transmitted by means of an electronic device
- (o) **Electronic Communication device** means a device or related equipment or peripheral that is capable of electronically receiving, transmitting or storing a message, image or data, including but not limited to telephones, camera telephones, two-way radios or video broadcasting devices, webcams, pagers, and any other device that allows a person to record and/or transmit on either a real time or delayed basis, sound, video or still images, text, or other information.
- (p) “**Firefighter**” is a person employed by SSMFS who is a firefighter; as such term is defined under the *Fire Protection and Prevention Act, 1997*, as may be amended from time to time.
- (q) “**Governmental Authority**” means any domestic or foreign government including any federal, provincial, state, territorial or municipal government and any domestic or foreign government agency, board, commission, tribunal or other authority exercising executive, legislative, judicial, regulatory or administrative function of, or pertaining to, government.
- (r) “**including**” means “including without limitation” and shall not be construed to limit any general statement which it follows to the specific or similar or matters immediately following it.

- (s) "**Investigation**" means the process of review arising from a concern regarding Patient Care provided by SSMFS.
- (t) "**Medical Delegation**" means the act of delegating responsibility to perform Controlled Acts and other procedures from the Medical Director to a certified Firefighter.
- (u) "**Medical Director**" means the physician Dr. Ian Gordon Young as the Medical Director of the Program.
- (v) "**Medical Directive**" means a written indirect order given by the Medical Director, used to expedite Patient Care by competent providers.
- (w) "**Medical Direction**" shall have the meaning ascribed to such term in Section 4.2.
- (x) "**Medical Oversight**" shall have the same meaning as "**Medical Direction**."
- (y) "**MFIPPA**" means the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56
- (z) *Personal Health Information Protection Act 2004* (Ontario), S.O. 2004, c.3 Sch. A.
- (aa) "**OMA**" means the Ontario Medical Association
- (bb) "**Order**" means a direction from the Medical Director with legislative ordering authority that permits performance of a procedure by another.
- (cc) "**Paramedic**" has the meaning ascribed to it under the *Ambulance Act* R.S.O. 1990, c. A.19.
- (dd) "**Parties**" means SSMFS and the Medical Director and "**Party**" means either one of them.
- (ee) "**Patient**" is any person who receives any delegated act by SSMFS.
- (ff) "**Patient Care**" means the emergency care provided to the Patient in accordance with the Standards.
- (gg) "**Person**" shall be broadly interpreted and includes an individual, body corporate, partnership, joint venture, trust, association, unincorporated organization, the Crown, any Governmental Authority or any other entity recognized by law.
- (hh) "**Personal Health Information**" has the meaning ascribed to it in the *Personal Health Information Protection Act 2004*,(Ontario) S.O. 2004, c.3, Sch. A.
- (ii) "**PHIPA**" means the *Personal Health Information Protection Act 2004* (Ontario), S.O. 2004, c.3 Sch. A.
- (jj) "**Purposes**" has the meaning ascribed to it in Section 9.1.
- (kk) "**Remote**," "**Remote Working**", or "**Working Remotely**" means the practice of any representative of a Party to this AGREEMENT or Firefighter working at their home, or in some other place that is not the usual place of operations of SSMFS by use of Electronic Communication.
- (ll) "**Standards**" means all industry accepted standards of practice relating to the provision of Medical Oversight and pre-hospital emergency care in the Province of Ontario.

(mm) "Term" has the meaning ascribed to it in Section 14.

### **3. INTERPRETATION**

#### **3.1 Statutes**

Unless specified otherwise, reference in this Agreement to a statute refers to that statute as such statute may be amended from time to time, or to any restated or successor legislation of comparable effect, and refers to any regulations then in force and effect thereunder.

#### **3.2 Headings**

The division of this Agreement into articles, sections and schedules and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation of this Agreement. The article, section and schedule headings in this Agreement are not intended to be full or precise descriptions of the text to which they refer and are not to be considered part of this Agreement. Reference to an Article, Section or Schedule refers to the applicable article, section or schedule of this Agreement.

#### **3.3 Number and Gender**

In this Agreement, words in the singular include the plural and vice-versa and words in one gender include all genders.

#### **3.4 Entire Agreement**

This Agreement constitutes the entire agreement between the Parties pertaining to the subject matter hereof and supersedes all prior agreements, negotiations, discussions and understandings, written or oral, express or implied, between the Parties related thereto. There are no representations, warranties, conditions, other agreements or acknowledgements, whether direct or collateral, express or implied, that form part of or affect this Agreement, or which induced any Party to enter into this Agreement or on which reliance is placed by any Party, except as specifically set forth in this Agreement.

#### **3.5 Amendment**

This Agreement may be amended, modified or supplemented only by a written agreement signed by each Party.

#### **3.6 Waiver of Right**

Any waiver of, or consent to depart from, the requirements of any provision of this Agreement shall be effective only if it is in writing and signed by the Party giving it, and only in the specific instance and for the specific purpose for which it has been given. No failure on the part of any Party to exercise, and no delay in exercising, any right under this Agreement shall operate as a waiver of such right. No single or partial exercise of any such right shall preclude any other or further exercise of such right or the exercise of any other right.

#### **3.7 Governing Law**

This Agreement shall be governed by, and interpreted and enforced in accordance with, the laws in force in the Province of Ontario (excluding any rule or principle of the conflict of laws which might refer such interpretation to the laws of another jurisdiction). Each Party irrevocably submits to the non-exclusive jurisdiction of the courts of Ontario with respect to any matter arising hereunder or related hereto.

### 3.8 Performance on Holidays

If any action is required to be taken pursuant to this Agreement on or by a specified date that is not a Business Day, then such action shall be valid if taken on or by the next succeeding Business Day.

### 3.9 Schedules

The Schedules to this Agreement are as follows:

Schedule A – Designated Representatives

Schedule B – Fees & Payment

Schedule C – Quality Assurance

Schedule D – Controlled Acts for Medical Delegation

## 4. AGREEMENT

### 4.1 General

The Medical Director agrees to provide Medical Direction to SSMFS, and SSMFS hereby agrees to the provision of such services, for the fees set out in Schedule B, subject to and in accordance with the terms and conditions set forth in this Agreement.

### 4.2 Medical Direction

The Parties hereby agree that the Medical Director shall provide to SSMFS the following services (collectively hereinafter referred to as "**Medical Direction**"):

- (a) certify qualified Firefighters to receive Medical Delegation as per Section 8.
- (b) provide medical advice to SSMFS and Firefighters to ensure a smooth and medically sound transfer of Patient Care from SSMFS to Paramedics; and
- (c) provide quality assurance information to SSMFS as per Schedule C.

4.3 The Parties agree that SSMFS will provide the resources necessary to act as a designate of the Medical Director, at the sole discretion of the Medical Director, in accordance with the terms and conditions set forth in this Agreement.

4.4 The Parties agree that the Medical Director, at its sole discretion, will utilize the Medical Director and/or program staff as required, subject to and in accordance with the terms and conditions set forth in this Agreement.

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- 4.5 SSMFS will provide any video and teleconferencing equipment or other Electronic Communication Device(s) required at its location(s) for the purposes of any Electronic and Remote communication between SSMFS and the Medical Director in order to facilitate the provision of Medical Direction pursuant to the terms and condition of this AGREEMENT including Section 7.3 herein.
  - 4.6 SSMFS will, where possible and when required, provide the Medical Director with the use of a desk and private meeting space on SSMFS premises, and make available to the Medical Director access to electrical power, telephone communications, and internet access in order to facilitate the provision of Medical Direction pursuant to the terms and conditions of this AGREEMENT including Section 7.3 herein.
  - 4.7 In an effort to minimize travel related time and expenses, SSMFS and the Medical Director agree to make best efforts for the Medical Director to Work Remotely to facilitate Medical Direction per this AGREEMENT.

## **5. MEDICAL DELEGATION**

### 5.1 Policies, Procedures and Programs

The Parties hereby agree to:

- (a) establish policies and procedures for Medical Delegation; and
- (b) Where applicable, as determined at the sole discretion of the Medical Director, provide Medical Directive(s) to authorize Medical Delegation of Controlled Acts identified in Schedule D hereto to qualified Firefighters in accordance with Applicable Law, applicable Standards and the CPSO policy.

The Medical Director shall review such policies, procedures, and Medical Directive(s) on an annual basis and advise SSMFS of any changes as necessary.

### 5.3 Qualifications of Physicians

The Medical Director shall ensure that the program Medical Director maintains a current and valid certificate of registration with the CPSO and a current certificate of professional conduct from the CPSO or such other documents as may be issued by the CPSO to evidence that the Medical Director has the appropriate registration, status, qualifications, skills, experience and training to delegate the performance of the Controlled Acts identified in Schedule D to Firefighters.

### 5.4 Notice of Revocation/Suspension of Authorization to Perform Controlled Acts

The Medical Director shall notify SSMFS within 24 hours of each instance in which a Firefighter is under Investigation by the Medical Director, which could result in the revocation of his/her authorization to receive Medical Delegation.

## **6. MEDICAL ADVICE RELATING TO PATIENT CARE**

### 6.1 The Medical Director will, at its sole discretion, provide direction to SSMFS with respect to SSMFS's policies and procedures for Medical Delegation.

- 
- 6.2 Where the Patient Care provided by a Firefighter does not meet the applicable Standards, the Medical Director will so advise SSMFS including by providing feedback (as per Schedule C) regarding the nature and type of Patient Care provided by the Firefighter(s) and the nature of the identified Patient Care issue.

## **7. TRAINING**

- 7.1 Upon request, SSMFS will provide the Medical Director with pertinent training records for each Firefighter who is certified to receive Medical Delegation.
- 7.2 SSMFS will be responsible for ensuring that the training of Firefighters selected to receive Medical Delegation is in accordance with Applicable Law, the applicable Standards and CPSO Policy. SSMFS agrees to reimburse the Medical Director for additional costs it incurs as agreed by the parties as a result of the Medical Director's participation in such training as reasonably requested.
- 7.3 Firefighters will not be required to leave the SSMFS service area, being the City of Sault Ste. Marie, to access services provided by the Medical Director unless agreed to by both Parties.
- 7.4 SSMFS will ensure an approved curricula is followed for Firefighters in training and continuing education programs to receive Medical Delegation in accordance with the applicable Standards.

## **8. CERTIFICATION AND RECERTIFICATION**

- 8.1 SSMFS will refer to the Medical Director eligible candidates for certification as individuals who may receive Medical Delegation. Specifically, SSMFS must present evidence that candidates:
- are either employed by SSMFS on an indefinite or fixed term basis or have received an offer of employment from SSMFS that has not expired;
  - have successfully completed an Approved first responder training program within the previous three years;
  - have successfully completed an Approved Emergency Medical Service orientation program within the previous three years; and
  - have successfully completed all Approved training, evaluation, and certification processes required to receive Medical Delegation.
- 8.2 SSMFS will advise the Medical Director of any changes in the status of a Firefighter that may affect his/her certification to receive Medical Delegation.
- 8.3 The Medical Director will contact SSMFS immediately upon identification, through review of Call Reports, of a Firefighter who, in the sole opinion of the Medical Director, requires remedial training for continued certification to receive Medical Delegation. SSMFS will develop and provide Approved remedial training as required by the Medical Director when notified.

- 
- 8.4 The Parties agree that the Medical Director will directly oversee the training and testing of identified SSMFS staff who, once Approved by the Medical Director will be eligible to act as a designate to provide training and testing for Firefighters.
  - 8.5 The Parties agree that each Firefighter receiving Medical Delegation will complete an Approved annual recertification process, which shall be provided by properly trained SSMFS staff.
  - 8.6 The Medical Director, at its sole discretion, has the right to decertify a SSMFS Firefighter at any time if the Medical Director deems such Firefighter not fit to receive Medical Delegation to perform controlled acts.

## **9. QUALITY ASSURANCE**

- 9.1 SSMFS and the Medical Director acknowledge and agree that:
  - a. The Medical Director must receive all of the information contained in relevant Call Reports (the "**Data**") within the time period provided therefor in Schedule C in order to facilitate its quality assurance obligations under this Agreement;
  - b. A Call Report must be provided to the Medical Director in every case in which a Firefighter carries out a Controlled Act or responds to a Call where a Patient has received a delegated act or where a Patient has suffered a Cardiac Arrest.
  - c. The Medical Director is a health information custodian as defined in, and therefore is required to comply with, PHIPA, and as such is required to take steps that are reasonable in the circumstances to ensure that Personal Health Information in the Medical Director's custody or control, including as may be contained in each Call Report, is protected against theft, loss and unauthorized use or disclosure and to ensure that the records containing such personal information are protected against unauthorized copying, modification or disposal;
  - d. Where the Data contains Personal Health Information, SSMFS and the Medical Director further agree to collect, hold and disclose Personal Health Information pursuant to the provisions of PHIPA as health information custodians and Section 19 of the Act as applicable;
  - e. in light of the foregoing, SSMFS agrees to provide the Medical Director with access to the Data and the security to access the Data for the Purposes set out in (a) above and as otherwise required or permitted by Applicable Law (the "**Purposes**");
  - f. SSMFS and the Medical Director shall each notify the other of any problem with or errors in the Data of which such party may become aware.
- 9.2 The Medical Director shall develop and implement a quality assurance program consistent with applicable Standards including:
  - (a) monitoring the delivery of Patient Care related to Medical Delegation provided by Firefighters through Call Report audits; and
  - (b) SSMFS will ensure all "Call Reports" are stored in a secure and retrievable location.

## **10. INFORMATION SHARING**

### 10.1 Issues Resulting from Information Sharing

- (a) Case Reviews may be performed by the Medical Director on Patient Care provided by Firefighters.
- (b) All concerns received by SSMFS pertaining to Medical Delegation issues will be forwarded to the Medical Director for Investigation and action and the Medical Director will notify SSMFS of the results of its Investigation within two Business Days of completion of the Investigation.

### 10.2 Investigations

- a) The Medical Director is the lead investigative organization in the case of any/all Investigations involving Medical Delegation. The final report will be provided to SSMFS from the Medical Director, and SSMFS will be responsible for communicating the report and its findings to any external parties to the extent SSMFS deems appropriate, acting reasonably.
- b) The Medical Director may draw on any internal resources or personnel of SSMFS that may assist the lead investigator in conducting and concluding Investigations.
- c) In the event an Investigation has both service delivery as well as Medical Delegation issues as a component of the overall scope of the Investigation, SSMFS shall remain the lead investigative authority, but will have the Medical Director address the Medical Delegation issues as a co-investigation organization or upon mutual agreement, separate the delegation issues for investigation by the Medical Director.

### 10.4 Information To Be Shared between the Parties

To the extent requested, the following shall be shared between the Parties during an Investigation:

- (a) All relevant written/typed incident reports;
- (b) All relevant audio recordings;
- (c) All relevant Call Reports pertaining to an Investigation or Case Review;
- (d) Contact information of individuals involved in the Investigation; and
- (e) Other details as deemed appropriate by the parties.

## **11. SUPPLIES AND EQUIPMENT**

### 11.1 The Medical Director must approve all equipment and supplies acquired, or that will be acquired, by SSMFS that relate to Medical Delegation. The Medical Director will not be responsible for the purchase or maintenance of any equipment used by SSMFS in connection with this Agreement

or the activities described herein. Furthermore, the Medical Director shall not have any liability in connection with the use or failure of any equipment used, purchased or maintained by SSMFS in connection with this Agreement or the activities described herein.

## **12. RESEARCH**

- 12.1 The Medical Director will obtain the approval in writing of SSMFS for all the Medical Director Research proposals involving SSMFS.
- 12.2 SSMFS, at its discretion, may agree to support research conducted by the Medical Director with in-kind resources, if acceptable to the Medical Director, or financial resources. Any such support jointly agreed to by SSMFS and the Medical Director shall be included in the budget of each study protocol.
- 12.3 Each Party will seek advice and input from the other for all publications relating to research described in Section 12.1 or 12.2 at least 30 days prior to submission for publication without peer review or, when applicable, for submission of the manuscript for peer review. The Parties each agree to keep confidential prior to publication all information contained in a publication or manuscript that has been submitted by the other for advice and input.
- 12.4 Authorship on any document submitted for publication will be granted in accordance with the guidelines outlined in the Uniform Requirements for manuscripts submitted to biomedical journals (NEJM Vol.336 (4); 1997: pp309-315) as regularly updated and published.
- 12.5 Each Party will acknowledge the other Party's contributions to the study and/or publication in any publication or presentation derived from the study, if the other Party's contribution does not meet the Uniform Requirements for authorship.

## **13. INSURANCE AND INDEMNIFICATION**

### **13.1 Insurance**

SSMFS shall, at its own expense, obtain and maintain in full force during the Term, all insurance that would be necessary and appropriate for a prudent Person in the same business. Such insurance shall include the following:

- (a) commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than \$5,000,000 per occurrence and the policy shall include the Medical Director as an additional insured with respect to liability arising in the course of performance of the Medical Director's services or under or in connection with this Agreement; and
- (b) errors and omissions liability insurance insuring for liability for errors and omissions in the performance of or failure to perform its obligations under this Agreement, in an amount not less than \$5,000,000 per claim.

### **13.2 Insurance of the Medical Director**

The Medical Director shall, at its own expense, obtain and maintain in full force during the Term, all insurance that would be necessary and appropriate for a prudent Person in the same business. Such insurance shall include the following:

- (a) Comprehensive general liability insurance on an occurrence basis for an amount of not less than Five Million Dollars (\$5,000,000) and shall include the Corporation of the City of Sault Ste. Marie Fire, (the "City"), as an Additional Insured with respect to the Medical Director's operations, acts and omissions relating to its obligations contained herein, such policy to include, but not be limited to, non-owned automobile liability; bodily injury including death, personal injury; broad form property damage including loss of use thereof; contractual liability; owners and contractors protective liability; products and completed operations liability; contingent employers' liability; and, cross liability and severability of interest clauses. The deductible is not to exceed Five Thousand (\$5,000) or as agreed to by the City.
- (b) Standard OAP 1 Automobile liability insurance for an amount not less than Two Million Dollars (\$2,000,000) meeting statutory requirements covering all licensed vehicles owned, operated or leased by the Medical Director and used in any manner in connection with the performance of the work as described herein. The deductible is not to exceed Five Thousand (\$5,000) or as agreed to by the Owner
- (c) Proof of Medical Malpractice insurance.

#### 13.3 Indemnification by the City

The City agrees to indemnify, and hold harmless, the Medical Director and its officers, directors, employees, agents and representatives (the "**Indemnified Parties**") from and against any and all liability, loss, costs, damages and expenses, causes of action, actions, claims, demands, lawsuits or other proceedings which the Indemnified Parties, or any of them, may suffer or incur as a result of the Medical Director entering into this Agreement.

#### 13.4 Indemnification by the Medical Director

The Medical Director shall indemnify and hold harmless the City, SSMFS, its officers, partners, agents and employees from and against all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon the City or SSMFS and against all losses, liabilities, judgements, claims, suits, demands or expenses which the City or SSMFS may sustain, suffer or be put to resulting from or arising out of the Medical Director's actions or omissions in the performance or rendering of any work or service required herein to be performed or rendered by the Medical Director, its agents, officials and employees, or any damage or injury caused to any third party by reason of or arising out of any breach, violation or non-performance of any provision contained herein by the Medical Director, its agents, officials and employees. This indemnification shall include any legal costs incurred by the City or SSMFS on a substantial indemnity basis, including those incurred to defend any criminal prosecutions against the City or SSMFS, resulting from the actions of the Medical Director.

### 14 TERM AND TERMINATION

#### 14.1 Term

This Agreement shall commence on or of November 1, 2021 and shall continue in effect until October 31, 2024 unless terminated pursuant to this Article 15 (the “Term”).

#### 14.2 Renewal

This Agreement will automatically renew at the end of each Term for a further Term of 2 years unless either Party gives the other written notice of termination at least 30 days prior to the end of the relevant term.

#### 14.3 Termination by Either Party

Either Party may, at any time, and for any reason, terminate this Agreement upon giving 30 days' prior written notice to the other Party.

#### 14.4 Effective Date of Termination

The effective date of the termination of this Agreement shall be the last day of the notice period or such other date as the Parties agree.

#### 14.5 Consequences of Termination

Upon termination of this Agreement those provisions which expressly or by their nature are intended to survive beyond such termination will remain in effect. The termination of this Agreement shall not relieve either of the Parties of their respective obligations or rights accrued up to and including the date of such termination.

#### 14.6 Force Majeure

Notwithstanding anything contained in this Agreement, neither Party shall be liable for any failure or delay on its part to perform any of the terms, conditions, covenants or obligations of this Agreement to the extent that such failure or delay is the result of a cause beyond its reasonable control including such things as unavailability of material, equipment, utilities, services, an act of God, a fire, an act of the public enemy, an act of Her Majesty in her sovereign capacity, laws, a flood, a quarantine restriction, an epidemic, a labour dispute, a riot, a civil commotion, vandalism, malicious mischief or other similar cause beyond its control and not avoidable by the exercise of reasonable foresight (excluding the inability to pay for the performance of such obligation) and which occurs without the default or negligence of the Party seeking relief. The Party being delayed shall be entitled to extend the time for fulfillment of such obligation by a time equal to the duration of such delay and the other Party shall not be entitled to any compensation for any loss or inconvenience occasioned thereby. The Party delayed shall however, use its best efforts to fulfill the obligation in question as soon as reasonably possible.

### **15 GENERAL PROVISIONS**

#### 15.1 Co-operation

SSMFS shall co-operate with and provide assistance to the Medical Director as reasonably required by the Medical Director to facilitate the provision of the Medical Director's obligations under this Agreement.

**15.2 Confidentiality**

The Medical Director shall not disclose to any third party any trade secret or Confidential Information about SSMFS that the Medical Director may acquire through the use of the Data. Confidential Information is Data and information which is designated as such by SSMFS (“**Confidential Information**”). The Medical Director shall use Confidential Information only for the Purposes. The Medical Director shall limit disclosure of Confidential Information within its own organization to its directors, officers, employees, agents, consultants and other representatives having a need to know and shall not disclose Confidential Information to any third party (whether an individual, corporation, or other entity) without the prior written consent of SSMFS. The parties acknowledge that SSMFS is bound by the provisions of MFIPPA. The parties herein mutually agree that the confidentiality covenant herein shall survive the termination or discharge of this Agreement.

**15.3 Nature of Relationship**

Nothing contained in this Agreement shall be construed as making the Parties (or their respective successors or permitted assigns), partners or joint ventures or construed as making any Party, its directors, officers, employees, volunteers, agents or other representatives an agent of any other Party. For greater certainty, none of the employees, principals, shareholders or independent contractors of SSMFS shall be or be deemed to be employees of the Medical Director.

**15.4 Assignment**

Neither this Agreement, nor any rights or obligations hereunder, may be assigned by the Medical Director nor shall SSMFS without the prior written consent of the other Party and any purported assignment done without such consent be of no force or effect. This Agreement is binding upon and shall enure to the benefit of the Parties and their respective successors and permitted assigns and shall not be enforceable by or otherwise enure to the benefit of any other Person.

**15.5 Invalidity**

If any provision of this Agreement is determined to be invalid, illegal or unenforceable in any respect by a court of competent jurisdiction, the validity, legality or enforceability of the remaining provisions of this Agreement shall not in any way be affected or impaired thereby so long as the economic or legal substance of the matters contemplated hereby is not affected in any manner materially adverse to either Party.

**15.6 Costs**

Each Party shall bear its own costs with respect to the drafting, negotiation and interpretation of this Agreement and the subject matter hereof.

**15.7 Notices**

Any notice, demand or other communication (in this Section 15.7, a “**Notice**”) required or permitted to be given or made hereunder shall be in writing and shall be well and sufficiently given or made if it is:

- (a) delivered in person during normal business hours on a Business Day and left with a receptionist or other responsible employee of the relevant Party at the applicable address set forth below;

- (b) sent by prepaid first-class mail; or
- (c) sent by any electronic means of sending messages, including facsimile transmission, which produces a paper record (an "**Electronic Transmission**");

In the case of the Medical Director, addressed to it at:

301 Blake St  
Barrie, ON  
L4M1K7

Attn: Dr. Ian Gordon Young, Medical Director

Fax: 705-727-9294  
Tel: 705-727-9896

And in the case of SSMFS, addressed to it at:

Sault Ste. Marie Fire Services  
72 Tancred St.  
Sault Ste. Marie, ON  
P6A 2W1

Attn: Fire Chief Peter Johnson or Deputy Chief Stuart Cole

Fax: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Tel: 705.949.3333 Ext. 2225

Any Notice given or made in accordance with this Section shall be deemed to have been given or made and to have been received:

- (a) on the day it was delivered, if delivered as aforesaid;
- (b) on the third Business Day (excluding each day during which there exists any general interruption of postal services due to strike, lockout or other cause) after it was mailed, if mailed as aforesaid; and
- (c) on the day of sending if sent by Electronic Transmission during normal business hours of the addressee on a Business Day and, if not, then on the first Business Day after the sending thereof.

Any Party may from time to time change its address for notice by giving Notice to the other Party in accordance with the provisions of this Section.

#### 15.8 Further Assurances

Each Party shall do such acts and shall execute and deliver such further agreements, documents, conveyances, deeds, assignments, transfers and the like, and shall cause the doing of such acts and the execution and delivery of such further items as are within its power and as the other Party

may in writing at any time and from time to time reasonably request, in order to give full effect to the provisions of this Agreement.

15.9 Remedies Cumulative

The rights and remedies under this Agreement are cumulative and in addition to, and not in substitution for, any other rights and remedies, available at law or in equity or otherwise. No single or partial exercise by a Party of any right or remedy precludes or otherwise affects the exercise of any other right or remedy to which that Party may be entitled.

15.10 Counterparts and Facsimile Execution

This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original, and all of which together shall be deemed to be one and the same instrument and receipt of a facsimile version of an executed signature page of this Agreement by a Party shall constitute satisfactory evidence of execution of this Agreement by such Party.

15.11 Dispute Resolution/ Consultation and Negotiation

- (a) In the event of a dispute between the Parties, each Party's Designated Representative shall meet to attempt to resolve the Dispute. Each Party acknowledges that it is in their mutual interest to have their respective Designated Representative resolve all matters by mutual agreement and each agrees to act reasonably and in good faith to permit and encourage their respective representatives to do so.
- (b) If such Designated Representatives are not able to resolve any Dispute referred to them within 15 Business Days, the matter shall be referred to the Medical Director and the Fire Chief of SSMFS, each of whom shall be fully briefed on the matter and shall have the authority to negotiate on behalf of and bind their respective Party. If such senior representatives are not able to resolve any Dispute referred to them within 15 Business Days (the "**Resolution Date**") of such referral, then the matter shall be referred to arbitration as provided for herein.

15.12 Dispute Resolution/Arbitration

- (a) If the Parties do not reach a solution pursuant to Section 15.11 by the Resolution Date, the Dispute shall be arbitrated and finally resolved, pursuant to the National Arbitration Rules of the ADR Institute of Canada, Inc., as amended from time to time, by a single arbitrator appointed pursuant to Rule 14(d) of the said Rules. The place of arbitration shall be Sault Ste. Marie, Ontario. The language of the arbitration shall be English.
- (b) Judgment upon the award rendered in any such arbitration may be entered in any court having jurisdiction thereof, or application may be made to such court for a judicial acceptance of the award and an enforcement, as the law of such jurisdiction may require or allow

**IN WITNESS WHEREOF** the Parties hereto have duly executed on the \_\_\_\_\_ day of \_\_\_\_\_, 2021.

**SAULT STE. MARIE FIRE & EMERGENCY  
SERVICES, a division of the City of Sault Ste.  
Marie**

By: \_\_\_\_\_

Christian Provenzano  
For the Corporation of the City of Sault Ste.  
Marie

\_\_\_\_\_  
Rachel Tyczinski  
For the Corporation of the City of Sault Ste.  
Marie

**Dr. Ian Gordon Young, Medical Director**

By: \_\_\_\_\_

Name: Ian G. Young, MD, CCFP  
Title: Medical Director, Sault Ste. Marie Fire  
Services



**SCHEDULE A - Designated Representatives****For SSMFS**

Fire Chief, Peter Johnson

**For Dr. Ian Gordon Young, Medical Director**

Dr. Dana Gayle Young

## **SCHEDULE B - Fees & Payment for Services**

	<b>Item</b>	<b>Frequency</b>	<b>Amount</b>
<b>1</b>	Service Support Fee	Annual	\$1,350
<b>2</b>	Protocol Review, Revision or Development	Hourly	\$190
<b>3</b>	Firefighter Evaluation	Hourly	\$190
<b>4</b>	Firefighter Certification Fee	Per Firefighter	\$50
<b>5</b>	Call Report Audit	Per Call Report	\$25
<b>6</b>	Investigation of any matter in Section 10.2	Hourly	\$190
<b>7</b>	Additional services as requested and mutually agreed	Hourly	\$190
<b>8</b>	Travel time	Hourly	\$190
<b>9</b>	Travel Related Expenses	Actual	Per expense
<b>10</b>	Mileage Expense	Per KM	Lesser of: City of Sault Ste. Marie's current recognized mileage reimbursement rate, or  CRA's current published "Reasonable per-kilometer allowance" rate

**HST –** The above fee schedule is EXCLUSIVE of HST. Applicable HST will be charged accordingly.

**Notes:**

The Medical Director will invoice SSMFS annually, on the anniversary date of this contract, for the following:

Item 1: Service Support Fee;

Item 2: Costs associated with review, revision or development of protocols on and hourly basis per above schedule;

Item 4: Costs for certification testing of all Firefighters by the Medical Director during such year per above schedule.

The Medical Director will invoice SSMFS monthly for the following:

Item 3: - Costs associated with evaluation of Firefighters based on actual hours per above schedule;

Item 5: Costs for Call Report Audits based on the total number of Call Reports received by the Medical Director for audit during such month per above schedule, for purposes described in Schedule C.

The Medical Director will invoice SSMFS as required for:

Item 6: Cost associated with the Investigation in accordance with Section 10.2 based on actual hours per above schedule.

Items 7,8 and 9: Any travel related expenses per above schedule.

The Parties agree to negotiate additional fee structures for work not described in this Agreement.

**Cost of Living Adjustment.** The parties agree that on the anniversary date of this Agreement each year during the Term hereof, including each renewal thereafter, the fee schedule above shall be increased by an amount not to exceed 2%.

*Note: Payment not received within thirty days of date billed will result in an additional charge of 1.5% per month.*

## SCHEDULE C – Quality Assurance

It is recognized that the quality assurance requirements will need to be reviewed regularly to ensure that the needs of both Parties are being met and in fulfillment of the terms of this Agreement.

### **Data Requirements:**

Data will be provided to the Medical Director as described in this Agreement. The minimum data required are to be captured in a form mutually agreed to by both Parties.

### **Call Report Audits:**

The Medical Director will audit all calls where a Call Report is received by the Medical Director using a standardized audit tool.

The results of a call audit will be available no later than five weeks following the commencement of the audit.

The Parties agree to the following process:

- The Medical Director will issue individual case feedback when clarification is required. SSMFS will make reasonable efforts to encourage a response within **3 weeks** of receipt. An additional 2 weeks may be added where the Firefighters are reasonably unavailable to complete the request, or where it is likely that the feedback form was not received.

**SCHEDULE D – Controlled Acts for Medical Delegation**

- **Defibrillation with the use of approved Automatic External Defibrillator on any Cardiac Arrest**
- **Administration of Epinephrine for Anaphylaxis or Severe Allergy**
- **Naloxone for Acute Opioid Overdose**
- **ASA (Aspirin) for Suspected Heart Attack**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW 2021-208**

**ELECTIONS:** A by-law to authorize the use of voting and vote counting equipment and the use of alternative voting methods for the 2022 municipal election.

**WHEREAS** Section 42(1)(a) of the *Municipal Elections Act, 1996*, provides that the council of a local municipality may, by by-law, authorize the use of voting and vote-counting equipment;

**AND WHEREAS** Section 42(1)(b) of the *Municipal Elections Act, 1996*, provides that a municipality may, by by-law, authorize electors to use an alternative voting method that does not require electors to attend at a voting place in order to vote;

**AND WHEREAS** the Council of the City of Sault Ste. Marie deems it desirable to utilize such equipment and methods during the 2022 municipal election, which will take place on Monday, October 24, 2022;

**NOW THEREFORE** the Council of the City of Sault Ste. Marie **ENACTS** as follows:

1. In respect of the 2022 municipal election:
  1. The use of accessible voting equipment and optical scan vote tabulators is hereby authorized; and
  2. The use of vote by mail is hereby authorized, at the discretion of the Clerk; and
  3. The use of home visit voting for home-bound electors is hereby authorized, at the discretion of the Clerk; and
  4. Curbside voting is hereby authorized, at the discretion of the Clerk.

2. **EFFECTIVE DATE**

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

**PASSED** in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR - CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW 2021-209**

**CHIEF ADMINISTRATIVE OFFICER:** A By-Law to amend By-law 2007-48 (being a by-law which sets out the responsibilities of the Chief Administrative Officer) and to authorize amending the Financial Administration Section of the By-law to now coincide with the amended Procurement Policy and Procedure By-Law 2021-197.

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

**1. SECTION 3 (c) TO BY-LAW 2007-48 AMENDED**

Section 3 (c) to By-law 2007-48 is amended as follows:

Delete: for and in the name of the Corporation enter into any contract of routine occurrence involving an expenditure not exceeding an amount in accordance with the Purchasing Policy; and

Insert: “for and in the name of the Corporation enter into any contract involving an expenditure not exceeding an amount in accordance with the Procurement Policies and Procedures by-law”.

**2. EFFECTIVE DATE**

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

**PASSED** in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR - CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW NO. 2021-210**

**APPOINTMENTS TO LOCAL BOARDS:** A by-law to amend By-law 2021-7 (being a by-law to appoint members to the Municipal Heritage Committee).

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

**1. BY-LAW 2021-7 AMENDED**

Delete                   “Mark Jones”

Insert                   “Nicole Curry  
Sarah Walker”

for the period of October 26, 2021 to December 31, 2022.

**2. EFFECTIVE DATE**

This by-law shall be effective from the date of its final passing.

**PASSED** in Open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR – CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW NO. 2021-202**

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of Class "A" pavement on Bloor Street West from Lyons Avenue to Patrick Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works;

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. The Corporation shall construct the work described in Schedule "A" hereto as a local improvement under the said Act and in accordance with plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said work.
3. The construction and completion of the said work shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$128.00 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
6. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual installments.
7. The debentures to be issued for the loan to be effected to pay the cost of the work when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.

8. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
9. The said Schedule "A" form a part of this by-law.
10. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 25<sup>th</sup> day of October, 2021.

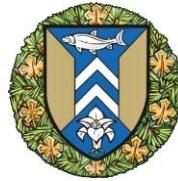
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**MAYOR – CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

daLEGAL\STAFF\COUNCIL\BY-LAWS\2021\2021-202 LOCAL IMPROVEMENT BLOOR STREET LYONS TO PATRICK 1ST AND 2ND READING.DOC



THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
Civic Centre  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2021-202 SECTION 3  
REGULATION 586-06 MUNICIPAL ACT  
ENGINEER'S REPORT**

**October 25, 2021**

Nature of Work (Construction of):	Construction of Class 'A' Pavement
On:	Bloor Street West
From:	Lyons Avenue
To:	Patrick Street
Estimated Cost of Work:	\$2,185,000.00
Estimated Assessable Abutting Frontage:	272.155
Estimated Cost to be Borne by Assessable Abutting Property:	\$34,835.87
Estimated Cost to be Borne by The Corporation:	\$2,150,164.13
Special Rate per Metre Frontage:	\$128.00
Estimated Interest Rate Term:	2.95%
	10 years
Estimated Annual Rate per Metre Frontage:	\$14.97
Estimated Lifetime of the Work:	20 years

Respectfully submitted,

Carl Rumiel, P. Eng.  
Manager, Design and Transportation Engineering

Attachment

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS A PAVEMENT-SECTION 3**

**SCHEDULE "A"**

**BY-LAW 2021-202**

<b><u>JOB NUMBER</u></b>	<b><u>STREET</u></b>	<b><u>FROM</u></b>	<b><u>TO</u></b>	<b><u>LENGTH</u></b>	<b><u>WIDTH</u></b>	<b><u>ASSESSABLE</u></b>	<b><u>FRONTAGE</u></b>	<b><u>ESTIMATED COST</u></b>
A-21-14	Bloor Street West	Lyons Avenue	Patrick Street	220	10m	272.155m		\$34,835.87

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW NO. 2021-203**

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of Class "A" pavement on Cedar Street from Wilson Street to Tancred Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works;

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. The Corporation shall construct the work described in Schedule "A" hereto as a local improvement under the said Act and in accordance with plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said work.
3. The construction and completion of the said work shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$128.00 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
6. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual installments.
7. The debentures to be issued for the loan to be effected to pay the cost of the work when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.

8. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
9. The said Schedule "A" form a part of this by-law.
10. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR – CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

da LEGAL\STAFF\COUNCIL\BY-LAWS\2021\2021-203 LOCAL IMPROVEMENT CEDAR ST WILSON TO TANCRED 1ST AND 2ND READING.DOC



THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
Civic Centre  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2021-203 SECTION 3  
REGULATION 586-06 MUNICIPAL ACT  
ENGINEER'S REPORT**

**October 25, 2021**

Nature of Work (Construction of):	Construction of Class 'A' Pavement
On:	Cedar Street
From:	Wilson Street
To:	Tancred Street
Estimated Cost of Work:	\$1,578,000.00
Estimated Assessable Abutting Frontage:	354.633
Estimated Cost to be Borne by Assessable Abutting Property:	\$43,393.02
Estimated Cost to be Borne by The Corporation:	\$1,534,606.98
Special Rate per Metre Frontage:	\$128.00
Estimated Interest Rate Term:	2.95%
	10 years
Estimated Annual Rate per Metre Frontage:	\$14.97
Estimated Lifetime of the Work:	20 years

Respectfully submitted,

Carl Rumiel, P. Eng.  
Manager, Design and Transportation Engineering

Attachment

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS A PAVEMENT-SECTION 3**

**SCHEDULE "A"**

**BY-LAW 2021-203**

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-21-04	Cedar Street	Wilson Street	Tancred Street	260	10m	354.633	\$45,393.02

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW NO. 2021-204**

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of Class "A" pavement on Dufferin Street from Grosvenor Avenue to Trelawne Avenue under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works;

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. The Corporation shall construct the work described in Schedule "A" hereto as a local improvement under the said Act and in accordance with plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said work.
3. The construction and completion of the said work shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$128.00 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
6. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual installments.
7. The debentures to be issued for the loan to be effected to pay the cost of the work when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.

8. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
9. The said Schedule "A" form a part of this by-law.
10. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 25<sup>th</sup> day of October, 2021.

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**MAYOR – CHRISTIAN PROVENZANO**

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**CITY CLERK – RACHEL TYCZINSKI**

da LEGAL\STAFF\COUNCIL\BY-LAWS\2021\2021-204 LOCAL IMPROVEMENT DUFFERIN ST GROSVENOR TO TRELLAWNE  
1ST AND 2ND READING.DOC



THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
Civic Centre  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2021-204 SECTION 3  
REGULATION 586-06 MUNICIPAL ACT  
ENGINEER'S REPORT**

**October 25, 2021**

Nature of Work (Construction of):	Construction of Class 'A' Pavement
On:	Dufferin Street
From:	Grosvenor Avenue
To:	Trelawne Avenue
Estimated Cost of Work:	\$1,181,000.00
Estimated Assessable Abutting Frontage:	193.942
Estimated Cost to be Borne by Assessable Abutting Property:	\$24,824.54
Estimated Cost to be Borne by The Corporation:	\$1,156,175.46
Special Rate per Metre Frontage:	\$128.00
Estimated Interest Rate Term:	2.95%
	10 years
Estimated Annual Rate per Metre Frontage:	\$14.97
Estimated Lifetime of the Work:	20 years

Respectfully submitted,

Carl Rumiel, P. Eng.  
Manager, Design and Transportation Engineering

Attachment

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS A PAVEMENT-SECTION 3**

**SCHEDULE "A"**

**BY-LAW 2021-204**

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>ASSESSABLE</u>	<u>FRONTAGE</u>	<u>ESTIMATED COST</u>
A-21-05	Dufferin Street	Grosvenor Avenue	Trelawne Avenue	260	10m	193.942m		\$24,824.54