

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

Monday, February 13, 2023

4:30 pm

Council Chambers and Video Conference

Meetings may be viewed live on the City's YouTube channel  
<https://www.youtube.com/user/SaultSteMarieOntario>

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Pages

**1. Land Acknowledgement**

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

**2. Approve Agenda as Presented**

Mover Councillor L. Vezeau-Allen

Seconder Councillor S. Kinach

Resolved that the Agenda for February 13, 2023 Budget Meeting as presented be approved.

**3. Declaration of Pecuniary Interest**

**4. Government of Canada News Release**

5 - 7

**5. Ontario Regulation 284/09**

8 - 10

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

Mover Councillor L. Dufour

Seconder Councillor S. Kinach

Resolved that the report of the Manager of Finance, dated February 13, 2023, concerning Ontario Regulation 284/09 be approved for the budget year 2023.

6.	<b>Budget 2023 Community Feedback</b>	11 - 77
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A report of the Communications Officer is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Bruni

Resolved that the report of the Communications Officer dated February 13, 2023 concerning Budget 2023 Community Engagement be received as information.

<b>6.1</b>	<b><i>Additional Feedback</i></b>	78 - 93
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7.	<b>2023 Budget Deliberations</b>	94 - 122
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Mover Councillor L. Vezeau-Allen

Seconder Councillor S. Kinach

That City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2023 Budget Deliberations.

<b>7.1</b>	<b><i>2023 Budget – Additional Information</i></b>	123 - 124
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A report of the CAO is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Bruni

Resolved that the report of the CAO dated 2023 02 13 concerning 2023 Budget – Additional Information be received as information.

<b>7.2</b>	<b>Corporate Services</b>	125 - 139
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<b>7.3</b>	<b>Community Development and Enterprise Services</b>	140 - 159
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<b>7.4</b>	<b>Public Works and Engineering Services</b>	160 - 176
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<b>7.5</b>	<b>Legal Department</b>	177 - 185
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<b>7.6</b>	<b>Fire Services</b>	186 - 196
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<b>7.7</b>	<b>Capital Budget Deliberations</b>	197 - 206
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Revised capital budget document attached

<b>7.8</b>	<b>Downtown Plaza</b>	207 - 225
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A report of the Deputy CAO, Community Development and Enterprise

Services is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor S. Kinach

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated February 13, 2023 concerning the Downtown Plaza be received and that Council approve Option #\_\_\_\_ above.

**7.8.1     *Downtown Plaza – Options Analysis Additional Information***

226 - 227

A report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.

Mover Councillor L. Vezeau-Allen

Seconder Councillor S. Kinach

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated February 13, 2023 concerning the Downtown Plaza be received as information.

**7.9     Operating Budget Deliberations**

**7.10   Supplementary Budget Items**

228 - 327

**7.10.1   *Downtown Ambassador Program Letters of Support***

328 - 333

**8.     Rise and Report**

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Bruni

Resolved that the Committee of the Whole Council now rise and report on the matter referred to it by City Council – 2023 Budget Deliberations.

**9.     Memorandum of Settlement for CUPE Local 3 Public Works**

334 - 389

A report of the Labour Relations Coordinator is attached for the consideration of Council.

Mover Councillor L. Dufour

Seconder Councillor M. Bruni

Resolved that the report of the Labour Relations Coordinator dated February 13, 2023 be received and Memorandum of Settlement for CUPE Local 3 Public Works be ratified.

**10.   Closed Session**

Mover Councillor L. Dufour

Seconder Councillor S. Kinach

Resolved that this Council move into closed session to consider:

- one item concerning security of property of the municipality; and
- one item related to labour relations or employee negotiations

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

*(Municipal Act section 239(2)(a) the security of property of a municipality or local board; and 239(2)(d) labour relations or employee negotiations)*

## **11. Adjournment**

Mover Councillor L. Dufour

Seconder Councillor M. Bruni

Resolved that this Council shall now adjourn.

**News release**

For immediate release

**Investment in community and market space to benefit downtown Sault Ste. Marie**

**Sault Ste. Marie, Ontario, February 13, 2023** — Today, Terry Sheehan, Parliamentary Secretary to the Minister of Labour and Member of Parliament for Sault Ste. Marie, and Errol Caldwell, Board Director for Mill Market Sault Ste. Marie (MMSSM), announced federal funding of over \$1.7 million to revitalize two buildings located in downtown Sault Ste. Marie, transforming them into a public marketplace and community facility

This updated building will be used by Mill Market Sault Ste. Marie (MMSSM) to host its operations, food distribution and collection of good food that would otherwise be wasted. Its activities will be geared towards underserved members of the community. The facility will also host events and provide education on healthy eating, food preparation and environmental sustainability. In addition, the local arts and crafts community will have access to the facility.

Renovations will focus on energy efficiency improvements that will cut energy costs by more than half. The project includes new roofing, insulation, efficient lighting, new HVAC equipment and other energy-saving measures. Furthermore, upgrades will improve the accessibility of the building by reducing barriers to those with mobility issues. These enhancements are expected to reduce the facility's energy consumption by an estimated 52.6% and greenhouse gas emissions by 55.5 tonnes.

By investing in infrastructure, the Government of Canada is growing our country's economy, increasing the resiliency of our communities and improving the lives of Canadians.

**Quotes**

"Access to healthy foods is key to a healthy community. This project will play an important role in helping to revitalize downtown Sault Ste. Marie by providing market and community space where residents can connect, while supporting Algoma agriculture and artisans. The Government of Canada will continue working with its partners to support community revitalization efforts, food security and sustainable development."

*Terry Sheehan, Parliamentary Secretary to the Minister of Labour and Member of Parliament for Sault Ste. Marie, on behalf of the Honourable Dominic LeBlanc, Minister of Intergovernmental Affairs, Infrastructure and Communities*

"The Mill Market is an important community asset that attracts thousands of people each weekend, and this funding from the Government of Canada will help ensure the market has a long-term, viable home in the City's downtown area – in a facility that will be both energy and cost efficient."

*His Worship Matthew Shoemaker, Mayor of the City of Sault Ste. Marie*

"The funding from the GICB Program at Infrastructure Canada will enable renovations including improved energy efficiency and enhanced accessibility to Mill Market's new home at 73 Brock Street. The building will also be made available to other not for profit and special interest groups thanks to the support of the GICB Program."

## Quick facts

- The Government of Canada's is investing \$1,711,596 through the Green and Inclusive Community Buildings (GICB) program.
  - The City of Sault Ste. Marie is investing \$992,404.
  - Mill Market Sault Ste. Marie is providing \$40,000.
- The Green and Inclusive Community Buildings program is an integral part of Canada's Strengthened Climate Plan, providing \$1.5 billion over five years towards green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada.
- At least 10 percent of funding is allocated to projects serving First Nations, Inuit, and Métis communities, including Indigenous populations in urban centres.
- The Green and Inclusive Community Buildings program launched its second scheduled intake in December 2022. Applications are being accepted for large retrofit projects to existing community buildings or new community building projects with total eligible costs ranging from \$3 million to \$25 million until February 28, 2023 at 15:00 Eastern Time.
- The program continues to accept applications for small and medium retrofit projects to existing community buildings ranging in total eligible cost from \$100,000 to \$2,999,999 until February 28, 2023 at 15:00 Eastern Time.
- Provincial/territorial governments, municipal or regional governments, public sector bodies, not-for-profit, and Indigenous organizations interested in the Green and Inclusive Community Buildings program are invited to apply on the [Infrastructure Canada website](#).
- Announced in December 2020, Canada's Strengthened Climate Plan includes 64 new measures and \$15 billion in investments towards a healthy environment and economy.

## Associated links

Green and Inclusive Community Buildings:

<https://www.infrastructure.gc.ca/gicb-bcvi/index-eng.html>

Investing in Canada Plan Project Map:

<https://www.infrastructure.gc.ca/qmap-qcarte/index-eng.html>

Strengthened Climate Plan:

<https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/climate-plan-overview.html>

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## Contacts

For more information (media only), please contact:

**Jean-Sebastien Comeau**

Press Secretary and Senior Communications Advisor

Office of the Honourable Dominic LeBlanc

Minister of Intergovernmental Affairs, Infrastructure and Communities



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*Sault Ste Marie*

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Follow us on [Twitter](#), [Facebook](#), [Instagram](#), and [LinkedIn](#)

Web: [Infrastructure Canada](#)

**Tessa Pino Vecchio**

Corporate Communications Officer

City of Sault Ste. Marie

705-759-5396

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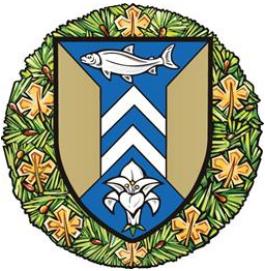
**Errol Caldwell**

Board Director

Mill Market Sault Ste. Marie

705-542-3674

[Errol.helene@gmail.com](mailto:Errol.helene@gmail.com)



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

### C O U N C I L   R E P O R T

February 13, 2023

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Steve Facey, Manager of Finance  
DEPARTMENT: Corporate Services  
RE: Ontario Regulation 284/09

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#### Purpose

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

#### Background

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

#### Analysis

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

1. Amortization is the asset cost allocated to the periods in which it is used. Under PSAB reporting guidelines, the City's accumulated surplus would be decreased by \$18 million. Asset additions, which would increase accumulated net revenue, are estimated at \$48.2 million.
2. The landfill closure and post closure costs are being partially funded through a reserve transfer included in the levy. Future costs will be levied as required. The City has a reserve of approximately \$11.6 million to contribute towards these expenses.

Post employment benefits are based upon an actuarial valuation. These costs will fluctuate based upon the average age of city workers. The City operating budget includes the current year actual cost only.

#### Financial Implications

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

#### Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the Strategic Plan

February 13, 2023

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**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance, dated February 13, 2023, concerning Ontario Regulation 284/09 be approved for the budget year 2023.

Respectfully submitted,

Steve Facey, CPA, CMA

Manager of Finance

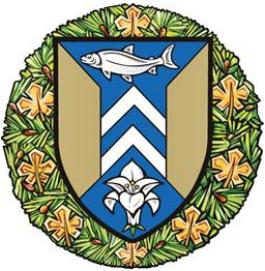
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[s.facey@cityssm.on.ca](mailto:s.facey@cityssm.on.ca)

# THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Ontario Regulation 284/09: Budget Restatement  
Year ended December 31, 2023

	<u>\$(000)</u>
<b>Capital Assets and Amortization:</b>	
Estimated Acquisition of Tangible Capital Assets Net of Dispositions	\$ 48,211
Amortization estimate for 2023	<u>(18,011)</u>
Increase to 2023 accumulated net revenue	<u><u>30,200</u></u>
<b>Landfill Closure/Post Closure Expenses:</b>	
Increase to Landfill Closure Liability	\$ (11,603)
Reserve transfer included in budget	<u>1,531</u>
Increase to 2023 accumulated net revenue	<u><u>(10,072)</u></u>
<b>Post Employment Benefits Liability:</b>	
Decrease to 2023 accumulated net revenue	<u><u>155</u></u>
<b>Debenture Principle Repayments</b>	(165)
<b>Net Reserve/Capital Fund Transfers</b>	5,285
<b>Total increase/(decrease) to accumulated net revenue</b>	<b><u><u>25,403</u></u></b>



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

### C O U N C I L   R E P O R T

Date of Council Meeting

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Tessa Vecchio, Corporate Communications Officer  
DEPARTMENT: Corporate Services  
RE: Budget 2023 Community Feedback

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#### Purpose

The purpose of this report is to provide Council with community feedback received into the 2023 budget.

#### Background

Ahead of the 2023 municipal budget, residents and business owners were invited to participate in the budget engagement process to provide feedback on priorities and key considerations. From January 30 to February 6, the community was informed on how the budget process works, how tax dollars are used and the value tax dollars bring to the City of Sault Ste. Marie. The input is gathered to assist City Council with their discussions and deliberations.

There were several ways feedback was shared including:

- An [online](#) budget survey was available. Paper copies of the survey could be completed at the Seniors Centre, Northern Community Centre, Accessibility office at the John Rhodes Community Centre, the North Branch Library and the James L. McIntyre Centennial Library.
- A Virtual Town Hall was facilitated with local media partner Village Media Inc. where readers submitted questions in advance for the media outlet to discuss with both Mayor Shoemaker and CAO White.
- Posts on the City's social media sites encouraged followers to engage with budget topics on [Facebook](#) [Twitter](#) and [YouTube](#) using the handles @CitySSM #saultbudget
- Comments and questions could be received through email at [budgetinput@cityssm.on.ca](mailto:budgetinput@cityssm.on.ca)
- The Finance department office phone lines were available to take feedback and suggestions at 705-759-5350

- Suggestions could be mailed to: City of Sault Ste. Marie – Finance Department 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6

## Analysis

The following is an overview of the feedback received:

- Staff created a robust online survey through the PublicInput.com community engagement platform. Using photos and milestones to inform citizens of the budget process, the survey brought the City's strategic plan to life. Participants were asked which action plans to move forward while maintaining or enhancing the City's service levels. Questions were asked pertaining to municipal infrastructure and asset management, service delivery, quality of life and community development.

A total of 279 respondents participated in the survey. Feedback is included as Appendix A.

- The City received 2 survey submissions by mail. (Appendix B)
- Budget 2023 social media content received 19,780 impressions across [Facebook](#). Impressions are the number of times content is displayed to residents through social media. Feedback was also received through [Twitter](#) and [Instagram](#). Social media feedback is attached as Appendix C.
- The City-produced budget [video](#) for the City's YouTube channel received approximately 40 views and over 8,600 impressions.
- The budget section of the City's website received approximately 1,103 views.
- The City received 2 email submission through [budgetinput@cityssm.on.ca](mailto:budgetinput@cityssm.on.ca). (Appendix D)
- Staff worked with local media partner Village Media Inc. to host a 2023 Budget virtual Town Hall with Mayor Shoemaker and CAO White. Village Media led the initiative and provided opportunities for readers to submit questions. The virtual town hall aired February 7, 2023 and can be viewed here:<https://www.sootoday.com/local-news/sootoday-editor-talks-city-budget-with-mayor-and-cao-6494746>. Reader submitted questions from that interview are attached as Appendix E.
- Staff including CAO White and CFO Schell provided a Budget Information Session with local media on February 9, 2023. This provided an opportunity

Budget 2023 Community Feedback

February 13, 2023

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for media to review details of the budget and answer budget related questions in advance of deliberations.

**Financial Implications**

The investment into the 2023 Budget Feedback included advertising costs boosting social media posts. The total spent was \$128.00 and was charged to the City's Corporate Advertising account.

**Strategic Plan / Policy Impact / Climate Impact**

This matter is directly related to the strategic focus area of delivering excellent customer service. The citizens of Sault Ste. Marie are the focus of our work and our existence. Providing outstanding service benefits our community and our future success.

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Communications Officer dated 2023 02 13 concerning Budget 2023 Community Engagement be received as information.

Respectfully submitted,

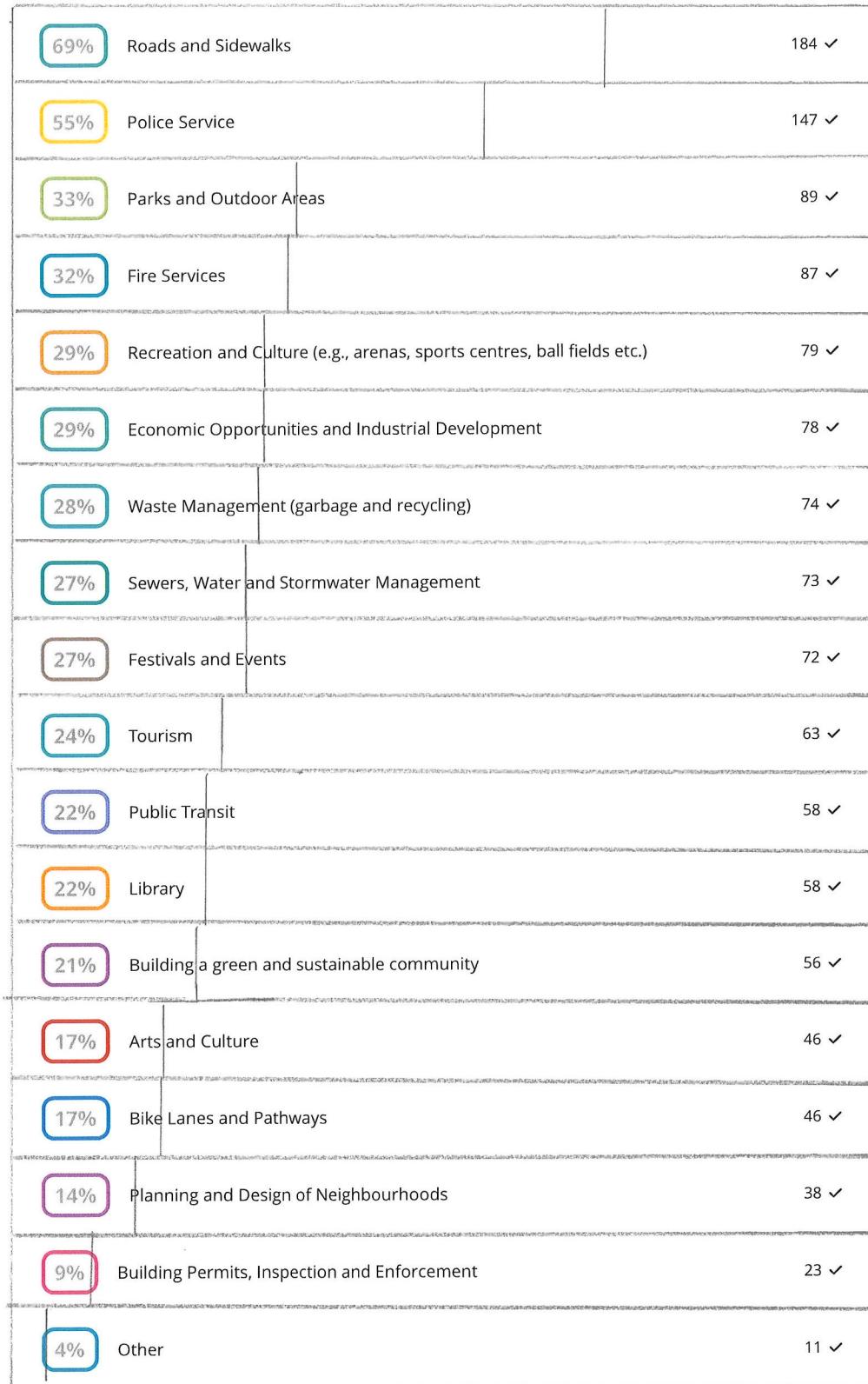
Tessa Vecchio  
Communications Officer  
705.759.5396  
[t.vecchio@cityssm.on.ca](mailto:t.vecchio@cityssm.on.ca)

## Budget Consultation 2023

### Project Engagement

IEWS	PARTICIPANTS	RESPONSES	COMMENTS
578	279	6,373	250

Choose the top five City of Sault Ste. Marie services that are most important to you.

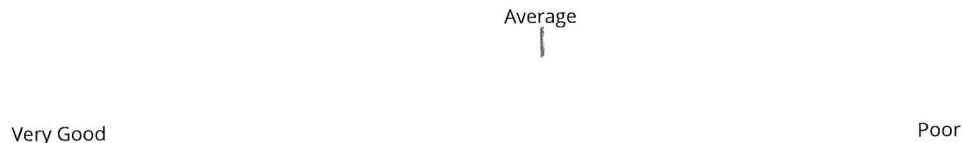


268 Respondents

**Value for money from property taxes**

Every time your street is plowed, your garbage is picked up, you visit the park, catch a bus, borrow a book from the library, your tax dollars are at work. Municipal budget decisions set the funding for the programs and services we depend on to maintain our quality of life.

Thinking about the programs and services provided by the city, how would you rate the value for your tax dollars?



There needs to be oversight as many residents of the city end up taking over and correcting mistakes made by city services, if the services are even rendered to the residents and their properties, which is another issue.

yesterday

The bylaws should all be reviewed and allow and encourage free enterprise. Especially amongst the city the citizens. Bylaws and programs need to build up the city stop suppressing it.

yesterday

A safe community with reliable infrastructure will grow. Else its just lipstick on a pig.

yesterday

So much room for improvement especially with snow removal

yesterday

Condition of roads, traffic, petty crime rates

yesterday

Queensgate boulevard is never properly plowed

yesterday

yesterday

The roads are a mess in this city. Without good roads how can we attract tourists.

yesterday

Property taxes are not applied consistently. Similar properties within similar neighbourhoods vary by 1000's of dollars. Something is not right/fair.

yesterday

Money wasted on the transit terminal relocation surveys etc. Money wasted on downtown plaza.

yesterday

I feel the west end of the city gets neglected in regards to opportunities especially activities for kids.

yesterday

I think spending large amounts of tax dollars on any particular project should be voted on by citizens

2 days ago

I've paid taxes in Niagara Falls. Half of what I pay now, for double the value of home with more services than what the Sault offers. Our property taxes are outrageous. You will continue to lose young successful families to southern Ontario.

2 days ago

The recycle program for ssm. How much money does the city get back from the owner of that program. I heard he doesn't give anything back

2 days ago

the property tax in sault ste marie is ridiculous.

I pay approximately 9000 per year and the police force is under staffed, the roads are terrible, and the city over pays for a piece of property that they'll do nothing with.

2 days ago

The plow does a crappy job on my street and most. I go to strathclair daily and it hasn't been plowed in 2 weeks. I don't utilize the library, or the transit, city workers are the laziest. I see them standing around doing nothing quite often. We'd get more out our tax dollars if they would work

2 days ago

Put \$ in things that are important.

2 days ago

Snow removal hasn't been very good this year. Banks continue to be high in the west end. Roads are atrocious.

2 days ago

Current city budget ignores interdepartmental synergies - by using brute force method of increasing taxes or reducing services with some efficiencies to satisfy too many services we don't want (e.g. private automobile and GHG emissions) and underfund essential services (e.g. arts and culture, active mobility, recreational opportunities). City needs to look upstream to prevent problems, identify values, goals and indicators, and proactively generate positive change instead of always reacting to maintain status quo. For instance, eliminate road (capital) budget and redesign roads to accommodate all forms of mobility, reduce maintenance costs, and reallocate road money to 1) tax reductions and 2) improved social/recreational/cultural services. Road budget is a shift of public money for (wealthy) private interests, coerces driving, creates poverty, causes ecological damage, is number one source of community GHG emissions after industry. That's a bad we don't want.

For below question - we definitely don't want to maintain existing infrastructure (e.g. roads) for existing purposes. We need to transform our infrastructure. We also don't need new infrastructure - we can work with what we have to transform our infrastructure and shape lifestyles that are less costly, energy intensive and damaging to people and the planet.

2 days ago

The neighborhood snow removal and management is terrible. You can barely drive around the Fort Creek area and for the taxes we are forced to pay I expect better or have my taxes cut in half.

Being charged a garbage collection fee for property I own that cannot have garbage collected from it is a joke and not being able to have a hold out on the collection till it can be utilized in another joke

2 days ago

Although, we have recreational facilities and green space, the city does not invest in the maintenance of them. Example: washroom facility at John Rhodes pool, Hub trail path has bared rebar and weeds are often overgrown, No transit available to Strathclair fields.

2 days ago

Roads and sidewalk upkeep is of utmost importance

2 days ago

City services (road maintenance in all seasons, and snowplowing) seem to be deteriorating. Not in favour of the excessive funds being spent on the downtown plaza

2 days ago

Need to have plow drivers issue tix to those who park on the street heavier fines in winter storms \$500 fines for not putting garbage out \$5000/month fines for continued non compliance with garbage the city is full of rats

2 days ago

I dont have any concerns that money is not used in a prudent fashion. I would like to see more snow plowing and more safety measures in the winter

2 days ago

you cant keep raising tax every year. It has to stop. Cut back on all non essentail servcies. It time to prove city staff to balance the books without a tax increase. Freeze all spending for non- essential. This city has fallen a part part repair, its sick. Very poor management for years and nothing done but cant keep ignoring it. Crime all time high ad you cant protect yourself. The working class are only victims

2 days ago

We are a community in crisis. Lack of services for homeless people, low income families, drug addicts using in public spaces, police are overburdened, the first responders are overburdened ...

I no longer feel safe in the downtown core, using the Mall, shopping after dark. I have had visitors from Europe and other provinces who are appalled at how filthy the city is, the number of homeless people, the blatant use of drugs in public spaces, lack of police available to respond to thefts of property/vehicles etc. Our community leaders have pushed and pushed a plaza on a public that has clearly stated they are against the expense. I don't care what line of the budget it comes from ....you are spending 12 million plus on a one block area and yet the streets are pitted with pot holes, we don't have enough security in public spaces like arenas, libraries...where it is known people use those spaces to use drugs, and loiter to keep warm or cool. I think the past council and mayor have not listened to the constituents and I don't feel that I get very good value for my tax dollars. I paid close to \$4000 in property tax to have empty, derelict houses one block over, trap houses one block over etc. , our street has not had a pot hole filled on it during the five years I have owned my home. Start listening to your constituents.

2 days ago

Except for the new downtown plaza!!

2 days ago

Our city services perform very well and when compared to other communities, we tend to compare very well. Our streets are cleared in a timely manner, rarely requiring the city to shut down services. The library has a full range of free programming for all ages as well as a great collection of materials for people to borrow, especially important when people are struggling financially. The police have been very successful in doing what they can with the resources that they have. I think all of the our city services do well with the funds that they have been provided with but each year it becomes harder to maintain that level of service with the rising costs and increasing demands for service.

2 days ago

It would be nice to have more playgrounds for the kids. Clergue park would be a good site. The kids play on the fitness equipment. One or two items play structures in the open field would be well used, and could be part of the playzone at Rotary. I heard Rotary did not want play equipment in the field. Please keep the ice rink at Clergue. It's the best ambience. I love Bellevue park and adding even more walking paths would be awesome. Thank you for maintaining the paths and keeping them nice and wide in the winter too! The floral displays in the city are beautiful!!!! How about a butterfly enclosure. I heard one was in the works at Bellevue park.

2 days ago

I take for granted the City will provide the essential services like Police, Water & Sewer, Roads, etc. I have checked the services I consider important as part of a city we can be proud of and which will attract new citizens to our community.

2 days ago

very good

2 days ago

I take for granted the City will provide the essential services like Police, Water & Sewer, Roads, etc. I have checked the services I consider important as part of a city we can be proud of and which will attract new citizens to our community.

2 days ago

It seems as though taxes are increasing, prices of food/services/activities/etcetera are increasing, and wages are the same. I know that all of that is not in the city's control, but if I am paying more taxes, the services have to be on point and reflecting that increase.

2 days ago

Specifically roads

2 days ago

City Transit on Saturday and Sunday evening is impossible for me to use because I do not own a cellphone. I used to water community gardens on Saturday and Sunday evenings to grow food for the food bank, but now I can't because I cannot take the transit home since I do not have a cellphone to call a bus.

I've heard from people who cannot count on the transit system to get them to work on Saturday and Sunday evenings on time.

I've seen a new immigrant with her toddler and two young daughters walk from her community garden plot at Emmanuel Church (Bennett and Boundary) to her home near Churchill Plaza because she did not have a cellphone to call the Eastside transit bus on a Saturday evening.

The Great Northern bus is packed on Saturday afternoons; it would benefit from running every 30 minutes instead of just once an hour.

2 days ago

The value for the tax dollars is well utilized because the services provided via the tax dollars enhances the life of the people in the community.

2 days ago

PEOPLE NEED PLACES THAT COMFORT AND SUPPORT THEM IN TROUBLING TIMES. WE NEED TO FEEL SAFE AND PROTECTED, OR WHY NOT MOVE TO HAVE THESE SOMEWHERE ELSE.

2 days ago

This is a necessity of life

2 days ago

Public transportation should be on top priority as it is used by everyone in the community. Having a bus available for shorter period of waiting at the bus stop specially during winter. Making a standardize route to avoid commuters getting confuse on the route. While for the bus atop area it should all have shades for the commuters protection from the weather. Walk ways must always be visible to walk thru to avoid accidents. Waste management. There should be a program for waste control specially for the recyclable items so everyone will be responsible like a site/location to which individual can bring the recyclable items such as bottles and tin cans in replacement for some money. Which in some area in canada it is already a practice.

2 days ago

Most of the work isn't done on weekends, such as plowing the road from snow. We need more recreation facilities for toddlers aindoor areas.

2 days ago

As an International Students, we are getting less scholarship opportunity in our education and there is no benefit plans for accommodations, job security, basic needs like tenant insurance, groceries, health insurance, transportations.

2 days ago

I believe the condition of our roadways should be a priority over the next couple budgets

2 days ago

This is a too general a question to answer in any way that would be beneficial to decision makers. Some services are great, some not. As a taxpayer, to comment effectively, I would need access to info on comparative costs, cost benefits, etc. etc. This is something I hope staff provide Council on an ongoing and regular basis in order to make informed decisions.

2 days ago

Taxes continually go up and services go down. Our streets are a joke, closed a westend library, constantly using overpriced consultants for jobs that current employees should be able to do, can't project manage (overtime and overprice), never listen to citizens. The latest fiasco being the "plaza". Our parks aren't being maintained and are full of used needles. The money from the downtown plaza could have been used for drug rehabilitation, job training, mental health support, housing. All of which would be cheaper in the long run than temporary bandaid fixes.

2 days ago

I live in a rural residence in side the rediculouse city boundry line, my water coms from a well and I have a septic system that have no city support. I have endured a 49% increase in taxes in the past 17 years with nothing new in my neighbourhood, my road is terrible.I am 1/2 km from prince township with no bus service.

Everyone in Prince township can drive into town and use every anemity I can and yet pay les tax than I do.

There are too many city owned vehicles driving around for no reason wasting gasoline. I see city pick up trucks patrolling my area almost daily year round even though there is no work going on and sometimes I see the same truck go by twice in one day. Its obvious its just a joy ride in the country

3 days ago

There is too much over spending The downtown plaza cost has come in at all most double the initial cost, this demonstrates a complete disregard to proper financial responsibility. And the Mill market move into an inferior building shows lack of good judgment and financial prudence. The cost for a building only utilized one day a week on average is ridiculous.

3 days ago

Maintaining existing infrastructure is usually good but limited tax resources are often redirected to non-essential projects and services which are the result of a flawed philosophy and not reality based.

3 days ago

Most of us seniors are not looking for splashy touristy areas but we would like our sidewalks ,parks well maintained all over town,grass cut,garage picked up containers emptied.

5 days ago

We like the garbage pickup, etc. but abhore the huge amount being spent on the downtown plaza. We believe you should stop work there immediately. It is NOT NEEDED. Clergue Park has the wonderful skating oval with water views. We have enough unsavory characters downtown. This will only encourage more of that ilk. It will not encourage folks to shop downtown. That ship has sailed.

5 days ago

I am Extremely Disappointed in the Quality of Road Maintenance and Snowplowing Services. These services are lacking in Efficiency and Quantity. Instead of using better quality materials in the road maintenance, the City Board of Works is trying to save the City money by using cheaper products which never last more than maybe a year, so the road ends up being in horrible shape the next spring. Also, snowplowing could be done more efficiently if the plows would dig deeper into the snow and not just skim the surface. Management at the Public Works department should consciously follow-up on their workers to insure that the best quality of work is being performed.

5 days ago

Poor snow clearing in the winter and poor road and sidewalk management during the rest of the year. This year alone I've almost been in 5 collisions because of the city's poor snow clearing of snowbanks in my area, and last year I WAS in a collision because of it.

6 days ago

The efficiency of work performed by management lack accountability and foresight

6 days ago

I voted for culture assuming that means Heritage too.

Library has historically been underfunded and under resourced. For a core service that has been a valued, especially during the pandemic, they need to be funded beyond the bare minimum. The downtown branch needs security after hours security. They are in a building 25 years older than the art gallery and have the same flooding and capital asset issues.

6 days ago

good service isn't cheap

6 days ago

Seems that the city doesn't listen to citizens wants needs, ie the downtown pavilion that nobody seems to want

6 days ago

Our taxes are based on MPAC evaluations and the City tax rate. Our houses are assessed based on all of Ontario. The process to re-assess is difficult. Our houses are not worth what we are assessed. The City gets a lot of money from all of us and does a good job serving us. There is room for improvement. Be frugal with our money.

6 days ago

We just moved here in May of 2022, the only thing so far that I have had a concern about is we live just up the road from the trading post on Great Northern road and we are on the side of the road that has two lanes. The height of the snow at the end of our driveway is dangerously high and is becoming a major concern when we are pulling out of our driveway as it is beginning difficult to see over the very high snow bank to get onto Great Northern Road, although we do not have sidewalks here (other roads I have seen them clean the high piles of snow) people do now have to walk down the main road and it is dangerous as they have no where else to walk and have to quickly get into someone's driveway to avoid being hit by a truck.

6 days ago

High taxes sub par services

7 days ago

Your driver must know how to respect the passengers. Also, your bus schedule is very poor especially weekends and holidays. There should be at least 1 or 2 buses in the City because even in holidays some people have work.

7 days ago

Putting all else aside (snow removal, garbage collection, poor roads) I am furious that my tax dollars are going to fund the plaza. That money could have been earmarked for other more pressing problems in this city.

7 days ago

Less salt used on roads and more plowing and sand. Less use of second grade asphalt used on city roads getting redone. No plaza it's a waste of money in a town that has a major drug problem. And get rid of methadone clinics it's not working. Let's utilize more of our waterfront and access to waterways better launches and beautification of waterfront

7 days ago

City council and the mayors never seem to listen to the citizens they represent... nobody wanted the downtown plaza except the small few nepotistic people running the downtown association.

7 days ago

In my area the sidewalks take a while to be cleared in the winter. The plow may go buy when he get a lot of snow, but the sand truck doesn't go soon after as it should. This causes slick roads, and icy conditions. The parks in my area although generally well kept in terms or grass being cut. Ends up with needles and garbage all over. This also includes on the streets/sidewalks on the walk to the park. This makes the parks places I don't want to take my children. Garbage and recycling goes well as I feel it does in most areas. Being downtown, the amount of people I see who are on different types or drugs, causing scenes in the middle of roads, passed out in the middle of roads, etc, those people also need help. We need the police and other services in place to be able to make the downtown a safer place.

7 days ago

Services are generally good, mostly has reached a good balance. Instead of expanding roads though, possibly investing in a better transit system would incentivize more people to leave the car at home, reducing traffic that way

7 days ago

Taxes are too high, particularly in this economic time. The city needs to seriously focus on expanding the tax base, and using the funds prudently, instead of increasing the tax burden existing rate payers. There has to be an acknowledgment that the costs that people are trying to manage is too much.

There needs to be recognition that not everything can be a priority at this time. Cost savings must be found, and only priority spending at this time can be approved in this round if budgeting.

7 days ago

Improvement required. Services have declined and assessments have forced an increase in tax payments. Tax payments are no longer affordable and services are gone.

7 days ago

Road repairs, road designs, sidewalks for snow removal, pothole repairs that happen in a timely fashion, road work that gets fine 7/8ths of the way IE the [REDACTED] of Black Rd to landslide that for some reason was NOT done WITH THE REST of then project, housing, the homeless and drug problems, the LATE times at which plows are sent out and much more...

7 days ago

I find that spending our tax dollars on the moving of the Mill Mart from its location is the wrong thing to do. As a home owner senior, the parking is great their and i enjoy walking after shopping through the locks . I think money being spent on another downtown rink in the new plaza is not needed. I think the tax payers should have a mail in vote before you guys decide to build things. Lets face it ,look at other cities our downtown is not the only one that is dying. Times are changing.

7 days ago

Considering inflation these days the City has done a great job keeping costs down and maintaining services

7 days ago

WOULD LIKE TO SEE MORE INFORMATION ON THE CLIMATE CHANGE INITAVTIVES FOR HOME OWNERS

7 days ago

I think we are over taxed period from housing to commercial property

7 days ago

When projects are regularly 2x over budget, (downtown plaza, mill market, bus terminal), I feel that my tax dollars are not being utilized properly, and i'm not getting good value.

7 days ago

need to assess business case, value to tax payer and timing of special projects e.g. downtown plaza

7 days ago

Public transport is worse

7 days ago

There is a need to seriously examine the services necessary, the best delivery models and the most effective and efficient way to deliver and manage them

8 days ago

Excellent at snow removal considering our winters

8 days ago

Our streets are falling apart and loaded with potholes, instead of fixing these problems properly so they last longer, a bandaid is put on them using poor grade materials or a new road is created "fixing a so called problem area" and then is not properly maintained.

8 days ago

It is winter here, a lot. Snow days or big storms shouldn't be such an inconvenience to city services. There are pockets and areas that have been provided numerous city services compared to others. The holistic approach can be followed using a number of different tools. Taxes are not allocated to the neighbourhood in which you live, but are prorated in a way to allow every citizen to contribute what they can and the city is responsible to equally distribute those funds. This ensures that the low income neighbourhoods still have access to parks, recreation and the same level of basic services regardless of their class or geographic location.

8 days ago

\*I'm not a boater however our marina's are also disgraceful

8 days ago

I've lived many places and owned homes in three different communities, with each of my houses being worth about the same. My tax bill here is by far the largest. And yet there's nothing special going on here that they didn't have.

8 days ago

\*city garbage cans at transit stops are overflowing the majority of the time

\*sidewalks are not maintained in the winter - Queen and Pine area

\*the tax dollars that are collected from condo buildings is extremely high and we pay for our own garbage collection

\*Belvue park is dirty, full of dangerous needles and flower gardens are full of weeds

8 days ago

Live on a bus route, plows come very little. When they do, they dump over a foot of snow because of their neglect of the bus route on our road. I'm surprised city transit hasn't made complaints about the neglect of our road and others in the area when heavy snow events happen.

8 days ago

To be a good value for the amount I pay I would expect services to be highly available and infrastructure be well maintained. Neither are the case.

8 days ago

Wasting money on a downtown plaza that is not needed instead of lowering taxes so people can have more food on their table

8 days ago

Some city services are non discretionary i.e, community safety, civil health and wellness and public infrastructure investment & repair/replacement etc. Others services may warrant user fees or individual fees for those who deem them more important. For example our residential waste removal vs. discretionary dumping fee at landfill site. Some services should be reprioritized if user data does not support continuance and/or city funding continuance. Second, when large influential tax dollar capital projects are proposed by City staff/mayor's office there needs to be solid support from its city's citizens. If put to a vote based on public feedback at the time or even today would the downtown mall project for example have gone ahead? Where could those tax dollars have better been invested? Maybe we'll never know. However, multi-million expenditures do impact tax dollars that could be used more effectively elsewhere. Citizen voting through social media and other platforms is not new. Why is the city not developing best practices and strategies on how to engage their citizens directly in such decisions in year? Ward Councilors may wish it to happen personally however a majority of their constituents may wish otherwise. There needs to be more thought on how to better engage our citizens and hear their votes when it comes to large public infrastructure investments (>12M) plus life cycle operating costs. A tax base to run the city services is critical and absolute. Other offerings supported by city tax base needs to be re-evaluated and prioritized and properly voted on e.g. by means of a referendum in practice.

8 days ago

Easily one of the worst cities in Ontario for property tax prices. Major adjustments need to be made on several levels.

8 days ago

Snow removal is inefficient to the point of taxpayer dollar waste. Road repair quality and general road conditions are a disgrace to property owners who already pay the highest rates in all of Ontario. City workers are lazy and spend many working hours hiding in parking lots wasting time.

8 days ago

The key in keeping The Soo a " go to" place to live, work and visit is maintaining roads, trees, supporting art culture and tourist attractions. Making the downtown vibrant is the goal. A place to shop, eat, relax, play and be entertained. Fishing is the biggest money maker in Ontario, Fact. Let's expand on that by making the Soo most attractive for every age group, by keeping it Clean, green and safe. The Police budget is already too high...police need to work smarter and make best use of their time. Entrepreneurs and industry will grow. "Build the field and they will come".

8 days ago

Most of the money seems to benefit a small community that works downtown, while other sections of town are neglected

8 days ago

Our taxes are already very very high even before your proposed 6% increase. As seniors owing a home and paying over \$450. a month is very expensive. Definitely not worth it for a small community with very little to offer especially no health care ie: family doctors.

8 days ago

Administration and employee costs

8 days ago

## Municipal Infrastructure and Asset Management

Roads, bridges, arenas and community centres need repairs and updates to maintain existing service levels and ensure they continue to meet our community's needs now and in the future.

	Important	Somewhat important	Not important	Unsure/don't know
How important is maintaining <b>existing</b> infrastructure to you?	74% Important	24% Somewhat important	2% Not important	- Unsure/don't know
How important is investing in <b>new</b> infrastructure to you (e.g., busses, twin pad arena)	37% Important	31% Somewhat important	32% Not important	- Unsure/don't know

238 respondents

## Service Delivery

Eliminating barriers to business and streamlining processes contribute to the success of the Corporation as a whole.

Overall, how satisfied are you with the delivery of services provided by the City of Sault Ste. Marie?



## Quality of Life

How important is it for the City to invest in quality of life (e.g. vibrant downtown areas, arts and culture, environmental sustainability)?



## Community Development

The City aims to maximize economic development dollars so that existing and new businesses can flourish. Communication, consultation and reconciliation with key stakeholders is a priority. This includes the Community Safety Plan and participation in the Bawating Advisory Circle.

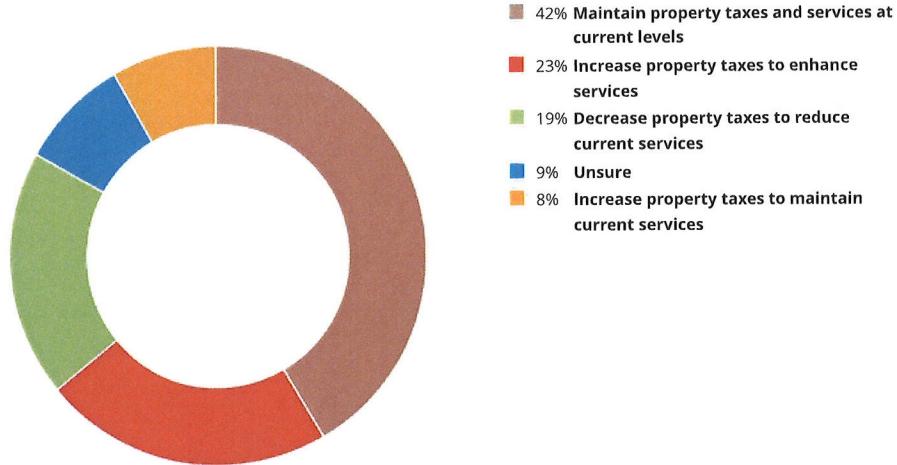
How important is it that the City invest in Community Development?



**Taxation and Levels of Service**

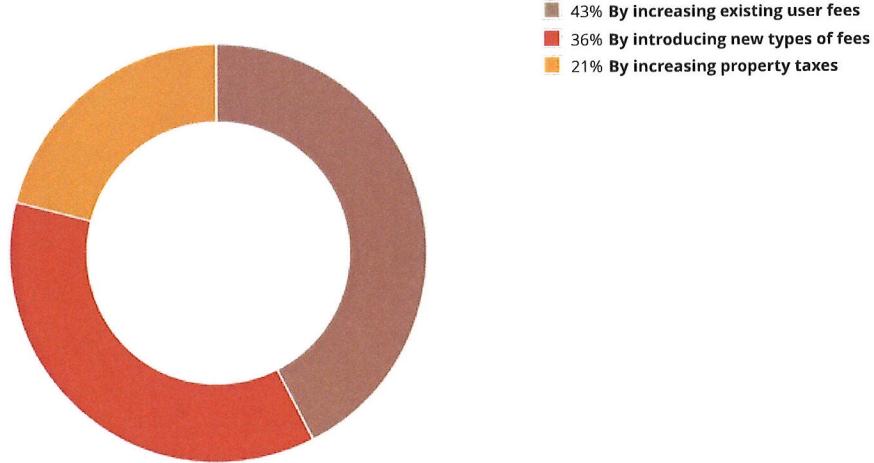
Municipal property taxes for services and programs provided by the City are paid for using taxes. There are trade-offs between investments in things like service, infrastructure and property tax levels. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels.

Which of the following options would you prefer?



231 respondents

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?



214 respondents

**Increase/Maintain/Decrease Service Levels**

Thinking about the services provided, would you increase, maintain or decrease service levels?

	<b>Increase</b>	<b>Maintain</b>	<b>Decrease</b>
Climate change initiatives (energy efficient buildings, tree planting, active transportation, preparing for extreme weather events)	35% Increase	42% Maintain	22% Decrease
Arts and culture (public art, festivals, cultural programming)	20% Increase	57% Maintain	23% Decrease
Winter maintenance (road and sidewalk plowing, sanding, salting)	42% Increase	55% Maintain	3% Decrease
Fire Service (fire prevention and education, emergency response)	19% Increase	73% Maintain	8% Decrease
Municipal by-law enforcement and animal control (property standards, parking enforcement, noise complaint)	24% Increase	59% Maintain	17% Decrease
Road network (ease of getting around, traffic flow, bike lanes, sidewalks etc.)	43% Increase	45% Maintain	12% Decrease
City transit (service available, frequency and accessibility of transit buses)	27% Increase	58% Maintain	15% Decrease
Recreation services (swimming, adult programming, sports fields)	24% Increase	63% Maintain	13% Decrease
Parks and trails (multiuse paths, playgrounds, splash pads, parkland)	32% Increase	57% Maintain	11% Decrease

226 respondents

**Additional Comments:**

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

Downtown revitalization and addressing addiction issues; introduce properly staffed safe injection site.

23 hours ago

The corrupt hospital management. Nurses and doctors leave due to this. Why is this still being ignored?

Deal with the drug issues. People do not feel safe in this city.

Prioritize the budget based on actual primary needs of the community. Eg. to early for downtown plaza...deal with the overbearing crime and drug issues first.

There needs to be more qualifying steps to run for council. The behavior and mindset of some councilors is embarrassing. (It is as if they have never been outside of Sault Ste. Marie or acquired meaningful post secondary education)

- Increase the tax base by opening the doors for free enterprise.

yesterday

There are more options for this question:

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?

I don't agree with any of the available responses.

yesterday

The corrupt hospital management. Nurses and doctors leave due to this. Why is this still being ignored?

Deal with the drug issues. People do not feel safe in this city.

Prioritize the budget based on actual primary needs of the community. Eg. to early for downtown plaza...deal with the overbearing crime and drug issues first.

There needs to be more qualifying steps to run for council. The behavior and mindset of some councilors is embarrassing. (It is as if they have never been outside of Sault Ste. Marie or acquired meaningful post secondary education)

yesterday

Re purpose existing infrastructure you provide affordable housing, encourage private sector investment and development in our commercial downtown business environment. Encourage small business and entrepreneurship, tourism, and all quality of life projects.

yesterday

Safety for our citizens

yesterday

Time to focus on the easy stuff. Our outdoor lifestyle is what brings people to live and visit here. Tax payers deserve as much as those who visit - if not more.

yesterday

Property tax is too high. Very soon people will not be able to keep up.

yesterday

The homeless problem. We need to get those people in safe, secure environments.

yesterday

Providing incentives to bring professional and college trained individuals back to SSM, and the same to keep those here who never left.

yesterday

Police services appears to be in need of additional resources. It feels as though crime is prioritized and theft (for example) is seemingly accepted. There simply is not enough resources to address these matters.

There has been excellent work done to revitalize downtown and I hope we continue to put our efforts there as well.

yesterday

Increased outdoor recreational activities, cost of living is too high

yesterday

Property taxes need to be reduced. We pay \$5200 annually. People cannot continue to afford these increases

yesterday

Transit

yesterday

We need to address the large substance abuse problem and all it's contributing factors... homelessness, lack of police deterrent, not prosecuting adequately...

yesterday

poverty,s ubstance abuse

yesterday

I feel police services and their funding need to be reviewed. A comprehensive look at the service and ways that things could be modernized, enhanced, or streamlined is important, Vs. Continuously throwing money at problems and doing things the same way.

yesterday

When is the city going to increase police compliment . We do not have enough cars on the road to make a difference in this city. Put more dollars into emergency services.

yesterday

Ensuring not a single tax dollar is used to put towards the downtown plaza and its ever increasing development cost.

yesterday

Family events, things for parents to do with their children, for free or minimum low cost, to help give Sault kids a better start and prevent them choosing a wrong path.

And keeping property taxes down on home owners.

yesterday

I feel the most important issue facing Sault Ste. Marie is the drug epidemic.

yesterday

spending on major projects that do not reflect what most citizens want/use

yesterday

to help with the homelessness , a treatment center

2 days ago

Planning roadways and access to businesses off busiest arteries.

2 days ago

The homeless and addictions. Use you old hospital make the fist floor a used clothing store and gift shop and cafeteria. Second floor all government agencies 3rd floor single residents male. 4 floor female residents 5 floor residents families with children 6 floor residents for doctors people traveling in for appts ect. Have the elevator only go to the floors in which people live and make some stipulations they must attend workshops in order to live there. My suggestion

2 days ago

Homelessness

2 days ago

Policing - need to have a safe community

2 days ago

Do what you're saying your going to do. If you are maintaining the fields then maintain them. If you are going to plow the roads then plow them. I know you can't decrease taxes, maintain them and maintain what we are paying for.

2 days ago

Increasing taxes is not the only option. Decrease senior staff pay. I am a resident and a business owner. Why do I have to pick one on your survey? I only have one vote.

2 days ago

We are the 2nd highest taxes city in this province and its ridiculous!!! I can't see currently to get out of our side streets - banks need to cut down!! And here we are spending 10 million dollars for this farce of a project downtown that us overpriced and not even needed. Safety comes first. Plow the streets, pay more cops, and bring in mental health supports.

2 days ago

The increasing crime rate. This city doesn't feel safe anymore. Policing needs to be increased.

2 days ago

Taxation, community development and service levels is exactly what I referred to in my earlier comment. It's not an either/or - it's all about reallocating to achieve the goals we want. For example, user fees = road tolls, municipal taxes on gasoline, parking fees that reflect the real and full costs of parking. Transformative change can reduce taxes and adverse impacts, and improve QOL.

2 days ago

Getting value for the dollar from taxes. The above choices of pay more to maintain service makes no sense and pay more to get more is contradictory

2 days ago

1st Addiction crisis in our community affects all aspects of our society. This needs to be a priority if we want a strong and welcome community. This begins with the changing our "enabling" welfare lifestyle to a system encourages or requires engagement from the clients. This would help to create a more self confident and productive client.

2nd Review and improvement of traffic flow. Examples: Widen roads, adding turning lanes to keep traffic flowing, Redirect commercial/Transports farther out of city core from 2nd to 3rd line

2 days ago

Aging infrastructure and improved customer service.

2 days ago

Climate change

2 days ago

Not wasting money on a downtown plaza

2 days ago

More police patrols in downtown core and more initiatives to tackle drug addictions/homelessness... supervised shelters even private ones to get people off the streets who need help getting clean. Program the new downtown plaza as it is meant to be because of the huge investment or the residents will not be happy and rightfully so. Budget for staff to work with DTA and other community partners to ensure it's successful.

2 days ago

The impact of inflation on taxpayers

2 days ago

Ensure employees do their jobs 100% new parking enforcement is a joke never follow up on complaints fire department should triple fines for illegal burning and fires

2 days ago

how to attract more investments in the city to supply jobs

2 days ago

Safety of residents from social issues..break ins and violent crimes. Public safety

2 days ago

Unkept vacant homes owned by non Saultites with squatters and the drug issue

2 days ago

Climate change initiatives

2 days ago

Priority should be in fixing city streets. Enforce more ideas to deal with the drugs and crime problems in the city right now.

2 days ago

Safety. Our community is not safe for children, elderly, individuals walking/shopping alone. All public space such as libraries, arenas, parks need security. People do not feel safe using public washrooms, going to the mall, taking their children to the park for fear of encountering drug use, used needles, theft of personal belongings, being accosted by pan handlers.

2 days ago

More outlets for people to access a healthier lifestyle.

2 days ago

Excessive drug use and safety on streets

2 days ago

There are many important issues - road maintenance / construction is important but so is making sure that funding is maintained for the library so that families have free access to their resources is also important.

2 days ago

Economic development,attracting new business,decrease reliance on 1 business

2 days ago

Wise use of funds.

2 days ago

Transit time, especially during public holidays because people still go to work and no vehicle to take them.

2 days ago

Improvement of public transit system especially during the weekend.

2 days ago

Make a good job of the new downtown gathering area. It is an ambitious and risky project and it would be wonderful to see it become a success and help bring our troubled downtown out of the morass it is currently in and into a new and vibrant life. And at the end of the day, to make our community more attractive to new businesses and new citizens.

Almost equally important, I think, is to keep up with the city's current greening and climate change initiatives. This is the work our children and grandchildren will be judging us on in not too many years!

2 days ago

Security for downtown locations such as new plaza, Public Library, Civic Center etc

2 days ago

Education for international students , especially in colleges should be subsided

2 days ago

Downtown safety

2 days ago

In this time of economic hardship, citizens of Sault Ste. Marie are relying more on public transit and public libraries. These two areas need to be better funded to improve services for our citizens.

2 days ago

Bike lanes

2 days ago

n/a

2 days ago

Drug abuse and increased crime, especially in downtown core.

2 days ago

Transportation

2 days ago

Roads. The roads are horrendous. As someone who has moved here from southern Ontario, the roads are downright dangerous. From lack of signage for lanes ending to dangerous winter conditions of roads, something needs to be addressed. People are getting hurt and damages to cars continue.

2 days ago

buildings and house improvement, there are to many houses that seem old, like they need to be upgraded or will fall down. And complex with indoor pools and gyms so we can improve Sault Ste. Marie community health

2 days ago

NA

2 days ago

Affordable Education and basic needs for Students

2 days ago

Transit- it would be better if the frequency of the busses would be increased weekend transit services can be improvised by providing hourly bus service rather than on demand which is difficult for late night workers.

2 days ago

Employment in winter times

2 days ago

Lack of jobs for students

2 days ago

I believe that more transit services will be there .Additionally food court should be open till 10 pm in weekends

2 days ago

Creation of recreational facilities indoor arena for toddler.

2 days ago

Public transportation with better waiting sheds and availability during weekends

2 days ago

Affordable housing development, maybe in conjunction with development of recreation facilities.

2 days ago

The condition of our roads.

2 days ago

I don't see how these slanted questions will help anyone to determine an honest operating budget. The info gathered here restricts comments to programs and services as they currently exist then asks me what form of tax increase would I support. The current municipal mandatory and discretionary responsibilities need to be continually and separately evaluated for need, program and service effectiveness and delivery efficiency which includes organizational, management and administrative structures and delivery systems.

2 days ago

Lowering property taxes. In these difficult financial times, the City should be showing actual leadership and be proposing a 0% increase budget. We have some of the highest property tax rates in the province. If the employees will not or cannot find savings within their departments, they should be encouraged find employment elsewhere. This is a business and should be run as such. If you can't do the job, you should be fired! In the private sector, it is very common practice to be working within "continuous improvement" practices with cost reductions each year to make the business model more efficient. These same methodologies should be implemented with each and every city department. There is absolutely no excuse for additional funds for maintaining the current service levels. Most educated private sector managers would be able to find 5% savings with their eyes closed and virtually no effort. Sharpen that pencil and make demands of your people and have actual consequences for failure to comply.

2 days ago

Basic needs for neighbourhoods and services to home owners. Maintenance of roads especially Winter bank removal. In the past few years we are rendered crippled and put in treacherous and danger with the lack of frequency of removal of snow especially banks. As a Northern city, snow removal and maintenance to have safe freedom of movement is imperative. As tax payers this is a service that is basic.

3 days ago

Crime and derelict buildings. What's the point of bi-laws and bi-law officers over seeing building codes if nothing seem to be accomplished?

3 days ago

Cut the fat, Increase efficiency. Do we need six men and equipment to change a culvert. Perhaps many of these services can be outsourced.

Why do we waste resources issuing building permits for windows, doors and roofs that do not require structural change? The contractors carry the burden of warranty - not the city.

There are a lot of job vacancies but a lot of able-bodied people on welfare. Does anybody check?

Why do some councilors not return calls? Is that not part of the job they are paid to do?

3 days ago

Reduce my property tax!

4 days ago

Fiscal responsibility. Harder and harder to pay property taxes with constant increases. Let art and culture be self funding, if people not attending, then perhaps it is not needed. Smaller buses, I have yet to see a bus with more than 6 people on it.

Bike lanes are not utilized but cause problems for parking and are a hazard in bad weather. Garbage and recycling do a great job not matter the weather. Put OUR money to good use, stop with all the bad spending decisions and selling property at bargain basement prices and over paying for others. The populace has limited resources to pay continued taxes, talk to Seniors, single parent families and low wage earners. It is time to get back to basics.

4 days ago

bike lanes, police support and social services support for downtown situation with addictions and safety

5 days ago

Spending on frivolous things like the downtown park when we have roads that need attention first. Most households are finding it hard to pay heating and utilities and raise prices at the grocery stores etc. we all need to cut corners and that includes City Hall with the overspending.

5 days ago

Council must start listening to the people and be more accountable for their choices. Let's better maintain what we already have before adding ie a downtown plaza ....when some of our parks are run down ,grass not cut garbage piling up...We have a large population of seniors where can they safely enjoy the city...

5 days ago

Because of the high inflation that is occurring right now, the city needs to be extremely selective in considering where to make cuts instead of increasing taxes by a large amount. The average citizen of this city can ill afford a substantial increase at this time, as many cannot even afford to put groceries on the table. Seniors, like myself, are having a difficult time right now keeping up with the tax payments, so a substantial increase like 4 - 6 percent might jeopardize our ability to stay in our homes which we have worked so hard to keep. My suggestion would be to put off new infrastructure spending until times get better. We certainly did not need a new downtown plaza at this time. This should be postponed until we get over this high inflationary/recessionary period. This should never have been considered in the first place. My suggestion is to use existing reserve funds, such as the quarterly payments by the lottery corporation to assist in keeping taxes lower for the time being. Once we are in a period of better times, then we can look into new infrastructure spending.

5 days ago

Honestly I feel that they are doing their best now. But it's still very important to Improve what they can. Especially public transit.

6 days ago

Decrease taxes and maintain your roads so we are safe when we need to do things.

6 days ago

Minimum tax increase.

Look at more efficiencies (garbage and recycle pickup every 2 weeks, better procedure of snow plowing streets and snow removal).

6 days ago

The lack of accountability and transparency of The City of Sault Ste Marie, it's top level management and the city council members...!

6 days ago

Stop with the poor city planning. There is no reason to redesign every road and add bike lanes on every other, They are seldom used and come at a huge inconvenience to the rest of the public(loss of lanes, parking, snow) I couldn't imagine being told I can no longer park in front of my own home. Every expat or person from out of town As your down town money pit nobody even wanted. Just imagine how awesome the west end sports complex would have been if it was done right and not nickel and dimed. I'm tired of watching city hall try to turn this city into something from southern ontario with all these Comments about how other cities do things. I have suggested for my kids to move out of town and I will be doing the same.

6 days ago

Increasing and improving efficiency of parabus services; repairing aging infrastructure; enhancing library services; increasing tourism opportunities

6 days ago

Maintaining the services provided under pressures from increased costs due to inflation and cola  
Find a way to add library service to the east and west of the city.

6 days ago

We are all living with the increased cost of living - this is not the time to add/build but maintain what we have until we've had some time to recover.

6 days ago

Everyone is going to say our drug problem/crime, however, that is more federal/provincial if looking to solve on a major scale. Increasing our mental health services locally would be beneficial.  
Our #1 issue would be economic growth and industrial development. Solves so many problems, especially related to budget.

6 days ago

Property taxes are simply getting too expensive for many residents, at some point the city needs to realize that the tax base is not an well rounded continually drain

6 days ago

Figure out how to manage services with current property taxes. The \$ you get from casino should help, start tightening your belts to help residents deal with inflation

6 days ago

The City needs to find creative ways that a city can increase revenues without increasing property taxes, new fees or increasing existing fees. Run a for profit concert service at Bellevue Park or location easier to hold people in comfort. Do a city Car wash with city employees volunteering their time or during working hours, bake sales, dinners, and cut City top salaries by 10%. Wage caps to match private industry wages and look at pensions too. Stop spending, when the money is not there!

Read up on dearly departed Hazel McCallion of Mississauga (take a page from her style of running and building a city!)

Major issues:

Clean drinking water for all of our homes in the City. City water quality and rural well water quality. Oh wait, that is no longer the City responsibility. Affordable Family Traitor park back at Bellevue Park or Pointe des Chenes Park. Oh wait, not a revenue generator service that the City wants. How about just Fixing Potholes on the roads quickly and repaving with thicker asphalt or other substance that does not fall apart in the winter? Road safety, vehicles, bicycles, scooters, pedestrians.

It would be too much to ask to see the entire yearly income and expenditures for the past five years on the website. Even if it is only comprehensible by accountants, it should be mandatory for every city to do this. Certainly, there would be software out there that could produce this report, weekly monthly or yearly. Then the public could respond to this survey with more information.

6 days ago

Road repair

6 days ago

Fires outrageous budget. They stay fully staffed 24 hrs and when they actually get a REAL fire call (which is not often?) They call everyone in who is on days off for OT regardless of whether they are actually needed. If that is going to continue to be standard practice then bare minimum staffing should be scheduled if not an on call basis completely. Fire sucks up to much of the budget for very little return, that money can be used more effectively in other areas!

7 days ago

Listening to the constituents. People are hurting, rising rates are devastating and many folks can barely pay their bills and for groceries so the idea of raising property taxes is fool hardy.

7 days ago

Crime and addiction clean up. Unsafe areas of town for children.

7 days ago

Crime, drug addiction, mental health. The detox building that is being renovated on 2nd line is nothing but moving drug addicts from the hospital to this detox. It's not addressing the problem, it's not a rehabilitation centre, it's a detox centre. The downtown plaza money could have been used for more pressing issues in the city. Mayor Shoemaker pressed hard at a council meeting to get the response from Malcolm White that the money for the plaza could have been spent on other city needs. I can't believe entitled members of council voted in favour of this plaza.

7 days ago

Nobody wanted the downtown plaza except the very few nepotistic people in the downtown association and yet city council and mayors refused to listen to their constituents.. its disgusting

7 days ago

More help for the homeless people and families. Need more affordable housing opportunities for our homeless people and virtual family's. Much much cheaper rent or more subsidy for them.

Mental health and addiction help is a HUGE issue that should be getting a lot of help which in turn will help with the homelessness once they are well.

7 days ago

Not sure best hour to deal with it, but Algoma Steel could shed 700 well paying jobs by 2029. That compounded with the temporary 'boom' of all the contractors in building the EAF leaving at the same time could hurt the local economy

7 days ago

The downtown plaza it costs way too much and our current downtown is owned by drug users and building a fancy plaza will not fix this

7 days ago

Finding savings to reduce existing taxes, by finding new revenue sources, eliminating waste in spending and managing revenue prudently and effectively must be a priority. Excessive spending like we are seeing with the downtown project, the market etc has to stop.

7 days ago

Using tax dollars efficiently. Not getting hosed by out of town consultants telling us what we already know. Top earners in the bureaucracy need a haircut...

7 days ago

Everything is a priority! The City is falling apart and has been for the longest time. Management is NOT listening to staff. Failing to PROPERLY plan and design projects. IE that [REDACTED] 2nd set of lights at 2nd line and GNR...how [REDACTED] do you plan or had planned for all the traffic to turn left??? I realize that some of the issues are provenance federal...but end of the day the City needs to step up. The City doesn't support volunteers IE adjust fire depts as much as it should...so...the length of issues is lengthy and those in charge...ain't cutting it.

7 days ago

policing, right now it seems alot of crime is taking place and the police can not do anything, criminals are walking the street and continuing to steal and assault citizens and police are not able to arrest them they are just telling them don't do it again its time to clean up the city and make it safe again

7 days ago

Not building the plaza and having the money allocated to other things like community services and splash pads

7 days ago

Housing for seniors and low income . The 30% of apartments put aside in apartment buildings should stay.

7 days ago

Fortunate to live here and have good value for tax dollars

7 days ago

Transforming downtown into a nice and safe place ( including queen street and the station mall ) to encourage new businesses settle down - restaurants/ pubs/ modern shops to attract locals, tourists and cruises to come by the city more frequently.

7 days ago

#### CLIMATE CHANGE AND HOW WE CAN IMPROVE OUR COMMUNITY

7 days ago

stop increasing taxes and be realistic when you go out for quotes they should be final prices

7 days ago

The council proposed 6%. Since cola on seniors was 6% on CPP, interesting amount. Is it so we will think we're getting a deal when you lower it? They must think we're idiots.

7 days ago

Focus on attracting large business employers.

7 days ago

It would be nice if capital projects were Not started until funding is in place. Starting a project wthout funding/grants confirmed is to good business practice.

7 days ago

infrastructure as roads, bridges and building, vehicle equipment

7 days ago

Public transportation and roads

7 days ago

The city has a difficult time recruiting skilled professionals to live and work in the city as it lacks a lot of amenities that cities of similar size or larger offer in terms of quality of life.

7 days ago

Addictions and mental health. Working with the appropriate organizations to assist.

8 days ago

Invest in keeping the city looking clean, such as picking up the litter on all the main streets and trim the weed fields along Trunk, Great Northern Rd, Huron St. and areas where a visitor would enter the Soo. First impressions of this city are lasting

8 days ago

No more money invested in the downtown plaza fiasco, clean up the area first so that people will want to go there - remove all the "weeds gone wild areas along Queen" including the trees or at the very least, trim the trees so the look estetically pleasing. Repave Queen and remove the snow from it in winter in a more timely fashion to keep it clean looking and also, pick up all the litter and garbage blowing around down there

8 days ago

Calculate the amount of fund reallocation. How valid is the budget by the end of the year? How much was adapted over the previous year to allocate funds to other projects? How many funds were moved and decidedly spent by individuals other than those dignified with that choice? If the budget is so flexible that funds are consistently moving to a point where even council has a hard time following how many funds have been drained, or taken from other projects, for capital projects, whats the point? How much of this is a fixed cost? Which funds are open to adjustment allowing city staff to adjust the scope to utilize funds allocated for one thing and use it on something else? How much weight should be placed on these numbers and which are almost guaranteed to be adjusted?

8 days ago

Re-evaluate the downtown plaza to see where we can save money and use the money for services/roads in the city.

8 days ago

Drug issues causing deaths and crimes

8 days ago

Physically and economically making the city a place young people want to return to

8 days ago

Stop Spending Our Money On The Downtown!

8 days ago

Holding levy boards and city services to account for any and all spending. Ensure levy boards and city services account for ever dollar spent so that council and the public can hold them accountable for where their tax dollars are being spent. Hard times are ahead and levy boards and city services should be called upon to accept that no allocations may be forth coming to help off set the rising costs of northern living. City should be looking to attract larger business, industrial and commercial to help with supporting life in the North.

8 days ago

I would prefer to see a budget that maintains what we currently have in the city. Building new is so expensive. Too many of city owned infrastructure or buildings get to the "beyond repair" or failed to be maintained well and end up with huge capital projects.

8 days ago

Property taxes are based off property assessment values. Those have increased greatly over the last couple years - residents won't be able to afford addional increases to tax increases ontop of increased property assessments.

8 days ago

Please stop dumping money into the money pit Plaza

8 days ago

Spending responsibly, not using hard earned tax money to fund foolish projects.

8 days ago

Recreation and culture. Increasing downtown tourism

8 days ago

Keep our taxes at the current levels from 2022. Remember the factors that the City has stated are rationale for pursuing higher tax levies are the same reasons citizens of SSM are facing daily in their household budgets - keep costs down and be financially prudent. My hope is that practical minds prevail here. As we look ahead to 2024 budgetary season I think the citizens/businesses of SSM deserve to hear what the city's proposals are in terms of budgetary priorities and associated services in advance. Appreciate opportunity to provide comments.

8 days ago

There shouldn't be a need to micro manage, but at this current time, it would be best to micro manage. Money is spent poorly on multiple levels and many employees can often been seen taking advantage of not being monitored/not being held accountable. If you work an 8 hour shift, it doesn't mean slack off for 5. Maybe we need more competent people to manage our services. I would highly recommend this suggestion is taken lightly however, as I suspect the first step would be to hire an extremely over priced consulting firm like the city tends to do.

8 days ago

Scrapping the on demand bus service and put it back to regular hourly untill midnight.

8 days ago

Making The Soo a destination to relocate to and visit in all seasons. This means we must create more affordable housing opportunities with a focus on affordable clean maintained rental units. Every one needs a place to hang their hat! Housing comes First, then mental health addictions can have a chance to work. Check out Housing First Framework. Housing marginalized people saves money all across the board.

8 days ago

Lowering property tax increase to 0%. No property owner in this city should be paying more and receiving worse services. Enough is enough.

8 days ago

Recruitment of more healthcare workers. Provide insensitive to get more healthcare workers to move here. Provide education at local University for healthcare workers. Send recruitment officers to Universities/colleges to encourage students to move to ssm.

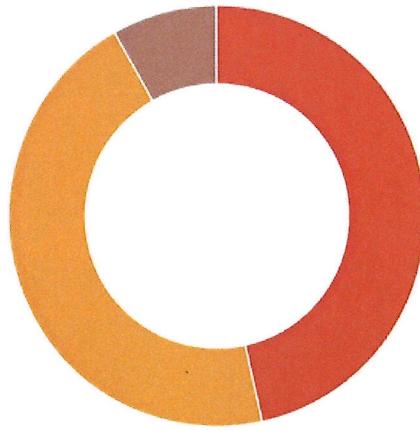
8 days ago

No increase on property taxes.

8 days ago

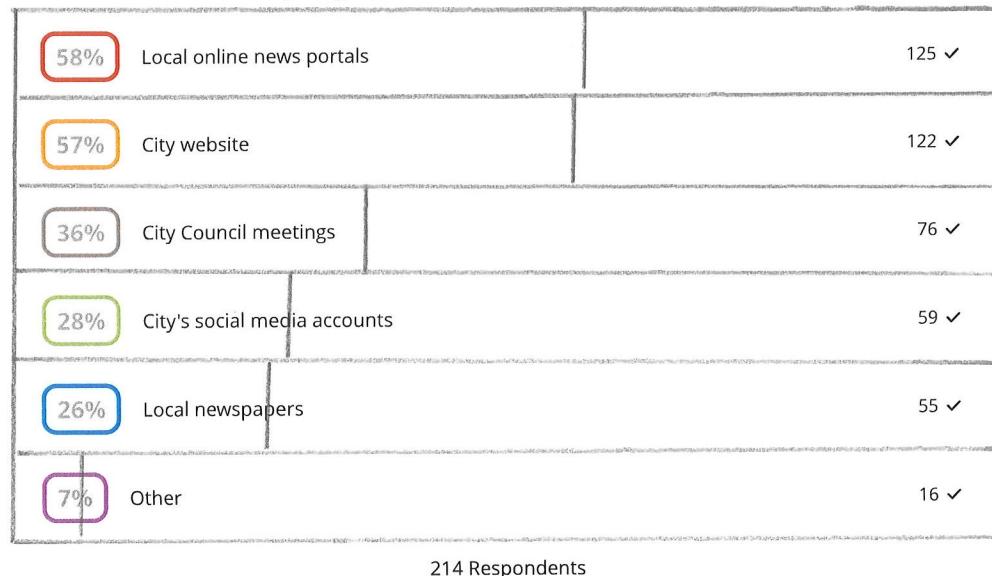
**Do you understand how your tax dollars are used within the City budget?**

- 47% **Somewhat understand**
- 45% **Good understanding**
- 8% **Do not understand**

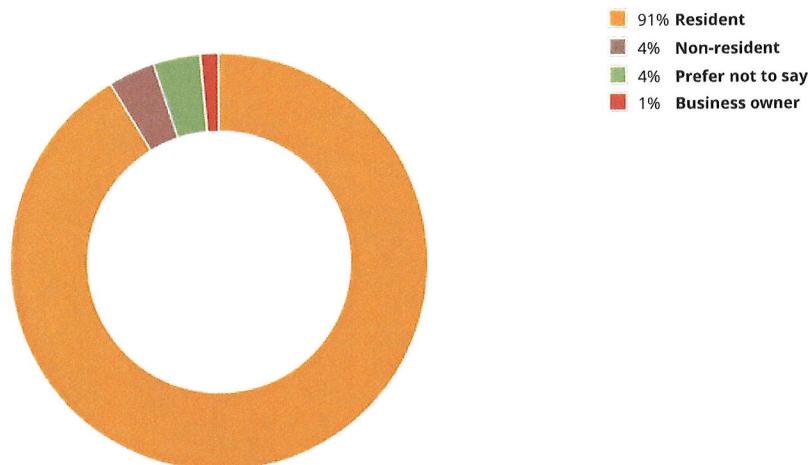


223 respondents

## Where do you get your information about the City's budget?

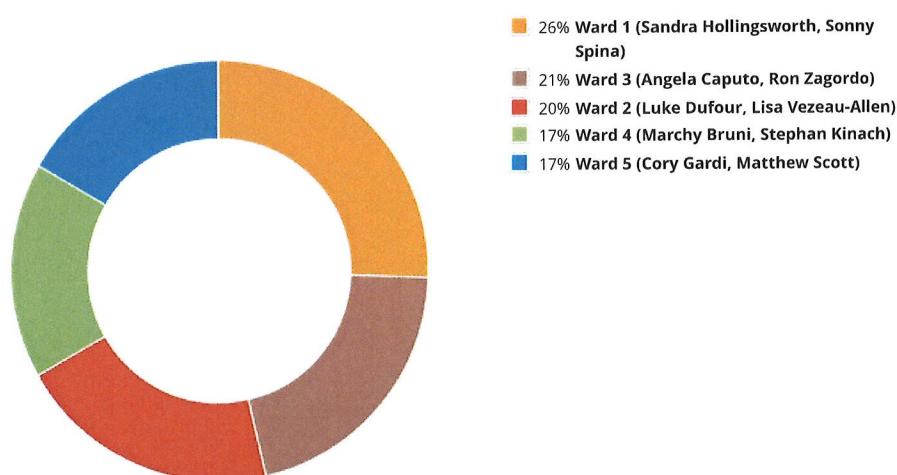


I am completing this survey as a:



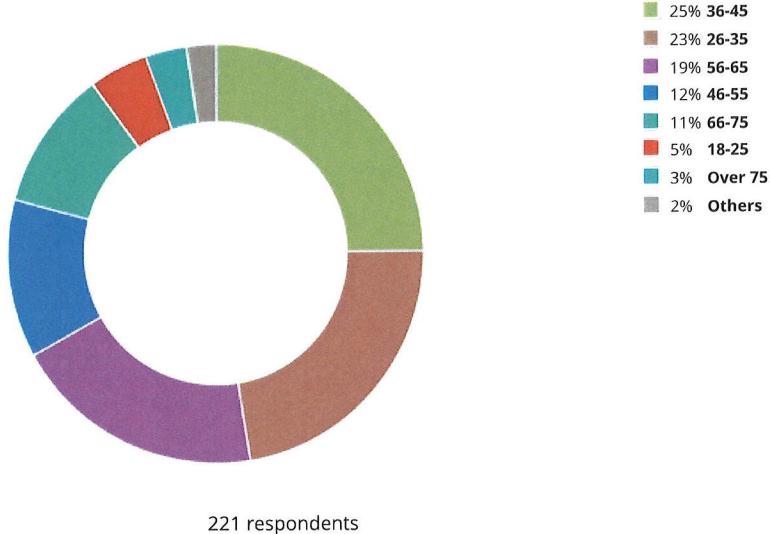
220 respondents

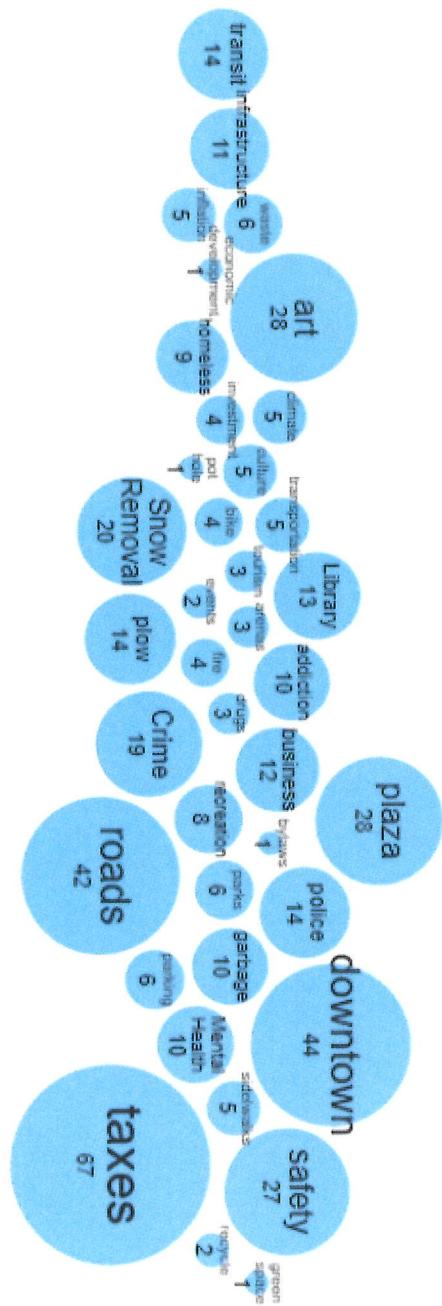
What ward do you live in?



211 respondents

## What is your age?





# Budget Consultation 2023

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Choose the top five City of Sault Ste. Marie services that are most important to you.

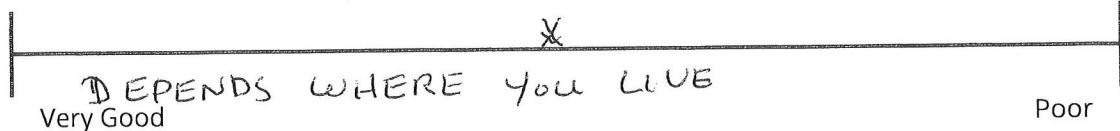
- Recreation and Culture (e.g., arenas, sports centres, ball fields etc.)
- Arts and Culture
- Festivals and Events
- Parks and Outdoor Areas
- Bike Lanes and Pathways
- Building a green and sustainable community
- Roads and Sidewalks
- Waste Management (garbage and recycling)
- Public Transit
- Fire Services
- Police Service — my PROPERTY WAS DAMAGED: BE TREE CUT DOWN ON MY BACKYARD BY NEIGHBOUR, CLOTHES ON CLOTHES LINE SPRAYED. NO CHARGES LAID. RESPONSE TO CALL VERY POOR PLATOON SUPERVISOR SHOULD REVIEW MINOR INCIDENTS
- Building Permits, Inspection and Enforcement
- Sewers, Water and Stormwater Management
- Planning and Design of Neighbourhoods
- Economic Opportunities and Industrial Development
- Tourism
- Other

## **Value for money from property taxes**

Every time your street is plowed, your garbage is picked up, you visit the park, catch a bus, borrow a book from the library, your tax dollars are at work. Municipal budget decisions set the funding for the programs and services we depend on to maintain our quality of life.

Thinking about the programs and services provided by the city, how would you rate the value for your tax dollars?

Please mark an "X" on the line below:



# Municipal Infrastructure and Asset Management

Roads, bridges, arenas and community centres need repairs and updates to maintain existing service levels and ensure they continue to meet our community's needs now and in the future.

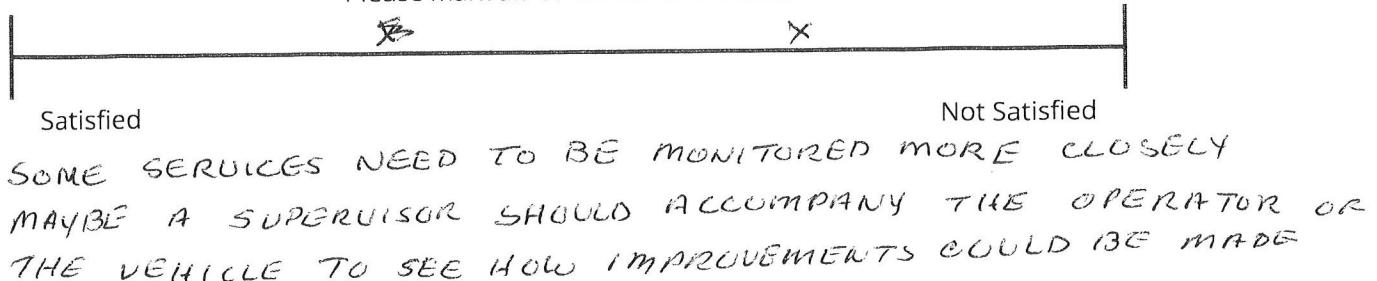
	Important	Somewhat important	Not important	Unsure/don't know
How important is maintaining <b>existing</b> infrastructure to you?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How important is investing in <b>new</b> infrastructure to you (e.g., busses, twin pad arena)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Service Delivery

Eliminating barriers to business and streamlining processes contribute to the success of the Corporation as a whole.

Overall, how satisfied are you with the delivery of services provided by the City of Sault Ste. Marie?

Please mark an "X" on the line below:



## Quality of Life

How important is it for the City to invest in quality of life (e.g. vibrant downtown areas, arts and culture, environmental sustainability)?

Please mark an "X" on the line below:



Very Important

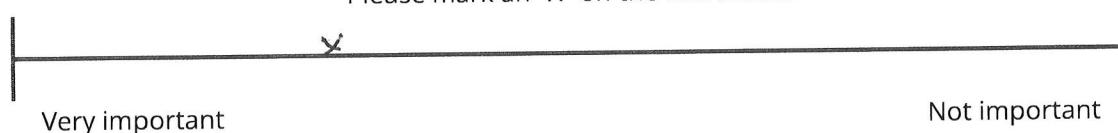
Not important

## Community Development

The City aims to maximize economic development dollars so that existing and new businesses can flourish. Communication, consultation and reconciliation with key stakeholders is a priority. This includes the Community Safety Plan and participation in the Bawating Advisory Circle.

How important is it that the City invest in Community Development?

Please mark an "X" on the line below:



Very important

Not important

## Taxation and Levels of Service

Municipal property taxes for services and programs provided by the City are paid for using taxes. There are trade-offs between investments in things like service, infrastructure and property tax levels. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels.

Which of the following options would you prefer?

- Increase property taxes to maintain current services
- Increase property taxes to enhance services
- Maintain property taxes and services at current levels
- Decrease property taxes to reduce current services
- Unsure

SOME INCREASED COSTS  
COULD BE ELIMINATED  
IF PAYLOAD OPERATORS  
DIDN'T PLOW PRIVATE  
~~RESIDENT DRIVEWAYS~~

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?

- By increasing property taxes
- By introducing new types of fees
- By increasing existing user fees

## Increase/Maintain/Decrease Service Levels

Thinking about the services provided, would you increase, maintain or decrease service levels?

	Increase	Maintain	Decrease
Climate change initiatives (energy efficient buildings, tree planting, active transportation, preparing for extreme weather events)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Arts and culture (public art, festivals, cultural programming)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Winter maintenance (road and sidewalk plowing, sanding, salting)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Fire Service (fire prevention and education, emergency response)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease <i>FIRE DEPT HAS PROGRAM TO HELP SERVICE</i>
Municipal by-law enforcement and animal control (property standards, parking enforcement, noise complaint)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Road network (ease of getting around, traffic flow, bike lanes, sidewalks etc.)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
City transit (service available, frequency and accessibility of transit buses)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Recreation services (swimming, adult programming, sports fields)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Parks and trails (multiuse paths, playgrounds, splash pads, parkland)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease

### Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

ROADS & SIDEWALKS. LIVING ON A DEAD END PRESENTS ISSUES REGARDING SNOW PLOWING & SNOW REMOVAL AT END OF STREET. DOES IT MAKE A DIFFERENCE WHAT SIDE OF THE STREET YOU LIVE ON, KNOW OR HAVE RELATIVE AT CITY HALL OR HOW YOU SPELL YOUR LAST NAME.

Do you understand how your tax dollars are used within the City budget?

- Good understanding
- Somewhat understand
- Do not understand

GREAT TO BE A SENIOR  
MY GARBAGE WAS NOT PICKED UP BUT IT WAS ACROSS THE STREET.  
SNOW PLOW OPERATOR LEAVES RESIDUE OR IT IS PASS IN FRONT OF MY DRIVE.

*SUPERVISOR NEEDS TO VISIT COMPLAINT AREAS*

## Where do you get your information about the City's budget?

- City website
- Local online news portals
- City Council meetings
- City's social media accounts
- Local newspapers
- Other

I am completing this survey as a:

- Resident
- Business owner
- Non-resident
- Prefer not to say

What ward do you live in?

- Ward 1 (Sandra Hollingsworth, Sonny Spina)
- Ward 2 (Luke Dufour, Lisa Vezeau-Allen)
- Ward 3 (Angela Caputo, Ron Zagordo)
- Ward 4 (Marchy Bruni, Stephan Kinach)
- Ward 5 (Cory Gardi, Matthew Scott)

What is your age?

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- Over 75
- Prefer not to answer

Name

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Email

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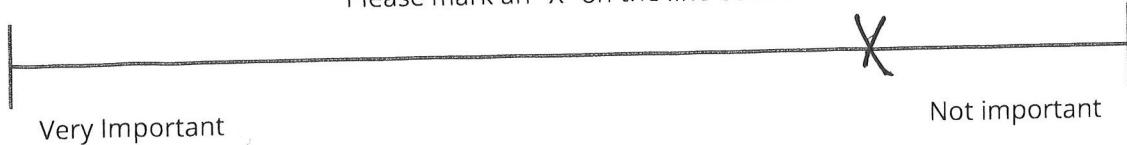
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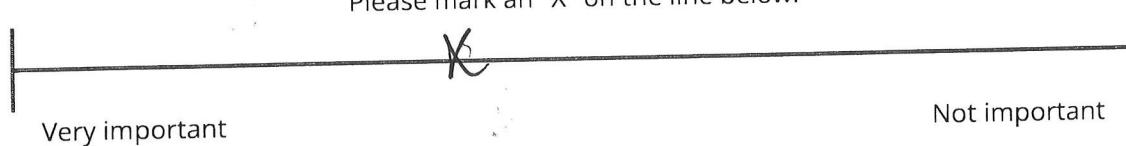


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**④ LEARN HOW TO MORE EFFICIENTLY SPEND THE MONEY YOU HAVE**

## Increase/Maintain/Decrease Service Levels

Thinking about the services provided, would you increase, maintain or decrease service levels?

	Increase	Maintain	Decrease
Climate change initiatives (energy efficient buildings, tree planting, active transportation, preparing for extreme weather events)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Arts and culture (public art, festivals, cultural programming)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Winter maintenance (road and sidewalk plowing, sanding, salting)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Fire Service (fire prevention and education, emergency response)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Municipal by-law enforcement and animal control (property standards, parking enforcement, noise complaint)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Road network (ease of getting around, traffic flow, bike lanes, sidewalks etc.)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
City transit (service available, frequency and accessibility of transit buses)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Recreation services (swimming, adult programming, sports fields)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Parks and trails (multiuse paths, playgrounds, splash pads, parkland)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease

## Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

NEED A LEANER OPERATION RATHER THAN JUST INCREASES & TAXES

Do you understand how your tax dollars are used within the City budget?

- Good understanding
- Somewhat understand
- Do not understand

Where do you get your information about the City's budget?

- City website
- Local online news portals
- City Council meetings
- City's social media accounts
- Local newspapers
- Other

I am completing this survey as a:

- Resident
- Business owner
- Non-resident
- Prefer not to say

What ward do you live in?

- Ward 1 (Sandra Hollingsworth, Sonny Spina)
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- Ward 5 (Cory Gardi, Matthew Scott)

What is your age?

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- Over 75
- Prefer not to answer

Name

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Email

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Address

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→ STOP DWELLING ON STUPID THONG LIKE

- BIRD FRIENDLY MOTION
- LESS ELECTION SIGNATURE
- POLITIC CORRECTNESS
- STAY OUT OF PRIVATE BUSINESSES
- PROBLEMS YOU NEED TO SOLVE
  - HOMELESS
  - CRACKHEADS
  - ROADS
  - BETTER DELIVERY OF SERVICES - TOO MANY PEOPLE DOING TOO LITTLE

# Budget Consultation 2023

Ahead of the 2023 municipal budget, residents and business owners are invited to participate in the budget engagement process and provide feedback on priorities and key considerations. From January 30 – February 6, residents will be informed on how the budget process works, how tax dollars are used and the value tax dollars bring to the City of Sault Ste. Marie. The input received will assist City Council with their discussions and deliberations.

Your input is important to us! The City's many services keep our homes and neighbourhoods safe and vibrant, encourage business growth and investments and make Sault Ste. Marie a welcoming community. The budget is about setting our collective goals and building a great city – together. All ideas gathered throughout the consultation process will be considered as part of the 2023 budget development.

Choose the top five City of Sault Ste. Marie services that are most important to you.

- Recreation and Culture (e.g., arenas, sports centres, ball fields etc.)
- Arts and Culture
- Festivals and Events
- Parks and Outdoor Areas
- Bike Lanes and Pathways
- Building a green and sustainable community
- Roads and Sidewalks
- Waste Management (garbage and recycling)
- Public Transit
- Fire Services
- Police Service
- Building Permits, Inspection and Enforcement
- Sewers, Water and Stormwater Management
- Planning and Design of Neighbourhoods
- Economic Opportunities and Industrial Development
- Tourism
- Other *PLANT TREES WHEREVER THERE IS VACANT LAND  
EVEN WHEN DEVELOPMENT IS POSSIBLE IN THE FUTURE.  
(THE MOST ECONOMICAL WAY TO MITIGATE POLLUTION  
FROM INDUSTRY IN THE SOO) EXAMPLE TANK FARM SITE,  
GATEWAY SITE.*

## Value for money from property taxes

Every time your street is plowed, your garbage is picked up, you visit the park, catch a bus, borrow a book from the library, your tax dollars are at work. Municipal budget decisions set the funding for the programs and services we depend on to maintain our quality of life.

Thinking about the programs and services provided by the city, how would you rate the value for your tax dollars?

Please mark an "X" on the line below:

A horizontal line with vertical end caps. In the center is an 'X'. Below the line, 'Very Good' is on the left and 'Poor' is on the right.

## Municipal Infrastructure and Asset Management

Roads, bridges, arenas and community centres need repairs and updates to maintain existing service levels and ensure they continue to meet our community's needs now and in the future.

	Important	Somewhat important	Not important	Unsure/don't know
How important is maintaining <b>existing</b> infrastructure to you?	<input checked="" type="radio"/> Important	<input type="radio"/> Somewhat important	<input type="radio"/> Not important	<input type="radio"/> Unsure/do n't know
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## Service Delivery

Eliminating barriers to business and streamlining processes contribute to the success of the Corporation as a whole.

Overall, how satisfied are you with the delivery of services provided by the City of Sault Ste. Marie?

Please mark an "X" on the line below:

A horizontal line with vertical end caps. In the center is an 'X'. Below the line, 'Satisfied' is on the left and 'Not Satisfied' is on the right.

## Quality of Life

How important is it for the City to invest in quality of life (e.g. vibrant downtown areas, arts and culture, environmental sustainability)?

Please mark an "X" on the line below:



## Community Development

The City aims to maximize economic development dollars so that existing and new businesses can flourish. Communication, consultation and reconciliation with key stakeholders is a priority. This includes the Community Safety Plan and participation in the Bawating Advisory Circle.

How important is it that the City invest in Community Development?

Please mark an "X" on the line below:



## Taxation and Levels of Service

Municipal property taxes for services and programs provided by the City are paid for using taxes. There are trade-offs between investments in things like service, infrastructure and property tax levels. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels.

Which of the following options would you prefer?

- Increase property taxes to maintain current services
- Increase property taxes to enhance services
- Maintain property taxes and services at current levels
- Decrease property taxes to reduce current services
- Unsure

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?

- By increasing property taxes
- By introducing new types of fees
- By increasing existing user fees

## Increase/Maintain/Decrease Service Levels

Thinking about the services provided, would you increase, maintain or decrease service levels?

	Increase	Maintain	Decrease
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## Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

POLLUTION - IT'S RISING US !!  
MAKE THE STEEL PLANT ACCOUNTABLE.  
PLANT TREES !

Do you understand how your tax dollars are used within the City budget?

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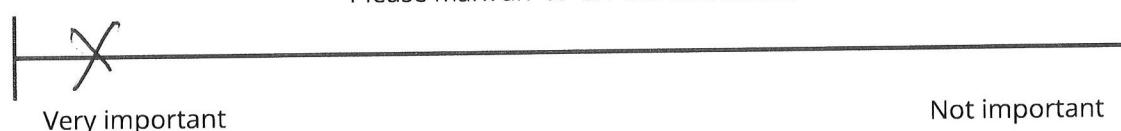


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## Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

Affordable housing and other poverty fighting initiatives are top of the list.

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Name

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## Appendix C

**Post Insights**

The proposed 2023 City budget is focused on planning ahead and protecting the City's future. In advance of...

Published by Jordan Gino Allard · January 30 at 4:09 PM · 2 comments

Post Impressions	Post reach	Post Engagement
7,816	5,202	751

**Distribution**

-4.6x less impressions than your other posts within 8 days of publishing. [Learn more](#)

**Interactions**

Reactions	Comments	Link Clicks	Shares	Other Clicks
23	25	124	10	522

**Other**

- Hide Post
- Hide All Posts

**Boost again**

**Launch**

**Post Insights**

Budgets are more than dollars and cents and impacts residents directly through the many City programs and...

Published by Jordan Gino Allard · January 31 at 9:46 AM · 2 comments

Post Impressions	Post reach	Post Engagement
8,633	4,848	1,010

**Views**

3-Second Video Views	1-minute video views	Average minutes viewed
5,546	59	0:10

**Interactions**

Reactions
6

**Boost again**

**Interactions**

Reactions	Comments	Shares	Other Clicks
6	1	0	118

**Other**

- Hide Post
- Hide All Posts

**Boost again**

**Video**

## Post Insights



Tomorrow is the deadline to fill out the budget survey!  
Access it at: [publicinput.com/ssmbudgetconsultation...](https://publicinput.com/ssmbudgetconsultation...)

Published by Jordan Gino Allard · 19h ·

Post Impressions Post reach Post Engagement   
**3,331** **3,279** **219**

### Distribution

Average performance as your other posts within 20 hours of publishing. [Learn more](#)

### Interactions



Reactions **13**

Comments **2**

Link Clicks **104**

Shares **14**

Other Clicks **73**

### Other



Hide Post **--**

Hide All Posts **--**

**Boost post**

Last day

## The City of Sault Ste. Marie's Post



The City of Sault Ste. Marie

Published by Jordan Gino Allard · January 30 at 4:09 PM · [Edit post](#)

...

The proposed 2023 City budget is focused on planning ahead and protecting the City's future. In advance of budget deliberations, residents and business owners are invited to participate in the budget engagement process and provide feedback on priorities and key considerations. Learn more at: [saultstemarie.ca/budget2023](http://saultstemarie.ca/budget2023)

# Budget 2023



## [saultstemarie.ca/budget2023](http://saultstemarie.ca/budget2023)

[See insights and ads](#)

[Boost again](#)

22

20 comments 10 shares

Like

Comment

Share

[All comments ▾](#)



Rosemary Breton

How are we the average home owner going to pay for the increase property taxes you



Rosemary Breton

How are we the average home owner going to pay for the increase property taxes you want to saddle us with, on top of all other increases we have to live with, especially pensioners

Like Reply Hide [Send Message](#) 6d

12



Hal Garside

What a joke - council didn't listen when people spoke up against the downtown pool/rink waste of money ! Money would have been better spent

Like Reply Hide [Send Message](#) 5d

1



Linda Alton

They, and the gov. Of Canada need to start looking after canadians who are hurting instead of all the great incentives they give to people from other countries like baby bonus and tax credits and all the rest the gov gives business too for hiring...

Like Reply Hide [Send Message](#) 6d

3



Valerie Johnson

Like they listened to us about the Downtown Plaza or the (botched) new traffic lights on Grt. Northern Rd.

Like Reply Hide [Send Message](#) 6d Edited

7



Emjay Meesh

Do the survey and put your wants and needs in there. Commenting on Facebook isn't going to help

Like Reply Hide [Send Message](#) 6d

2



Valerie Johnson

Emjay Meesh Done.

Like Reply Hide [Send Message](#) 6d



Rob Abe

Emjay Meesh Just as if any notice will be taken.

Like Reply Hide [Send Message](#) 5d

Emjay Meesh

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 3d



**Emjay Meesh**

Rob Abe rather be hopeful then complain on Facebook and get mo where

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 5d

Most Relevant is selected, so some replies may have been filtered out.



**Patrick O'Donnell**

Just stop with the downtown plaza already. We all know it's gonna need more money by mid summer. It's a giant money dump, we could've renovated bondar pavilion for a lot less.



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Scotty Scott**

Doesn't matter what tax payers say, they will do what you want anyway.



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d Edited



**Jody Schmidt**

Scotty Scott exactly! I don't remember being asked about or voting on signing up for this "15 minute city" BS, but yet, SSM is all signed up! 🎉



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Yvon Gallant**

Scotty Scott Exactly, that's how liberalism works...!

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 5d



**Glenn Ross**

We see that Trudeau mania has spread to our local community ( city hall ) where does the greed stop?



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Roberta DuBois**

Glenn Ross The greed stops when we vote Trudeau out...he's kicking and hurting Canadians when their down...and more to come...



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Gerald Marion**

so far the snow removal program is not up to par



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Shannon Shae**

Gerald Marion saving money all over the place

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



Reply to Gerald Marion...



**Sling Shot**

Let the circus begin! I warned you before the election!



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d

## The City of Sault Ste. Marie's Post

X



The City of Sault Ste. Marie

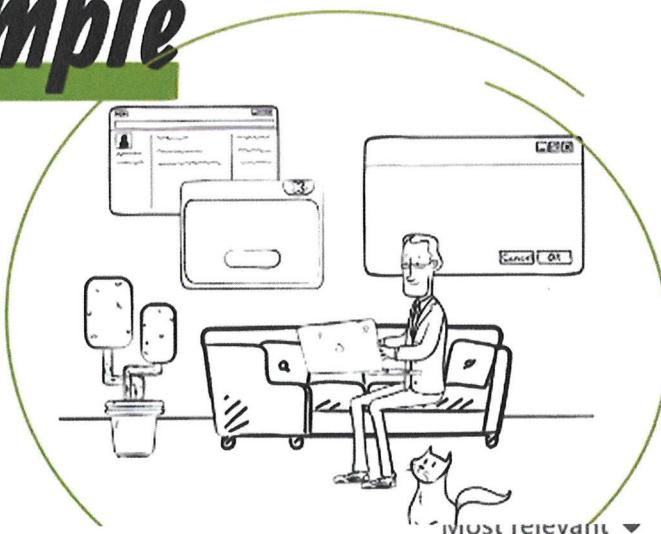
Published by Jordan Gino Allard · January 31 at 9:46 AM ·

...

Budgets are more than dollars and cents and impacts residents directly through the many City programs and services. The budget is about setting our collective goals and building a great city – together. #saultbudget

# Plain and simple

Predominant mechanism  
the municipality uses to  
raise money



**Jeremy Fielding**

And how much of our tax dollars were wasted making this video?



4

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Adam Smith**

People understand how a budget is made, it's more that you have no accountability for how you spend or manage the money once you get it. How much money went into this literally pointless and uninformative video? If my taxes pay for Fire Services then why did the city send me a tax bill for \$15K for the costs of putting out a fire? Why am I paying for garbage services on property I own that the city won't service with garbage pickup or supply a can too? Make a video explaining that.



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 5d



**Lois Kinghorn**

Stop pouring money into a concrete rink. The existing two we have downtown are sufficient



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 6d



**Rod Krezek**

And my taxes are going to be unaffordable



[Like](#) [Reply](#) [Hide](#) [Send Message](#) 5d

## The City of Sault Ste. Marie's Post



The City of Sault Ste. Marie

Published by Jordan Gino Allard · 19h ·

...

Tomorrow is the deadline to fill out the budget survey! Access it at:  
[publicinput.com/ssmbudgetconsultation](http://publicinput.com/ssmbudgetconsultation). #saultbudget



[See insights and ads](#)

[Boost post](#)



11

2 comments 14 shares

Like

Comment

Share

Most relevant ▾



Lisa Philp  
Did it anyway.

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 1h



Richard Moore  
why would anyone want to comment, it falls on deaf ears.

[Like](#) [Reply](#) [Hide](#) [Send Message](#) 19h



4



Write a comment...



11:36

[Tweet](#)

 Sault Ste. Marie  
@CitySSM

The proposed 2023 City budget is focused on planning ahead and protecting the City's future. In advance of deliberations, residents/business owners are invited to participate in the engagement process/provide feedback on priorities and key considerations.  
[saultstemarie.ca/budget2023](http://saultstemarie.ca/budget2023)

**Budget 2023**



[saultstemarie.ca/budget2023](http://saultstemarie.ca/budget2023)

4:13 PM · 2023-01-30 · 197 Views

1 Like

[Reply](#) [Retweet](#) [Like](#) [Bookmark](#) [Share](#)

[Tweet your reply](#)

11:36

[Tweet](#)

**Budget 2023**



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4:13 PM · 2023-01-30 · 197 Views

1 Like

[Reply](#) [Retweet](#) [Like](#) [Bookmark](#) [Share](#)

**Brenda Davies** @BrendaD954816 · 6d · Replying to [@CitySSM](#)

Could we please see which aldermen and women on the previous council voted to fund the boondoggle outdoor "plaza" on Queen Street? Those aldermen should now be asked to DONATE their council salaries toward the never ending cost over runs. The MAJORITY of SSM citizens did not.

[Reply](#) [Retweet](#) [Like](#) [Bookmark](#) [Share](#)

[Tweet your reply](#)

11:36

← Tweet

 Sault Ste. Marie  
@CitySSM

Budgets are more than dollars and cents and impacts residents directly through the many City programs and services. The budget is about setting our collective goals and building a great city – together. #saultbudget

 YouTube

2023 Budget Video

[Get the YouTube: Watch, Listen, Stream app](#)

11:13 AM · 2023-01-31 · 569 Views

Tweet your reply

Home Search Notifications Mail

11:36

2023 Budget Video

[Get the YouTube: Watch, Listen, Stream app](#)

11:13 AM · 2023-01-31 · 569 Views

3 Likes 1 Quote

 CMC @shaker5585 · 6d  
Replies to @CitySSM  
No budgets all about taxpayers' dollars and cents. It's up to our city, leaders to manage them properly, which ours have not.

 The Right Honourable L... · 2023-01-31 · ...  
Replies to @CitySSM  
UP our taxes and get nothing in return seems to be what we've been getting. I say scrape the "needle park" take the loss OR find a sponsor. We CAN NOT and DID NOT want it in the first place. Perhaps the previous mayor could pay the bill, he's the one that forced it on us.

Tweet your reply

Home Search Notifications Mail

11:37

← Tweet

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@CitySSM

Tomorrow at 10:30 a.m. is the deadline to fill out the budget survey! Access it at: [publicinput.com/ssmbudgetconsu...](http://publicinput.com/ssmbudgetconsu...)

  
**Budget 2023**



3:07 PM · 2023-02-06 · 160 Views

1 Retweet

0 Likes

0 Replies

0 Quotes

0 Shares

Tweet your reply

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## Appendix D

### Tessa Vecchio

---

**To:** finance  
**Subject:** RE:

**From:** finance <finance@cityssm.on.ca>  
**Sent:** Wednesday, February 1, 2023 10:35 AM  
**To:** Tessa Vecchio <t.vecchio@cityssm.on.ca>  
**Subject:** FW:

**From:** alita macdougall  
**Sent:** Monday, January 30, 2023 9:46 PM  
**To:** finance <[finance@cityssm.on.ca](mailto:finance@cityssm.on.ca)>  
**Subject:**

This email originated outside of the Corporation of the City of Sault Ste. Marie.  
Do not open attachments or click links unless you verify the sender and know the content is safe.

Scrap the downtown development over budget..what happened to Gore st..the new sidewalks and for what..nothing was improved..Nothing ever gets completely done .The winner for the new development on Queen will be Tim Hortons...

## Tessa Vecchio

---

**Subject:** RE: budget survey

**From:** Wayne  
**Sent:** Wednesday, February 1, 2023 1:27 PM  
**To:** Steve Facey <[s.facey@cityssm.on.ca](mailto:s.facey@cityssm.on.ca)>  
**Cc:** Mayor Shoemaker <[mayor.shoemaker@cityssm.on.ca](mailto:mayor.shoemaker@cityssm.on.ca)>; Corey Gardi <[c.gardi@cityssm.on.ca](mailto:c.gardi@cityssm.on.ca)>; Angela Caputo <[angela.caputo@cityssm.on.ca](mailto:angela.caputo@cityssm.on.ca)>; Luke Dufour <[lukedufourssm@gmail.com](mailto:lukedufourssm@gmail.com)>; Matthew MacDonald <[m.macdonald@cityssm.on.ca](mailto:m.macdonald@cityssm.on.ca)>; Shelley Schell <[s.schell@cityssm.on.ca](mailto:s.schell@cityssm.on.ca)>; Malcolm White <[m.white@cityssm.on.ca](mailto:m.white@cityssm.on.ca)>; Tessa Vecchio <[t.vecchio@cityssm.on.ca](mailto:t.vecchio@cityssm.on.ca)>  
**Subject:** Re: budget survey

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Thanks Steve  
Much appreciated  
Wayne

On Feb 1, 2023, at 11:33 AM, Steve Facey <[s.facey@cityssm.on.ca](mailto:s.facey@cityssm.on.ca)> wrote:

Good morning,

Thank you very much for the feedback.

Library Services has been added to the budget survey.

If there's anything else, please let me know.

Steve

**From:** Mayor Shoemaker <[mayor.shoemaker@cityssm.on.ca](mailto:mayor.shoemaker@cityssm.on.ca)>  
**Sent:** Tuesday, January 31, 2023 5:24 PM  
**To:** Wayne Greco Corey Gardi <[c.gardi@cityssm.on.ca](mailto:c.gardi@cityssm.on.ca)>; Angela Caputo <[angela.caputo@cityssm.on.ca](mailto:angela.caputo@cityssm.on.ca)>; Luke Dufour <[lukedufourssm@gmail.com](mailto:lukedufourssm@gmail.com)>  
**Cc:** Matthew MacDonald <[m.macdonald@cityssm.on.ca](mailto:m.macdonald@cityssm.on.ca)>; Shelley Schell <[s.schell@cityssm.on.ca](mailto:s.schell@cityssm.on.ca)>; Steve Facey <[s.facey@cityssm.on.ca](mailto:s.facey@cityssm.on.ca)>; Malcolm White <[m.white@cityssm.on.ca](mailto:m.white@cityssm.on.ca)>  
**Subject:** Re: budget survey

Hi Wayne, looping in our finance team as surely it should be on there.

Matthew Shoemaker  
Mayor, Sault Ste. Marie  
[www.MatthewShoemaker.ca](http://www.MatthewShoemaker.ca)

---

**From:** Wayne Greco  
**Sent:** Tuesday, January 31, 2023 12:49 PM  
**To:** Corey Gardi <[c.gardi@cityssm.on.ca](mailto:c.gardi@cityssm.on.ca)>; Angela Caputo <[angela.caputo@cityssm.on.ca](mailto:angela.caputo@cityssm.on.ca)>; Matt Shoemaker <[m.shoemaker@cityssm.on.ca](mailto:m.shoemaker@cityssm.on.ca)>; Luke Dufour <[lukedufourssm@gmail.com](mailto:lukedufourssm@gmail.com)>  
**Cc:** Matthew MacDonald <[m.macdonald@cityssm.on.ca](mailto:m.macdonald@cityssm.on.ca)>  
**Subject:** budget survey

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Good morning Corey, Angela, Matthew and Luke  
Appreciate the opportunity for giving input on budget decisions, but I don't understand why one of your largest assets, Libraries, is not listed under 'services that are important' ??

Thanks  
Wayne

<http://www.publicinput.com/ssmbudgetconsultation>

Individuals who submit written correspondence or information to the City should be aware that any personal information contained in their communications may become part of the public record and made available to the public through the Council Agenda process or that of a committee of Council or a local board.

## Appendix E

### Tessa Vecchio

---

**Subject:** RE: SooToday question outline

**From:** Frank Rupnik  
**Sent:** Thursday, February 2, 2023 10:41 AM  
**To:** Tessa Vecchio <t.vecchio@cityssm.on.ca>  
**Subject:** SooToday question outline

This email originated outside of the Corporation of the City of Sault Ste. Marie.  
Do not open attachments or click links unless you verify the sender and know the content is safe.

Hi. Here is a synopsis of readers' questions and a couple from me. We had a good response. There are 11 questions here. That gives us a bit more than five minutes a question to make an hour.

---

What are the main and unique challenges faced by the council in the budget this year.

---

The downtown plaza came up quite often in submissions from readers.  
Nobody said it was a good idea. People look at it as a classic example of wants over needs and has become a constant foil for critics of city spending?  
What do you say to convince the skeptics that this is worthwhile?  
How do you explain cost overruns and can we stop it?

---

One thing that can be put in the needs category is roads.  
A reader said the city should pay more attention to the roads in Sault Ste Marie considering issues with potholes and line painting..  
Are potholes and line painting intractable problems, especially for Northern Ontario. By that I mean there's no solution, let's just live with it.  
How much do we spend on roads?  
Are we using the best in equipment and materials?  
Will climate warming trends make things less expensive as far as road maintenance?

---

Here's a question from a reader named David which I think touches on what could be considered a want as opposed to a need. "As a life long resident of this city (except for six short years away at university) I have seen many, many recreational projects. Multiple hockey arenas, indoor soccer facilities, a municipal pool, etc. These were all fantastic projects and brought a sense of pride to our community. However from a cultural perspective, very little has been built in support of the arts for decades." Does he have a point? A nice cosy theatre for plays and small concerts could be a big boost for the downtown.

---

One question was on wages. The reader said, "City hall still doesn't want to give public works employees a raise even though they are more than 10% behind in wages for Cost of Living."

How much of the budget is wages? Can you really make a significant difference in spending without looking at wages and staffing?

---

Here's an interesting question: "Is the City of Sault Ste. Marie, prepared for an economic crisis? In other words. Is there a budget fund specifically set aside for City hardships?"

---

This question deals with the issue of public input - specifically, input all year round not just at budget time. What's available? What should be available:

"My question to this new council as " a mixture of rookies and veterans " will they do a better job in representing and respecting the public's views on the needs of Sault Ste Marie, taking into consideration their opinions and thoughts? Sault Ste Marie has a plethora of talented professional people who can assist in assessing these ideas, taking in the big picture of their community. Who better to have input into the development of these types of projects. Listen people! 40,000 tax payers' thoughts and ideas are better than 10."

---

One reader has issues with public transit: "What makes up the budget for public transit? This is a service that has noticeably declined over the years, and does not meet the needs of locals. In addition to hourly service on weekdays from 6PM onward, the On Demand service also poses accessibility issues for seniors, those with disabilities, and those who lack access to technology. As fare continues to go up, the service leaves a lot to be desired, and it is very much a 'last resort' option to get around town. The poor service extends beyond the pandemic and reflects poorly on our City."

---

What do you see as the future of our police services building? Downtown actually seems like a great location to revitalize the city and be at the centre of some of the activities readers are concerned about. What is the city willing to spend on the building and with policing in general? When you look at a police budget request, how do you assess its reasonableness?

---

How much should the city be expected to shoulder the burden of the opioid crisis? Where can municipal tax dollars make a difference in what is an issue that transcends various levels of government.

---

In conclusion here is a question submitted by a reader. What amount of tax rate increase would you support for 2023?

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--  
**Frank Rupnik**  
Community Editor

# Budget Consultation 2023

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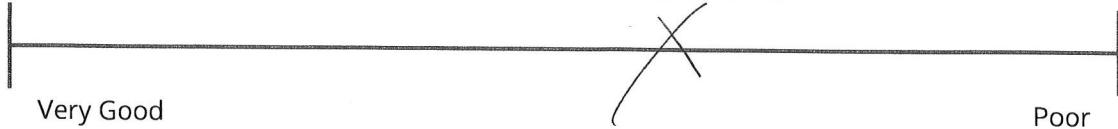
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- Festivals and Events
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- Planning and Design of Neighbourhoods
- Economic Opportunities and Industrial Development
- Tourism
- Other

## **Value for money from property taxes**

Every time your street is plowed, your garbage is picked up, you visit the park, catch a bus, borrow a book from the library, your tax dollars are at work. Municipal budget decisions set the funding for the programs and services we depend on to maintain our quality of life.

Thinking about the programs and services provided by the city, how would you rate the value for your tax dollars?

Please mark an "X" on the line below:



## **Municipal Infrastructure and Asset Management**

Roads, bridges, arenas and community centres need repairs and updates to maintain existing service levels and ensure they continue to meet our community's needs now and in the future.

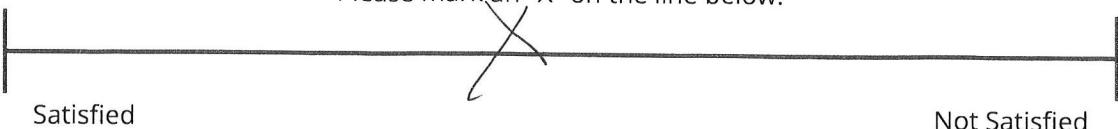
	<b>Important</b>	<b>Somewhat important</b>	<b>Not important</b>	<b>Unsure/don't know</b>
How important is maintaining <b>existing</b> infrastructure to you?	<input checked="" type="radio"/> Important	<input type="radio"/> Somewhat important	<input type="radio"/> Not important	<input type="radio"/> Unsure/do n't know
How important is investing in <b>new</b> infrastructure to you (e.g., busses, twin pad arena)	<input checked="" type="radio"/> Important	<input type="radio"/> Somewhat important	<input type="radio"/> Not important	<input type="radio"/> Unsure/do n't know

## **Service Delivery**

Eliminating barriers to business and streamlining processes contribute to the success of the Corporation as a whole.

Overall, how satisfied are you with the delivery of services provided by the City of Sault Ste. Marie?

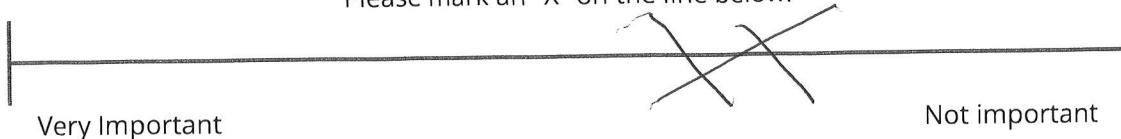
Please mark an "X" on the line below:



## Quality of Life

How important is it for the City to invest in quality of life (e.g. vibrant downtown areas, arts and culture, environmental sustainability)?

Please mark an "X" on the line below:

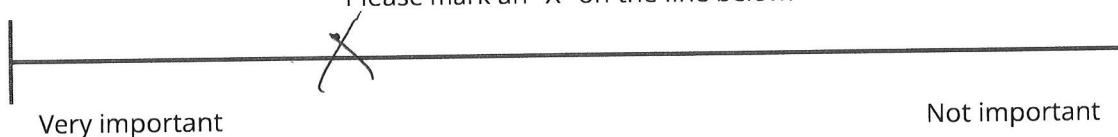


## Community Development

The City aims to maximize economic development dollars so that existing and new businesses can flourish. Communication, consultation and reconciliation with key stakeholders is a priority. This includes the Community Safety Plan and participation in the Bawating Advisory Circle.

How important is it that the City invest in Community Development?

Please mark an "X" on the line below:



## Taxation and Levels of Service

Municipal property taxes for services and programs provided by the City are paid for using taxes. There are trade-offs between investments in things like service, infrastructure and property tax levels. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels.

Which of the following options would you prefer?

- Increase property taxes to maintain current services
- Increase property taxes to enhance services
- Maintain property taxes and services at current levels
- Decrease property taxes to reduce current services
- Unsure

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?

- By increasing property taxes
- By introducing new types of fees
- By increasing existing user fees

## Increase/Maintain/Decrease Service Levels

Thinking about the services provided, would you increase, maintain or decrease service levels?

	Increase	Maintain	Decrease
Climate change initiatives (energy efficient buildings, tree planting, active transportation, preparing for extreme weather events)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Arts and culture (public art, festivals, cultural programming)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Winter maintenance (road and sidewalk plowing, sanding, salting)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
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Municipal by-law enforcement and animal control (property standards, parking enforcement, noise complaint)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Road network (ease of getting around, traffic flow, bike lanes, sidewalks etc.)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
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Parks and trails (multiuse paths, playgrounds, splash pads, parkland)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease

## Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

Change your contracted city worker companies!

Do you understand how your tax dollars are used within the City budget?

- Good understanding
- Somewhat understand
- Do not understand

Where do you get your information about the City's budget?

- City website
- Local online news portals
- City Council meetings
- City's social media accounts
- Local newspapers
- Other

I am completing this survey as a:

- Resident
- Business owner
- Non-resident
- Prefer not to say

What ward do you live in?

- Ward 1 (Sandra Hollingsworth, Sonny Spina)
- Ward 2 (Luke Dufour, Lisa Vezeau-Allen)
- Ward 3 (Angela Caputo, Ron Zagordo)
- Ward 4 (Marchy Bruni, Stephan Kinach)
- Ward 5 (Cory Gardi, Matthew Scott)

What is your age?

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- Over 75
- Prefer not to answer

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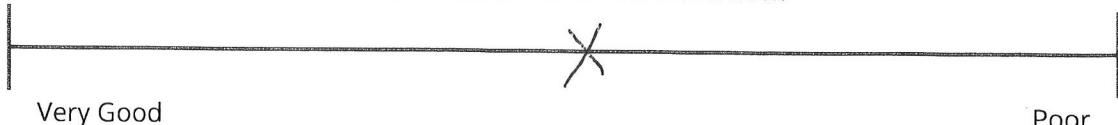
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Thinking about the programs and services provided by the city, how would you rate the value for your tax dollars?

Please mark an "X" on the line below:



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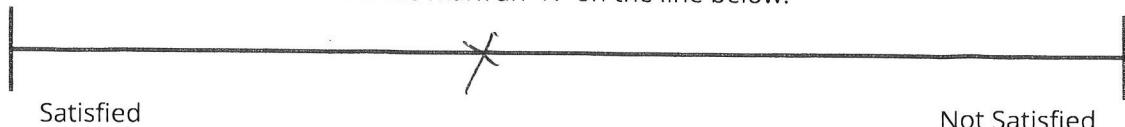
	<b>Important</b>	<b>Somewhat important</b>	<b>Not important</b>	<b>Unsure/don't know</b>
How important is maintaining <b>existing</b> infrastructure to you?	<input checked="" type="radio"/> Important	<input type="radio"/> Somewhat important	<input type="radio"/> Not important	<input type="radio"/> Unsure/do n't know
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## **Service Delivery**

Eliminating barriers to business and streamlining processes contribute to the success of the Corporation as a whole.

Overall, how satisfied are you with the delivery of services provided by the City of Sault Ste. Marie?

Please mark an "X" on the line below:



## Quality of Life

How important is it for the City to invest in quality of life (e.g. vibrant downtown areas, arts and culture, environmental sustainability)?

Please mark an "X" on the line below:

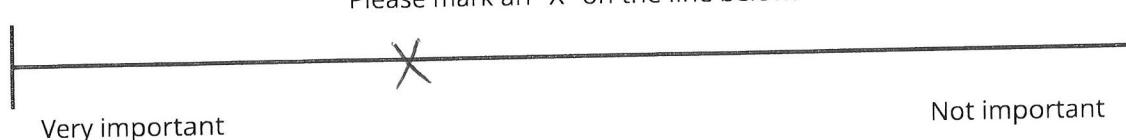


## Community Development

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Figure skating rink, BETTER HANDICAP  
viewing John Rakes rinks, BETTER CLEANING  
John Rakes rinks DIRTY

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HAD TO FIND OUT FROM  
CITY EMPLOYEES.

What is your age?

- Under 18
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- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- Over 75
- Prefer not to answer

Name

NOT ~~BE~~ GIVEN YOU NEED

Email

TO LOOK AT AREA CLEANING

Address

FROM STUDENTS YOU HIRE

~~STUDENTS~~

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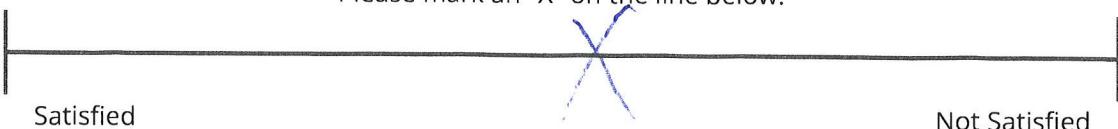
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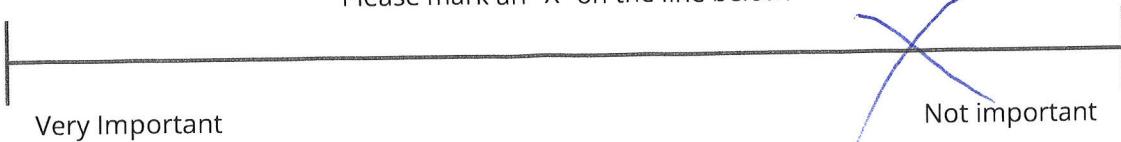
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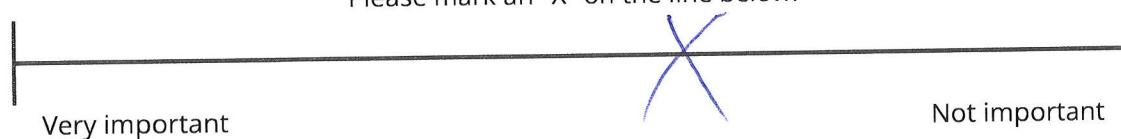


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Please mark an "X" on the line below:



## Taxation and Levels of Service

Municipal property taxes for services and programs provided by the City are paid for using taxes. There are trade-offs between investments in things like service, infrastructure and property tax levels. Due to the increased cost of maintaining current service levels and infrastructure, the City must balance taxation and service delivery levels.

Which of the following options would you prefer?

- Increase property taxes to maintain current services
- Increase property taxes to enhance services
- Maintain property taxes and services at current levels
- Decrease property taxes to reduce current services
- Unsure

If the City needs to increase the amount of revenue it collects from citizens, how would you prefer the City to collect this?

- By increasing property taxes
- By introducing new types of fees
- By increasing existing user fees

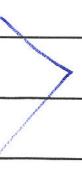
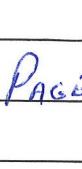
## Increase/Maintain/Decrease Service Levels

Thinking about the services provided, would you increase, maintain or decrease service levels?

	Increase	Maintain	Decrease
Climate change initiatives (energy efficient buildings, tree planting, active transportation, preparing for extreme weather events)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Arts and culture (public art, festivals, cultural programming)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Winter maintenance (road and sidewalk plowing, sanding, salting)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Fire Service (fire prevention and education, emergency response)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
Municipal by-law enforcement and animal control (property standards, parking enforcement, noise complaint)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Road network (ease of getting around, traffic flow, bike lanes, sidewalks etc.)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease
City transit (service available, frequency and accessibility of transit buses)	<input type="radio"/> Increase	<input type="radio"/> Maintain	<input checked="" type="radio"/> Decrease
Recreation services (swimming, adult programming, sports fields)	<input checked="" type="radio"/> Increase	<input type="radio"/> Maintain	<input type="radio"/> Decrease
Parks and trails (multiuse paths, playgrounds, splash pads, parkland)	<input type="radio"/> Increase	<input checked="" type="radio"/> Maintain	<input type="radio"/> Decrease

## Additional Comments:

What is the most important issue facing Sault Ste. Marie that you feel should be a priority in the 2023 budget?

TRANSIT.  RECREATION  POLICE  BACK PAGE

Do you understand how your tax dollars are used within the City budget?

- Good understanding
- Somewhat understand
- Do not understand

Where do you get your information about the City's budget?

- City website
- Local online news portals
- City Council meetings
- City's social media accounts
- Local newspapers
- Other

I am completing this survey as a:

- Resident
- Business owner
- Non-resident
- Prefer not to say

What ward do you live in?

- Ward 1 (Sandra Hollingsworth, Sonny Spina)
- Ward 2 (Luke Dufour, Lisa Vezeau-Allen)
- Ward 3 (Angela Caputo, Ron Zagordo)
- Ward 4 (Marchy Bruni, Stephan Kinach)
- Ward 5 (Cory Gardi, Matthew Scott)

What is your age?

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- Over 75
- Prefer not to answer

Name

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Email

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Address

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- #1 Priority mental health and addiction problem in city.  
Police, mental health, and health services should be integrated, cross training to tackle this problem.
- #2 Cancel the "Civic PLAZA" project.  
We cannot afford it and many people don't want it. We have the boardwalk, Bondur Place, Bellview Park, Clergue Park all beautiful and underused. As well as John Rhodes Centre, very nice and well maintained, again underused.
- #3 Transit, do we need full-size buses running around city at 10% capacity, except maybe for rush hour? Our main fleet should be mini-buses with large buses for rush hour ~~similar~~ to Petoskey or Traverse City.
- #4 Downtown is a bust! Nothing improves until we take care of mental health and addiction problems many of the city residents suffer from.



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# CAO Presentation

# Budget 2023



# 2022 Corporate Accomplishments

- Infrastructure
  - Capital Transportation Plan
  - Core Asset Management Plans
  - West End Water Treatment Plant Upgrade
  - Twin Pad Area Construction
  - Transit Fleet Upgrades
  - Mausoleum
- Service Delivery
  - Public Works Fleet Review/Implementation Plan
  - Digital Strategy Implementation
  - Service Level Study follow up (ie Winter Control)



# 2022 Corporate Accomplishments cont'd

- Quality of Life
  - Community Wayfinding Implementation
  - Rural and Northern Immigration Pilot
  - Downtown Ambassador Pilot
  - Environmental Sustainability Committee
  - Community Greenhouse Gas Reduction Plan
- Community Development
  - Post pandemic Tourism Activities
  - Agawa Canyon Tour Train
  - Official Plan



# 2023 Outlook

- New Corporate Strategic Plan
  - Post pandemic future
  - Well positioned for growth
  - Evolution of current plan



# 2023 Preliminary Budget

- Capital Budget
  - Well resourced, emphasis on roads
- Operating Budget
  - Inflation, Fuel/Utility cost pressures
  - No impact to service levels
  - Compare very well to peer Cities



# 2023 Community Outlook

- Significant and sustainable investment in industrial, commercial and multi residential sectors
- Positive outlook for tourism
- Positive community growth indicators
- Need to work with stakeholders and other levels of government to address healthcare and social issues



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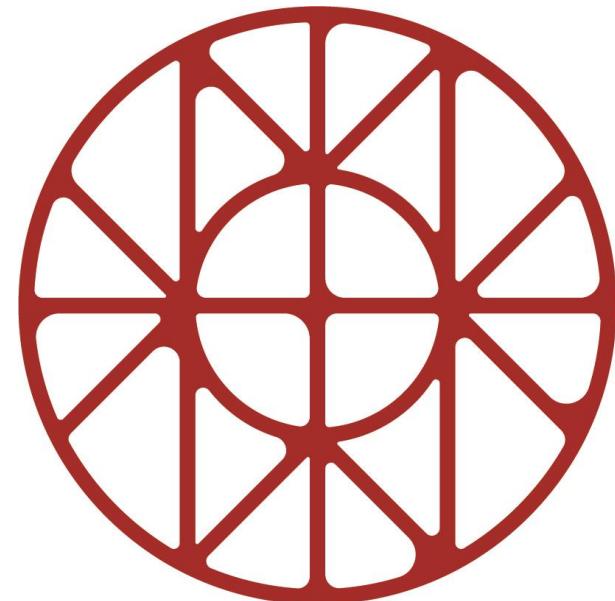
# Preliminary Budget

**2023**



# Overview

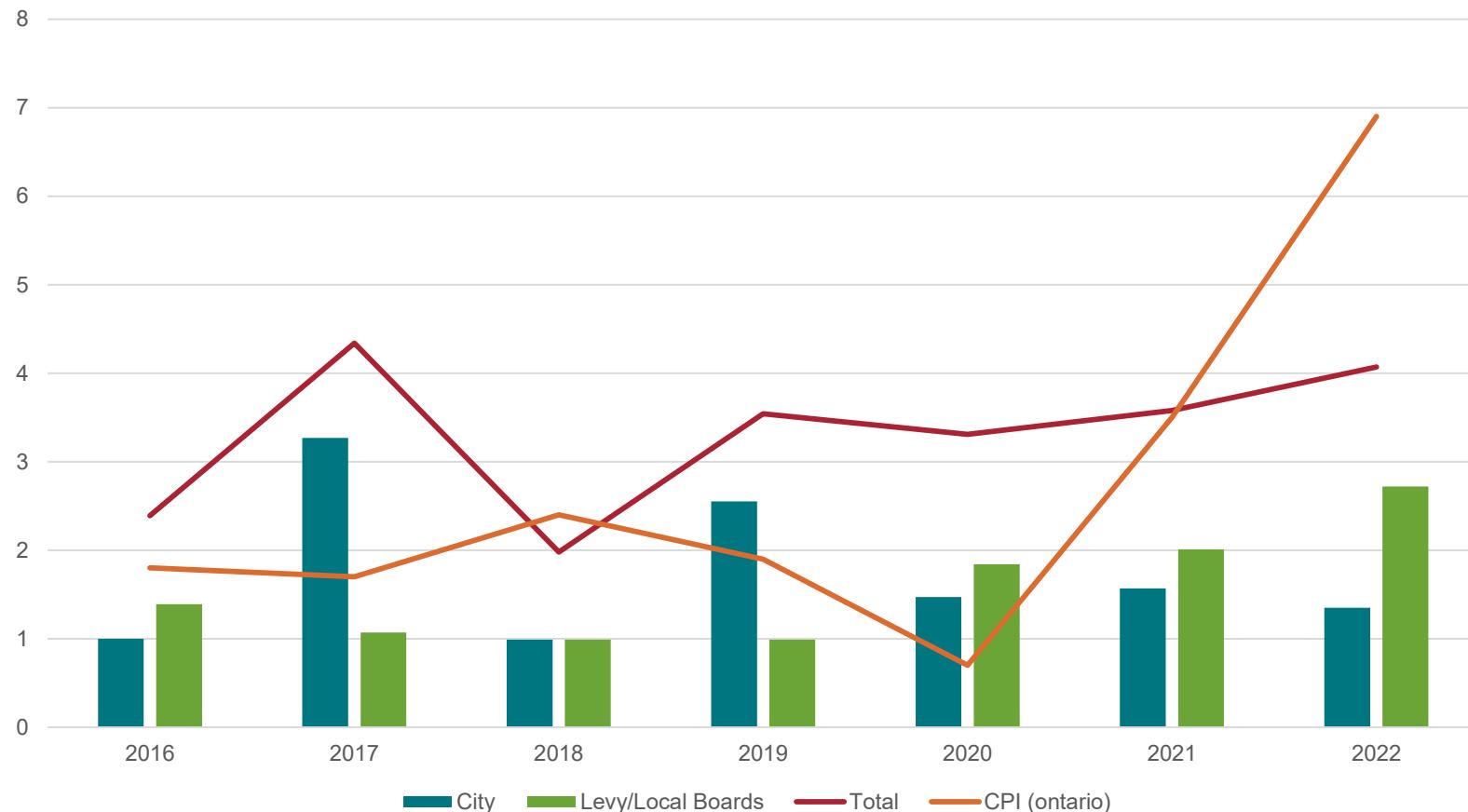
- Budget Landscape: financial indicators, challenges and recommendations
- Operating Budget Summary
- Capital Budget Summary
- Supplemental Requests
- Sanitary Budget





# Inflation

Tax Levy / CPI Inflation



# Financial Indicators

		2021	2020	Change	Sudbury	Thunder Bay	North Bay
Financial Position per Capita	✓	1,055	1,193	-	1,443	(165)	988
Discretionary Reserves as % of own source revenue	✓	29%	25%	+	38%	36%	38%
Taxes Receivable as % of Taxes Levied	✓	2.0%	1.9%	-	3.1%	5.1%	5.9%

Source: BMA Management Consulting Inc. Municipal Study 2022



# Tax Levy Change

	Change 2022 to 2023 \$(000)	Levy Impact
<b>City Departments - Maintaining Services</b>	\$5,058.8	3.95%
<b>Levy and Local Boards</b>	\$2,593.7	2.03%
<b><u>Total Municipal Levy</u></b>	<b><u>\$7,652.5</u></b>	<b>5.97%</b>

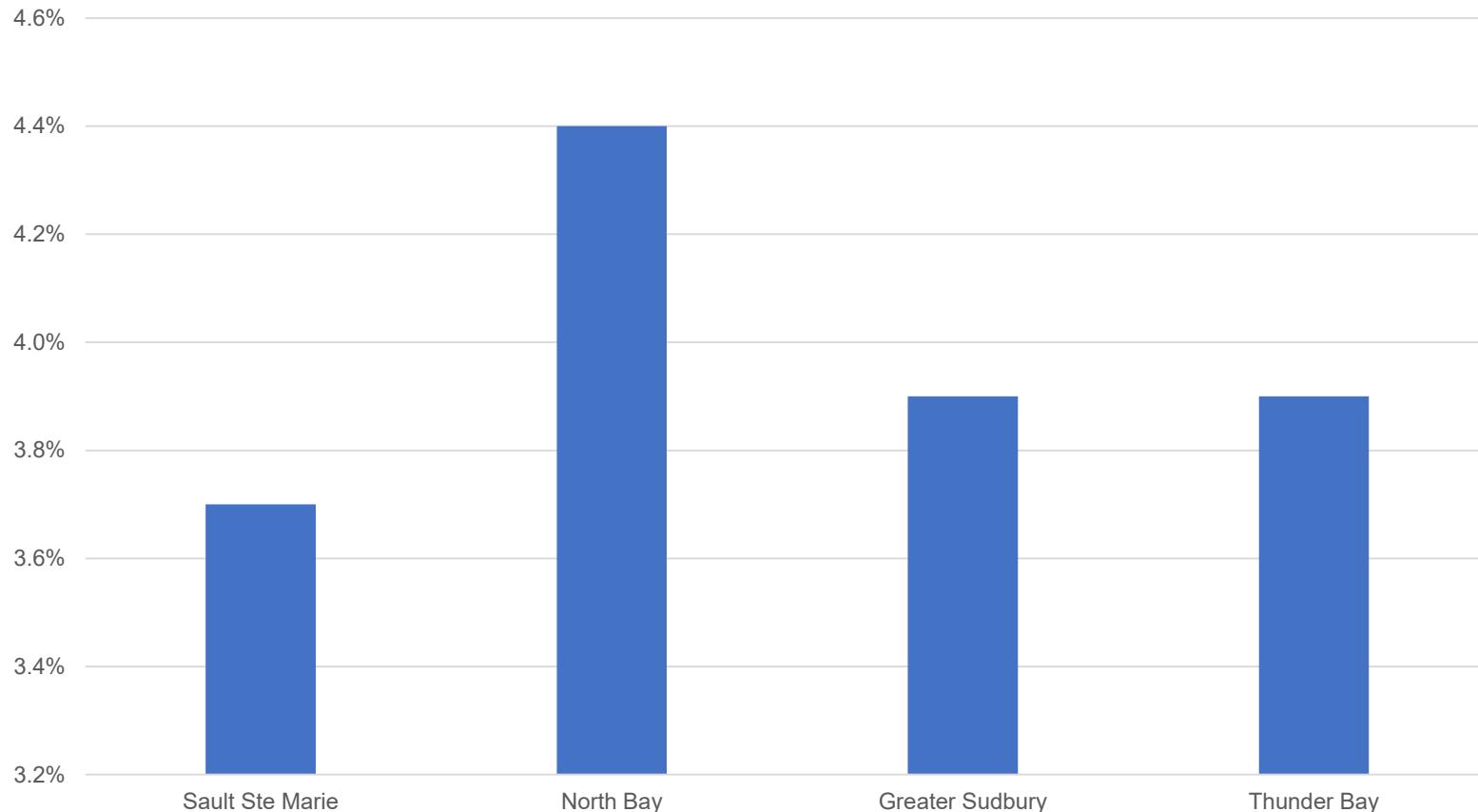
# Levy per Capita

	2022 Levy per Capita	Ranking
Sault Ste. Marie	\$1,714	Mid
(2021 Levy per Capita)	\$1,641	Mid
Greater Sudbury	\$1,818	Mid
North Bay	\$1,841	High
Thunder Bay	\$1,846	High

Source: BMA Management Consulting Inc. Municipal Study 2022



# Municipal Tax Burden

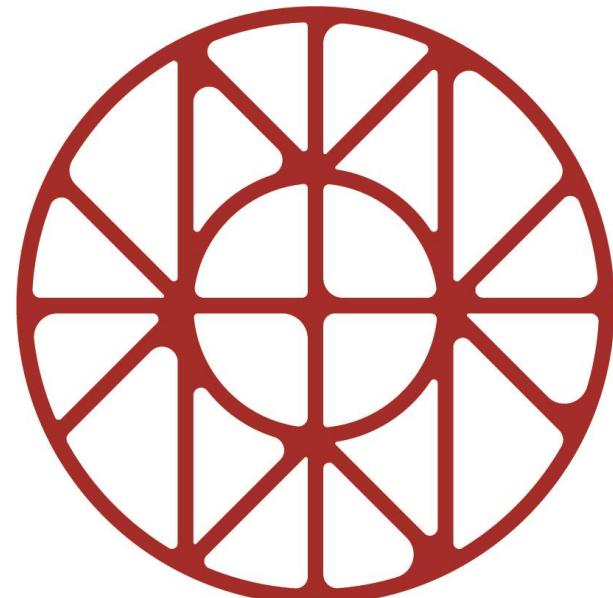


Source: BMA Management Consulting Inc. Municipal Study 2022



# Capital Budget

- 2023 Capital Budget investments
  - Sanitary rate supported \$12.0 million
  - Levy supported \$48.2 million
- Long-Term Debt
  - 2023 New External Debt \$0
  - Internal Debt to be utilized for small projects
- Reserves and Reserve Funds
  - \$11.7 million funding from reserves
- Asset Management Plans





# Recommendations

- Council approve an exception to the Debt Management Policy to use internal debt for 2023 fleet requirements for Public Works and Fires Services.
- Public Works Fleet capital investment Year 1 of 4 annual increase be funded from the retired debt servicing in the amount of \$550,000 as included on the Supplementary Requests. The allocation will be used in the short term to service the internal debt for the fleet backlog catchup and then for ongoing fleet replacement requirements.
- Fires Services hire four full time firefighters to reduce overtime costs and decrease the risk of service level shortages. The saving of \$107,000 is recommended to be allocated to the Fire Capital Reserve and to be utilized to service the internal debt required for Fire Fleet 2023 capital requirements.
- Council approve the one time expense of \$50,000 for a long term financial plan included in the Supplementary Requests with funding to come from the Asset Management Reserve.



# Challenges

- Inflation increase
- Assessment growth
- Asset condition and infrastructure deficit funding
- Impact of climate change
- Grants from other levels of government





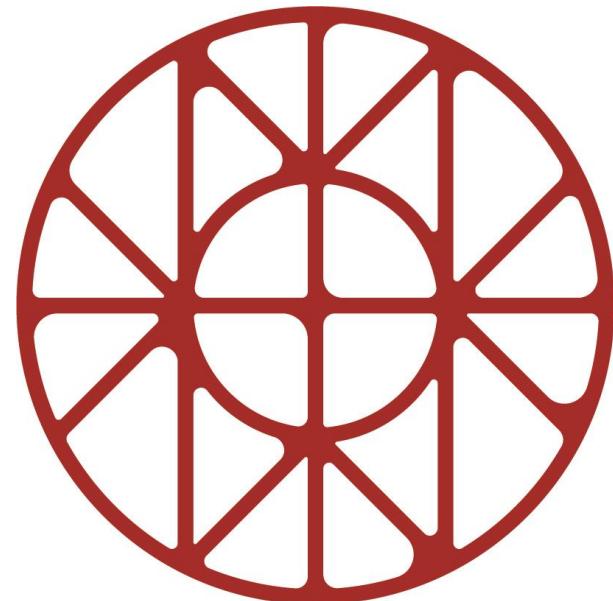
# 2023 Proposed Budget

- \$203 million Operating Budget
- \$48 million Capital Budget
- Tabled Draft Budget – 5.97% property levy increase
- Includes costs for delivering municipal services and outside boards



# Budgetary Pressures

- Contractual increases / inflationary pressures
- Capital investment requirements
- New or enhanced services approved by Council
- Insurance
- Service partners





# Municipal Levy (millions)

EXPENSES  
\$203.0



OTHER  
REVENUE  
\$67.3

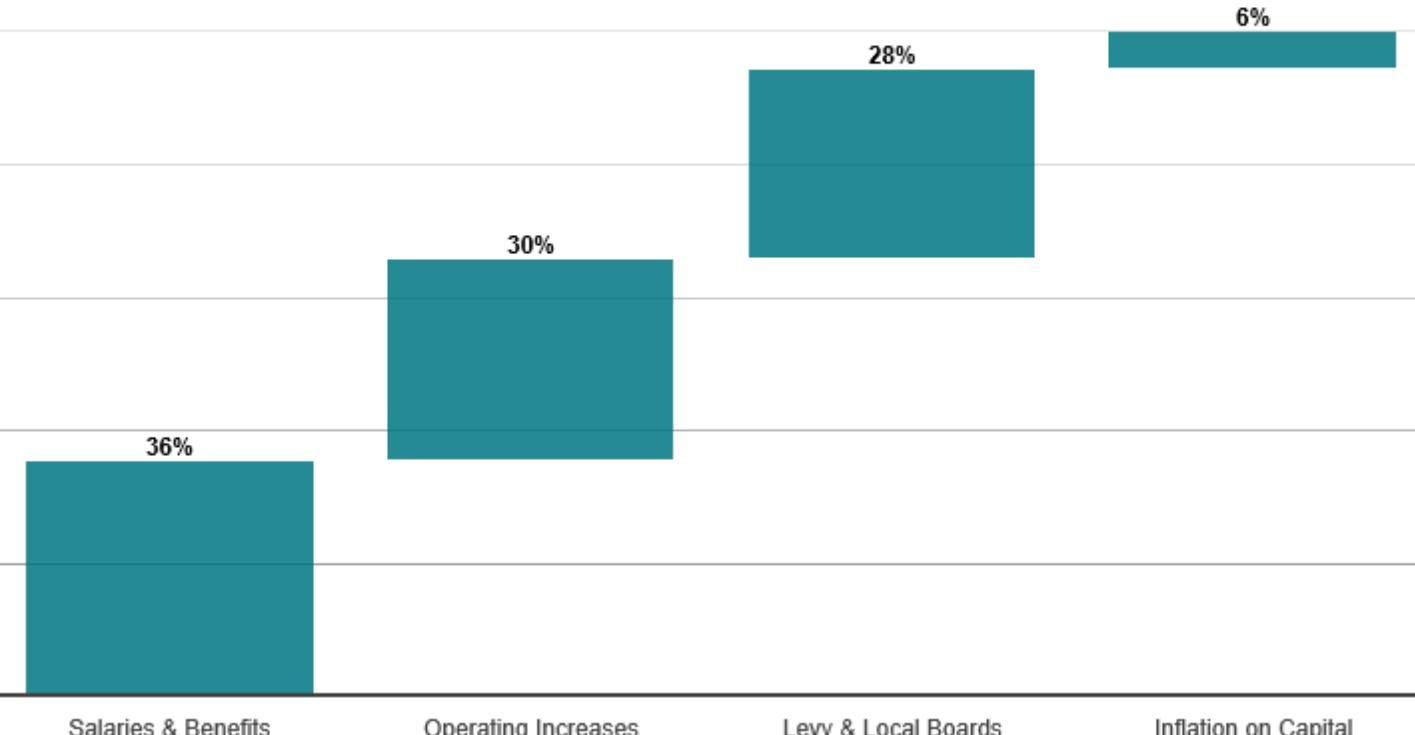


MUNICIPAL  
TAX LEVY  
\$135.7



# Total Expenses - \$203 million

Expense Increase 2022 to 2023





# Other Revenue

Revenue Source	Percentage of Total
Miscellaneous taxation not included in levy	11%
User fees	45%
Government grants	30%
Investment income	7%
Other income and own fund transfers	7%



# Maintaining Services

Significant Changes from 2022	(\$000)
Contractual Increases	3,254.1
Council Resolutions	1,313.5
Inflationary Pressures	2,187.3
Revenue Changes	(2,627.2)
Other	31.1
<b>Normal operations</b>	<b>4,158.8</b>
<b>COVID-19 total</b>	<b>900.0</b>
<b>Total</b>	<b>5,058.8</b>



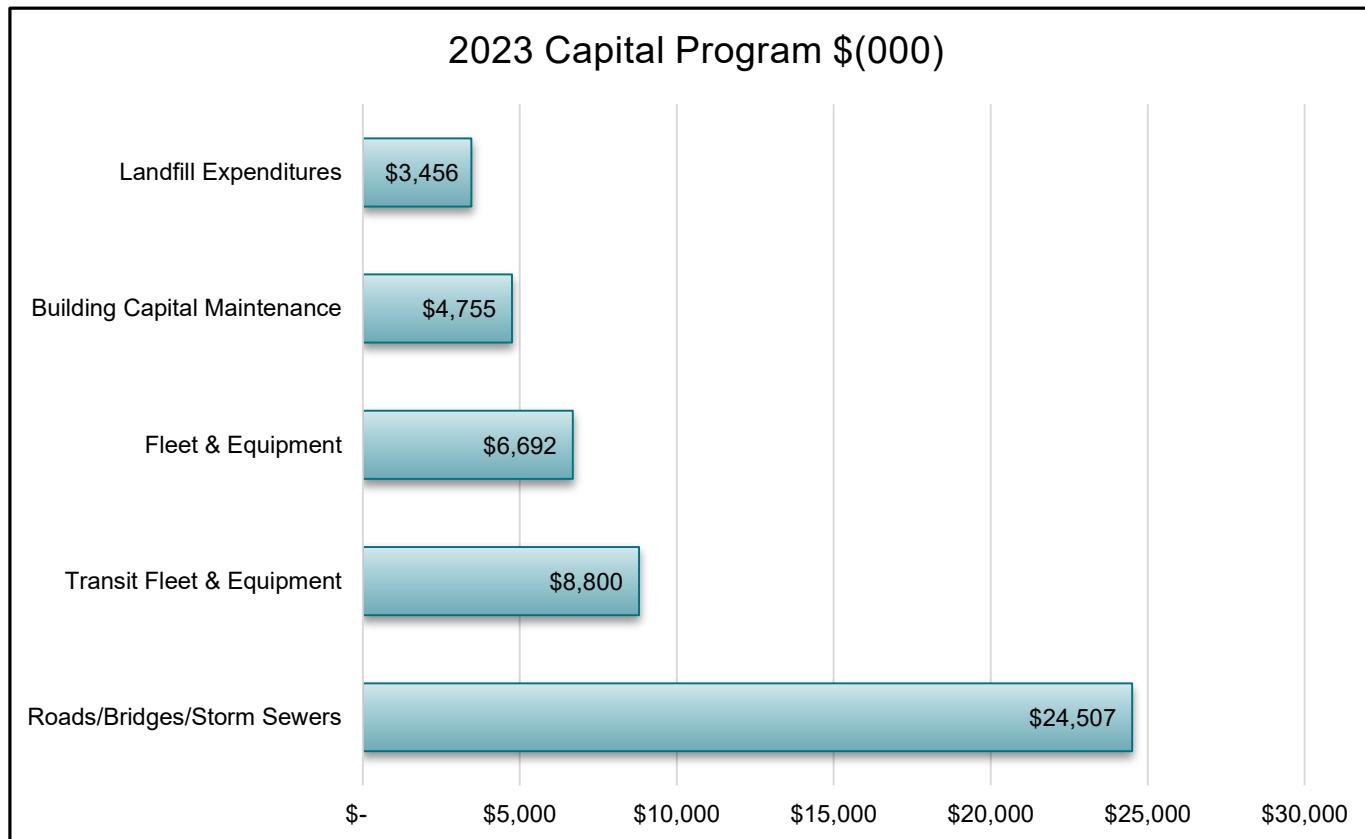
# 2023 Capital Highlights

- Capital Program totaling \$48.2 million
- Significant amount of road work – over one-half of the capital budget
- Substantial asset renewal work in other asset categories (Transit, Fleet, Landfill etc.)
- Utilizing \$15.3 million in funding from senior levels of government (CCBF, OCIF, Connecting Link, NORDS etc.)



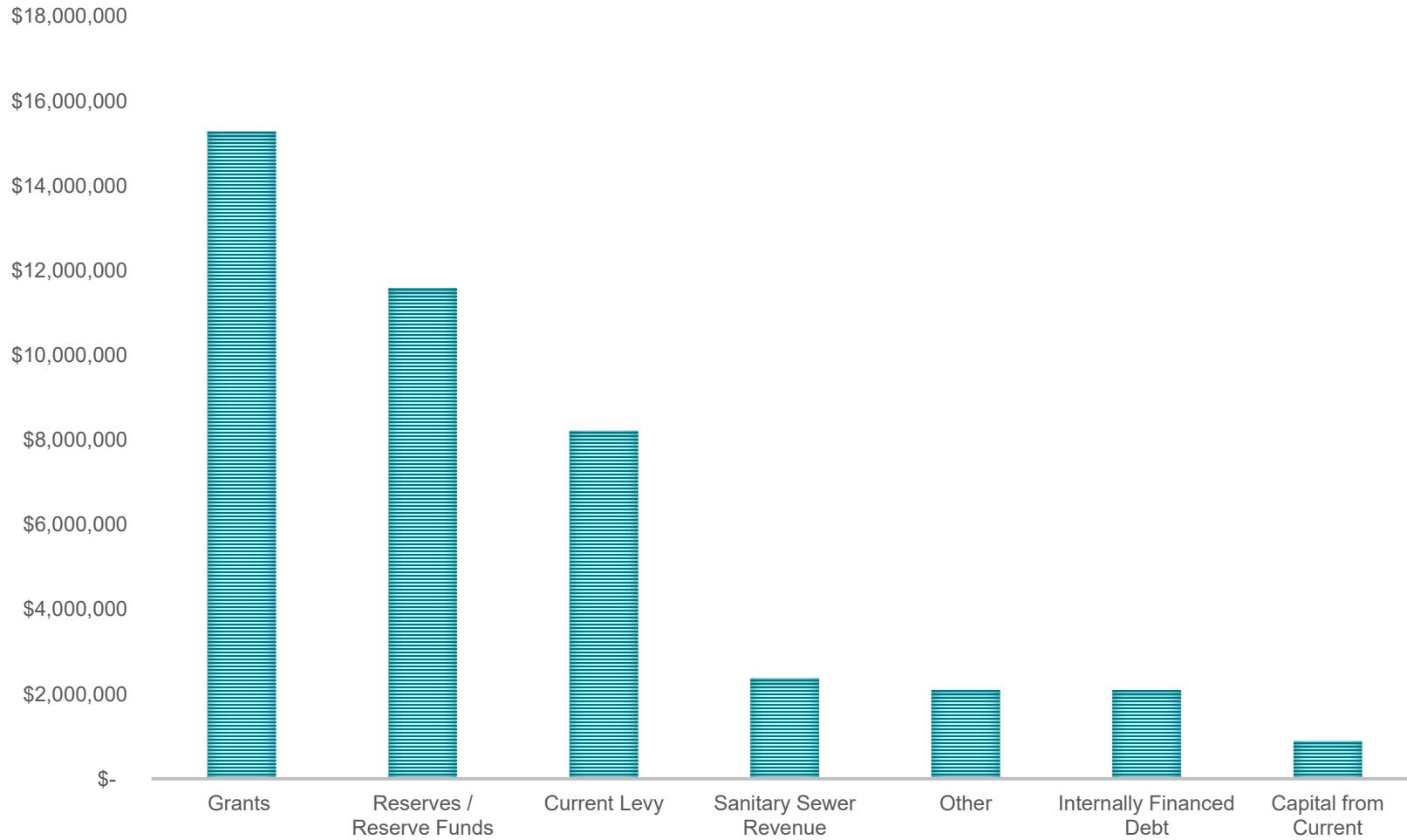


# 2023 Capital Budget





# Capital Funding Sources





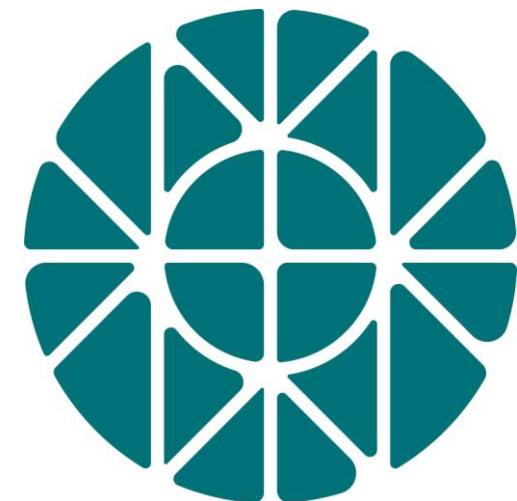
# 2024 Capital Forecast

- Anticipated annual capital spend of \$48 million projected for the next four years
- Assumed consistent capital revenues
  - OCIF top-up not anticipated beyond 2026
- Large projects requiring debt – Biosolids, GFL & JRCC roof replacements
- Will continue to evolve as Asset Management plans and other guiding documents improve



# Supplementary Requests

- Total of 24 requests to enhance services
- \$3.2 million (2023 Impact)
- Funding strategies identified for three requests (Firefighters, PW Fleet & Long-term Financial Plan)





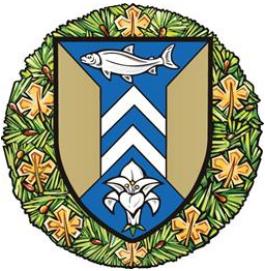
# Sanitary Budget

- 100% user-pay
- Operating portion maintains current services and service levels
- Capital budget funds treatment plants, biosolids, pump stations, linear infrastructure etc.
- Recommended to maintain user fee for 2023



# Next Steps

- Budget deliberation meetings
  - February 13 & 14, 2023 – Operating & Capital Budgets
- Preliminary 2023 Budget to be adjusted based upon Council recommendations approved during budget deliberations
  - Potential adjustments for local and levy boards
- Tax Rates to be set March/April 2023



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

### C O U N C I L   R E P O R T

February 13, 2023

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Malcolm White, CAO  
DEPARTMENT: Chief Administrative Officer  
RE: 2023 Budget – Additional Information

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#### **Purpose**

To provide additional information to Council for their consideration in the 2023 Budget deliberations.

#### **Background**

Since the tabling of the preliminary budget Council and staff have been reviewing the material for potential reductions to the levy increase. Potential items are listed below:

Recommended:

- Street lighting retired debt directed to levy reduction \$429,220
- Increased Casino revenue \$100,000
- Police Services identified savings - \$202,000

Potential (not recommended):

- Remove annual capital inflation allocation - \$523,983

#### **Analysis**

For the items listed as recommended, staff are comfortable that can be accommodated without an operational impact to the budget. For the capital inflation allocation item, staff cautions that this would put additional pressure on the capital budget which is insufficient for asset replacement.

#### **Financial Implications**

Any adjustments to the 2023 Budget utilizing the items listed will be incorporated into the approval of the 2023 Budget.

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

These items are part of the 2023 budget deliberations and not specifically related to the strategic plan.

2023 Budget – Additional Information

February 13, 2023

Page 2.

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the CAO dated 2023 02 13 concerning 2023 Budget – Additional Information be received as information.

Respectfully submitted,

Malcolm White

CAO

705.759.5347

[cao.white@cityssm.on.ca](mailto:cao.white@cityssm.on.ca)



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# Finance Department



# 2023 Operating Budget Summary (\$000)

## Finance Department

	2023	2022	\$ Change	% Change
Revenue	119.6	119.5	0.0	0.03%
Salaries & Benefits	2,465.2	2,481.5	(16.4)	(0.7)%
Other Expenses	309.1	321.6	(12.5)	(3.9)%
Tax Levy	2,654.7	2,683.6	(28.9)	(1.0)%



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# Key Initiatives in 2022

## Finance:

- Successful implementation of new budget software
- Banking Services Request for Proposal
- Review of MPAC/City property information for differences and update
- Enhance IT and digital capabilities
  - Tax Sale tender package online
  - Payroll software conversion to cloud
  - Tracking of sourcing renewal requirements
- Review of small dollar journal entries



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# Looking Forward to 2023...

## Finance:

- Long Term Financial Plan process to begin
- Policy Review and Update
  - Tax Collection
  - Reserve and Reserve Funds
  - Long Term Debt and Financing
- Continued focus on enhancing IT and digital capabilities



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# Supplementary Requests

- Long Term Financial Plan
  - One time \$50,000 from the Asset Management Reserve.



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# **City Clerk's Office**

# **Budget 2023**

# 2023 Operating Budget Summary

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>
Revenue	\$453,236	\$113,790	\$ (339,446)	-74.89%
Salaries & Benefits	\$1,101,703	\$968,175	\$ (133,528)	-12.12%
Other Expenses	\$453,004	\$311,727	\$ (141,277)	-31.19%
Tax Levy	\$1,101,471	\$1,166,112	\$64,641	5.87%



# Key Initiatives in 2022 – Clerks

- 2022 Municipal Election
- Procedure By-Law update
- Board and committee comprehensive review
- Implementation of:
  - Lottery licensing system
  - General licensing system
  - Board Manager



# Looking Forward to 2023 – Clerks

- Code of Conduct review
- Short-Term Rental licensing implementation
- Enhanced audio-visual in Council Chambers
- Quality management and employee engagement initiatives (e.g. municipal podcast, employee book club, leadership lending library)
- Civic Centre branding and wayfinding



# Capital Requests – Clerks

Request	Amount	Importance
Office Equipment – Cutter and Postage Machine	\$22,566	<p>Postage machine and cutter machine are at the end of their useful life. New equipment is required to ensure there are no processing interruptions.</p> <p>A new semi-automated cutter machine will also improve the ergonomics in Office Services.</p>
Website Redesign	\$65,000	<p>Improve website and content management standards, functionality, searchability, and to ensure AODA compliance. Improve customer experience and incorporate new brand. .</p>



# Supplementary Requests – Clerks

Request	Amount	Importance
Records, Information, and Election Coordinator	\$44,738	Increase the level of services provided to the municipality and provide better value in service delivery.
Summer Student	\$10,787	Improve the quality and increase quantity of work completed. Reduce complaints and wait times by members of the public, funeral homes, and internal staff. Return staffing level to pre-pandemic.



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# Information Technology Department



# Key Initiatives in 2022

- Second Phase of the Office 365 Mobile Workforce
- Completed Microsoft Teams Deployment
- Completed Microsoft One Drive Deployment
- Completed Questica Operating Budgeting System Deployment
- Completed Envisio Strategic Planning Software Deployment
- Upgraded the City's IP Network Bandwidth



# 2023 Operating Budget Summary

	2022	2023	\$ Change	% Change
Revenue	7,800	7,800	0	0.00%
Salaries & Benefits	1,436,448	1,457,055	20,607	1.43%
Other Expenses	1,311,845	1,720,813	408,968	31.18%
Tax Levy	2,740,493	3,170,068	429,575	15.68%



# Looking forward to 2023...

- Upgrading the city's core network infrastructure.
- Implementing the City's Payroll System to a SaaS Cloud Solution.
- Implementing Questica Capital Budgeting Module.
- Implementing Cemetery System
- Implementing Parking Ticketing System.
- Begin the NG-911 Implementation
- Begin the Fleet Management Information System Implementation
- Decommissioning Legacy Systems.



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# **Community Development and Enterprise Services**

# **Budget 2023**

# Community Development and Enterprise Services

**Type of Service:** Internal and External

**Organizational Units Providing Service:** Community Services, Planning, Community Development

**Services:**

- Cemeteries
- Community Arenas
- Community Development
- Economic Development
- Local Immigration Partnership
- Planning
- Recreation and Culture
- Tourism
- Transit and Parking



# Key Initiatives in 2023

- Finalize construction and launch:
  - Twin Pad Arena
  - Downtown plaza
  - Mill Market
  - Rosedale Park
- Continue Transit infrastructure improvements
- Finalize Official Plan for Council and Provincial approval
- Support business growth through Economic Development and Tourism initiatives
- Ongoing implementation of GHG Reduction Plan 2020 – 2030
- Advance Indigenous relationships
- Continue implementation of Community Culture Plan
- Continue community promotion and worker attraction campaign
- Continue Rural and Northern Immigration Pilot Program
- Continue newcomer support activities

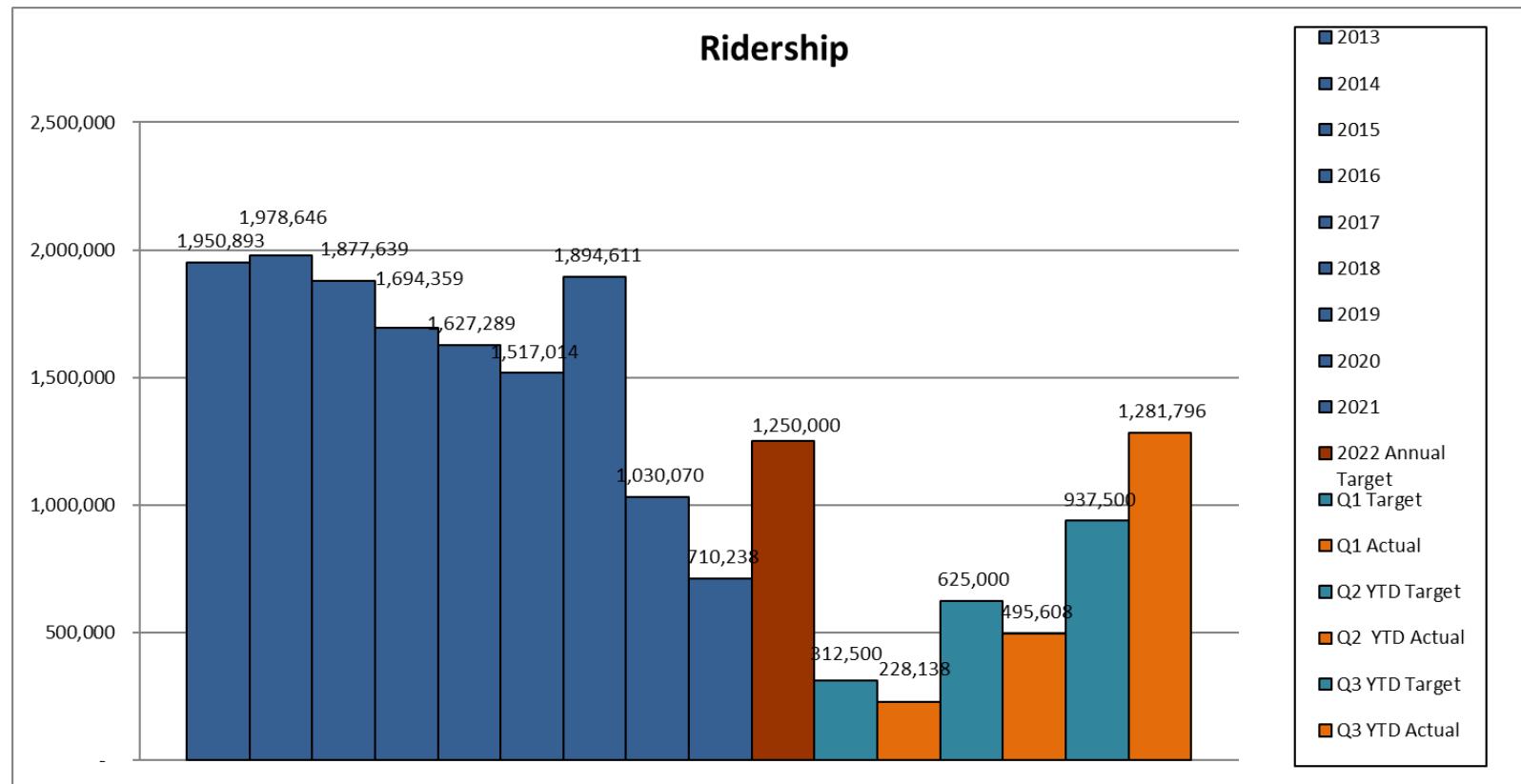


# Key Performance Indicators

- Key indicators are starting to bounce back from Covid-19 impact and include:



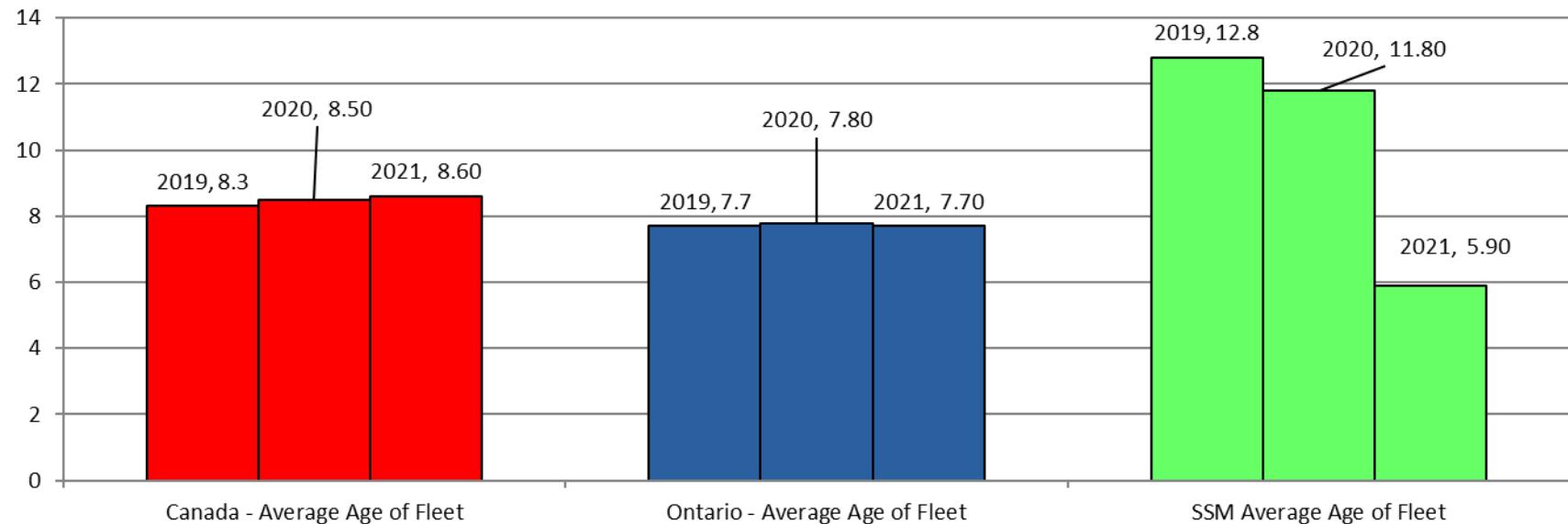
# KPI – Transit Ridership



# Transit – Average Age of Fleet

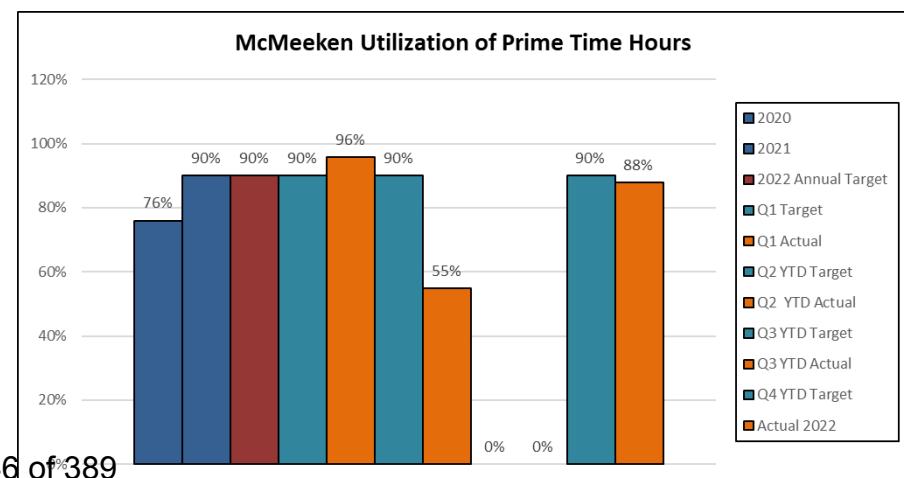
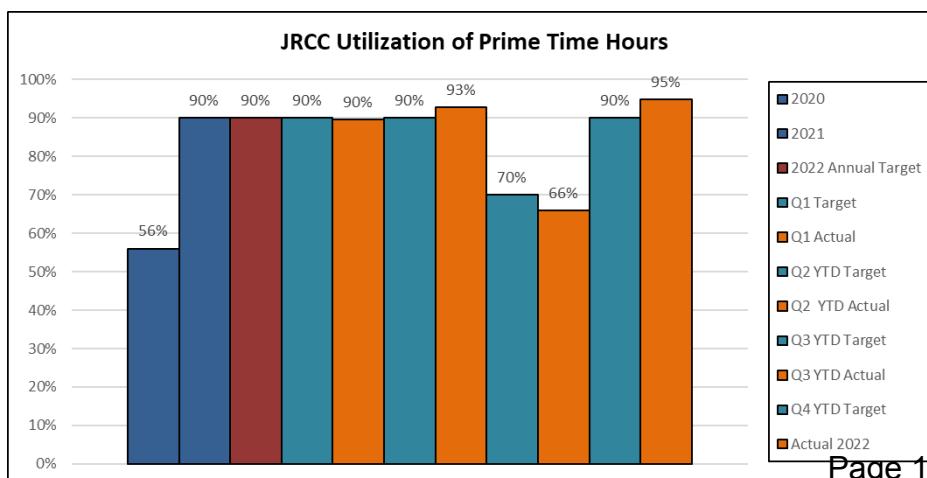
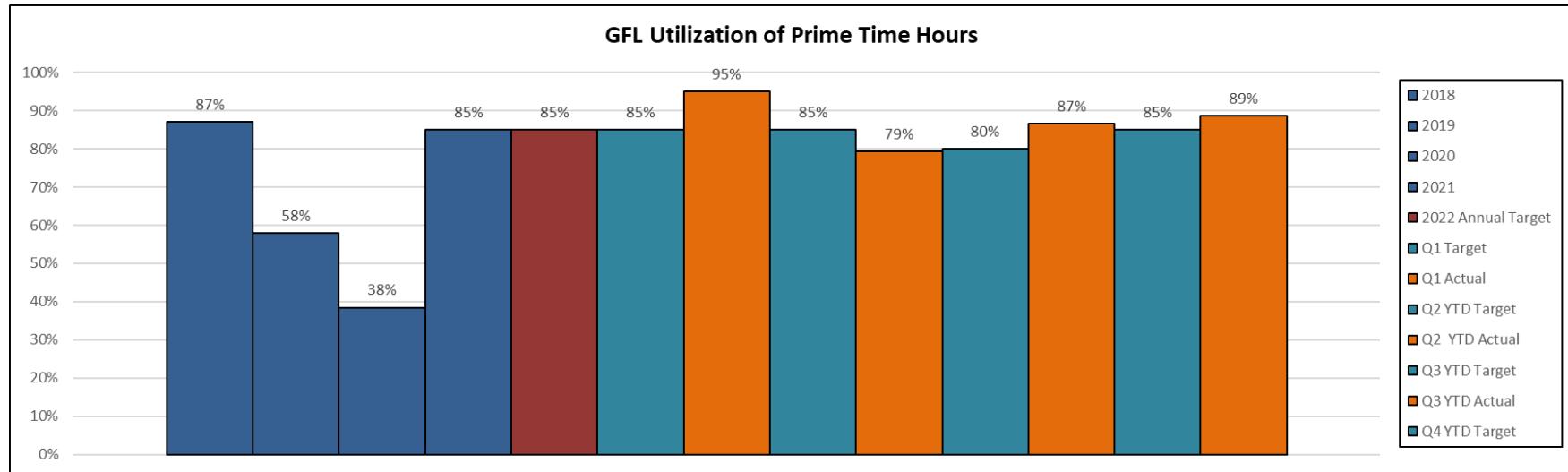
- Making headway in addressing Transit fleet – Awaiting ICIP approval for 2022 submissions: 1 Electric 40ft Bus, 1 35ft Bus, 6 Accessible Vans, 1 Para Bus

Average Age of Fleet in Years 2019-2021



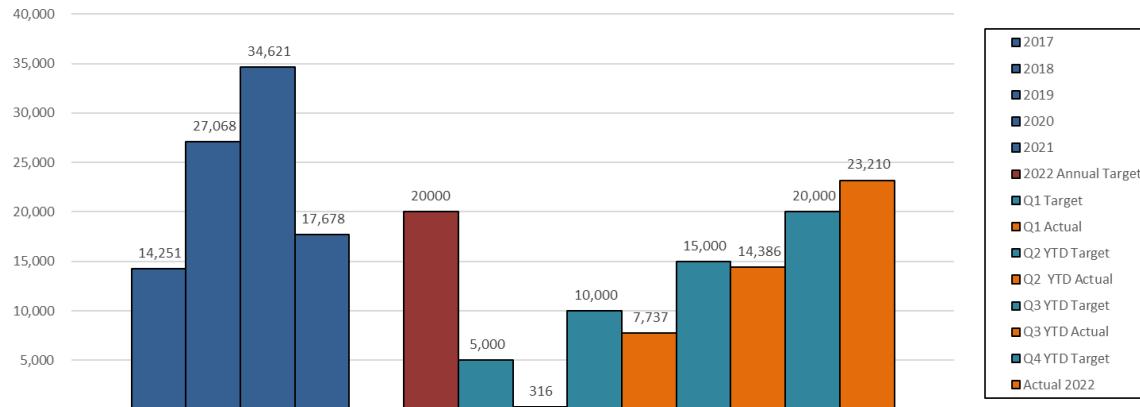


# KPI – Ice Utilization

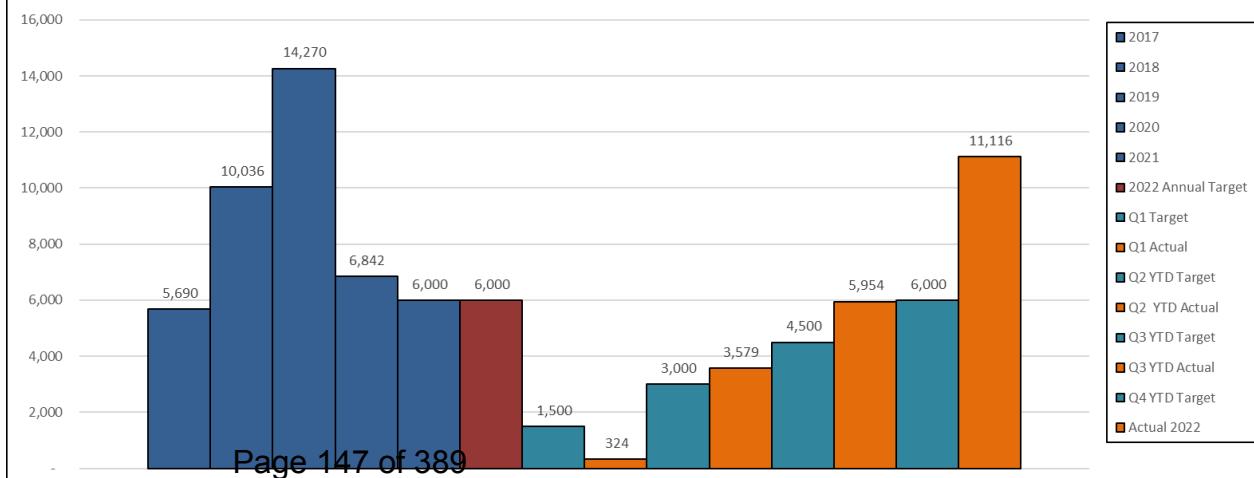


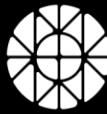
# KPI – Seniors Participating in Programs/Day

**Senior's DIC Bay St. - Registered Participant Days**

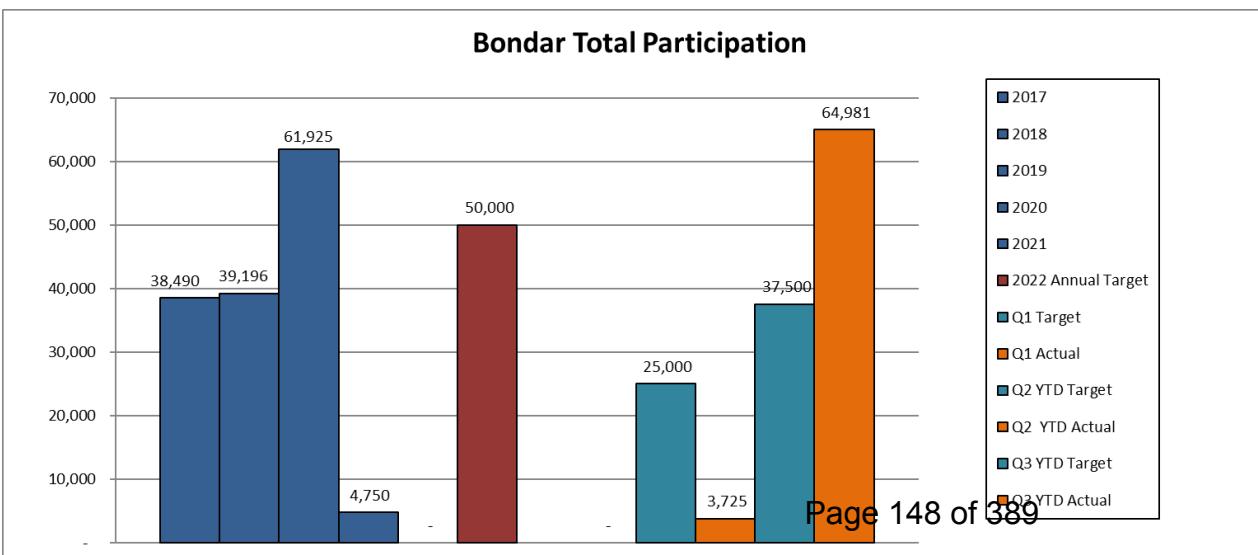
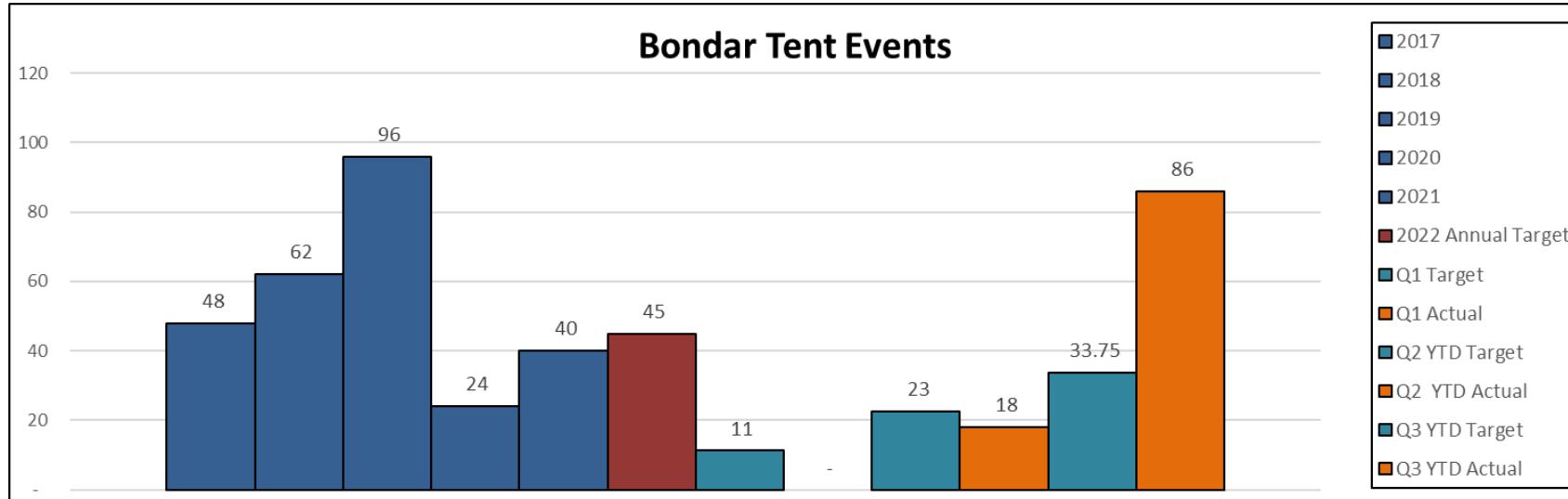


**Senior's NCC - Registered Participant Days**



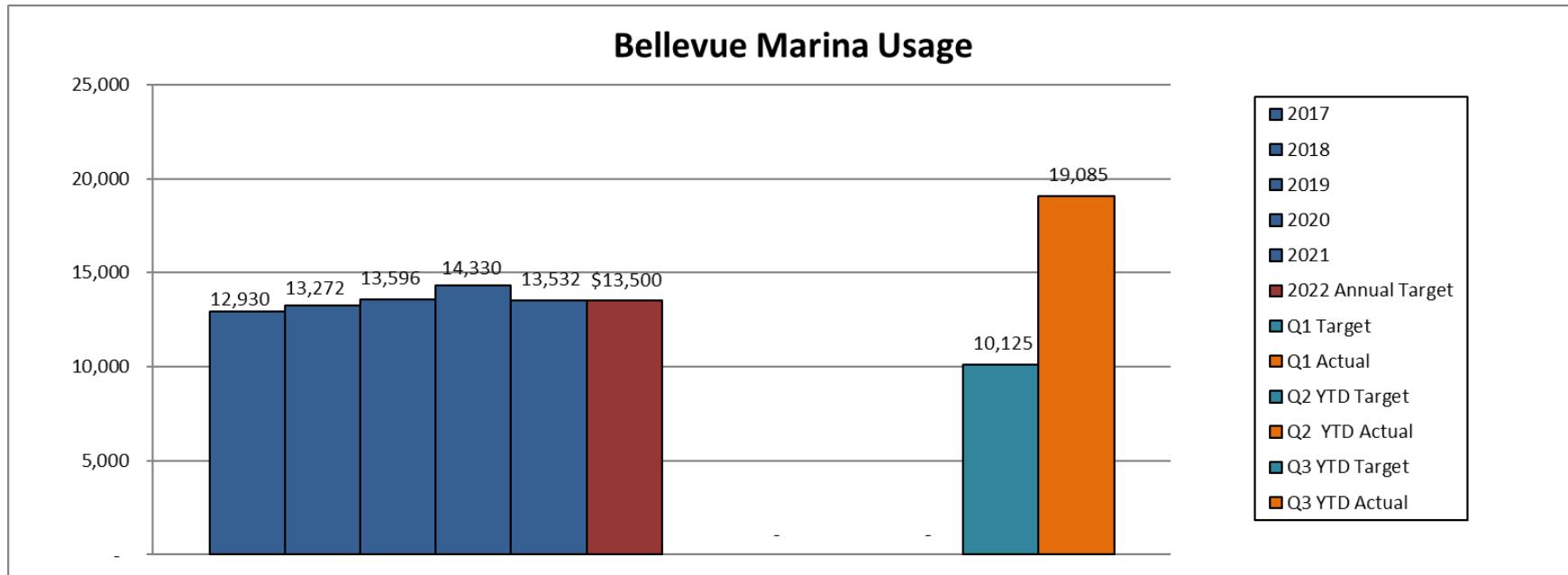


# KPI – Bondar Tent Events



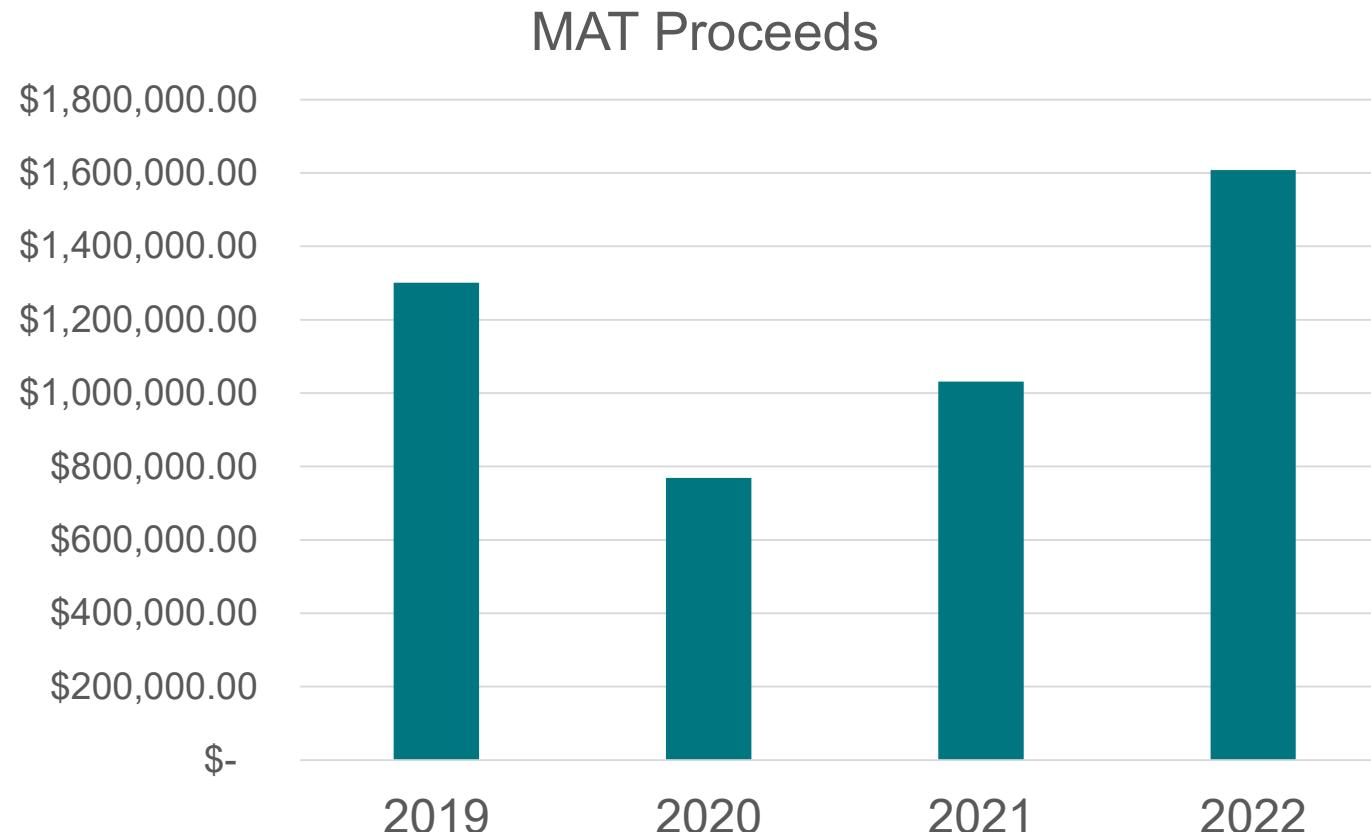
Canada Day and 4<sup>th</sup> of July consistently est. at 13-14,000 annually of total figure

# KPI – Bellevue Marina Usage





# KPI – MAT Proceeds



# 2023 Operating Budget Summary (\$000)

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>
Revenue	\$10,345,372	\$11,514,316	\$1,078,944	10.34%
Salaries & Benefits	\$17,991,502	\$18,458,152	\$466,650	2.59%
Other Expenses	\$10,868,014	\$12,781,824	\$1,913,810	17.61%
Tax Levy	\$18,424,144	\$19,725,660	\$1,301,516	7.06%

- Increase in Revenue from Tourism Funding and new twin pad operations.  
 Increase in Other Expenses due in part to a)Tourism contracted services and travel & training funded by MAT and, b) utilities and fuel for Transit and Community Centres.

# Capital Requests

Item	Amount	Importance
Transit Infrastructure	\$3,173,100	City share is \$856,737 - leverages 73% funding (ICIP). Note – Transit Terminal not proposed for 2023, \$1.5M would be City share; ICIP \$4.1M)
Downtown Plaza	\$660,000	As per Council report January 30 <sup>th</sup> , 2023; amendment from Bellevue Marina 'A' Dock to enable plaza completion
Community Centres	\$100,000	Seating and spotlights for events
Cemetery	\$165,000	Two columbariums and cremator maintenance
Roberta Bondar Park	\$70,000	Lighting equipment

# Capital Requests (cont'd)

Item	Amount	Importance
John Rhodes Community Centre	\$490,500	Roof air handling units, pool piping and equipment, refrigeration compressor, starting blocks for track
Bellevue Marina	\$75,000	Fuel dock
Ermatinger-Clergue N.H.S.	\$35,000	Exterior walls (\$12k), roof coverings (\$8k), fences and gates (\$15k)
Seniors Drop-In	\$60,000	Windows
Greco Pool	\$69,000	Metal doors
Bondar Marina	\$30,000	Safety railing



# Capital Requests (cont'd)

Item	Amount	Importance
Strathclair	\$163,300	Chain link fence
Pointe des Chenes	\$179,387	Picnic shelter and accessibility upgrades



# Supplementary Requests

Item	Amount	Importance
Transit Capital	\$550,000	Will cover annual ICIP contribution
Recreation and Culture - Park upgrades	\$300,000 (ongoing)	As part of the parks analysis approved by Council in 2020 yet to be implemented (5-year playground replacement strategy)



# Supplementary Requests (cont'd)

Item	Amount	Importance
Recreation and Culture – cultural vitality	\$160,500	As per cultural strategy, increase annual support for arts, culture and heritage funding
Downtown Activation	\$79,678	Funding to implement additional programming in downtown (materials, staff, concert series)
Downtown Security Initiative	\$95,913-\$196,826	Funding to continue Downtown Ambassador Program (A – current Queenstown Association route; B – expanded to James Street area)
Social Equity Fund	\$25,000	Establish an annual funding allocation for Social Equity Stream of Community Development Fund

# Supplementary Requests (cont'd)

Item	Amount	Importance
Transit Adventure Bus	\$8,000	Provide ongoing funding for Transit Adventure Bus with service to Hiawatha Highlands on Fall weekends
Recreation and Culture – fireworks and entertainment for Canada Day	\$10,000	Costs of fireworks escalating and will maintain quality Canada Day programming
Crosswalks	\$15,000	Paint downtown crosswalks with additional designs for beautification and welcoming community



# Supplementary Requests (cont'd)

Item	Amount	Importance
Aquatic Lead	\$55,844	Funding to make permanent Aquatic Lead position to address need for additional swim lesson programming and can be covered by shortfall in lifeguard complement
Summer students	\$70,871	Seven summer students to return complement (two cemetery, two marinas, one arenas, one recreation and culture)



# Thank you and Questions





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# **Public Works & Engineering Services**

# **Budget 2023**



# Public Works

**Type of Service:** Internal and External

**Organizational Units Providing Service:** Administration, Operations, Parks, Waste Management, Buildings and Equipment, Traffic and Communication

## **Services:**

- Dispatch, Health & Safety training, Accounting
- Road and Sidewalk Maintenance, Ditching, Winter Control operations, Sewers
- Parks, Forestry and Horticulture, Outdoor rinks
- Landfill operations, Recycling service, Residential waste collection, Composting, HHW Depot
- Maintenance of Public Works facilities and equipment
- Traffic signals operation and maintenance, Sign installation and maintenance, Line painting program
- Carpentry Division



# Engineering

**Type of Service:** Internal and External

**Organizational Units Providing Service:** Engineering and Construction Division, Building Division and Building Services Division

**Services:**

- Capital Transportation, Connecting Links and Misc. construction programs
- Subdivision and land development
- Environmental engineering, wastewater and solid waste
- Storm water management
- Survey, design and inspection, GIS, asset management, plans and records
- Traffic Engineering
- Building Division: permits and inspections, and Property Standards By-law Enforcement
- Building Services Division: maintenance for Civic Centre - HVAC, security, renovations, janitorial and caretaking



# Key Initiatives in 2022

## Engineering:

- Reconstruction of Cedar Street
- Reconstruction of Dufferin Street
- Reconstruction of Angelina Avenue
- Reconstruction of Bloor Street West
- MacDonald Avenue Drainage Improvements
- Connecting Link Program – Trunk Road Resurfacing
- Asset Management Plan for Core Municipal Assets
- Partial Substantial Completion Phase 1 – West End Treatment Plan Upgrades



# Key Initiatives in 2022 (cont.)

## Works:

- Completed the Winter Control Service Review (presentation at an upcoming Council meeting)

## Parks:

- Rosedale Park Expansion – Phase I
- Anna Marinelli Park Expansion - completed
- Tree planting program expansion - additional 100 trees for a total of 300 planted throughout our City Parks and Greenspaces.
- Invasive Species Centre/Library/City educational display gardens at Centennial Library site
- Commemorative Benches in City Parks – 14 new installations

## Buildings & Equipment:

- East entrance security gate installation
- PW Equipment Replacement Plan (Mercury)
- Lighting upgrade in the mechanic/welding shop



# Key Initiatives in 2022 (cont.)

## **Waste Management:**

- Completed Waste Collection Option Study to prepare for SSO curbside collection
- Planning for Blue Box curbside collection transition to Producers (September 30, 2023)
- Worked with PROs to collect hazardous waste to comply with HSP transition to Producers

## **Traffic:**

- Continued expansion of Centracs Traffic Monitoring System (on going)
- Overhead flasher replacement (on going)
- Traffic control cabinet replacement program (on going)
- Carpentry group has commenced the City Hall lobby renovation project



# Looking Forward to 2023...

## Engineering:

- Reconstruction of Wemyss Street
- Reconstruction of Biggins Avenue
- Reconstruction of Stanley Street
- Reconstruction of Blake Avenue
- Connecting Link Program and Miscellaneous Resurfacing
- On-going Improvements to West End Treatment Plant
- Initiate the next phase of the Corporate Asset Management Plan
- Civic Centre front entrance and lobby improvements
- Civic Centre sprinkler system



# Looking Forward to 2023...

## Public Works:

- Implementation of a new Fleet Management Information System
- Begin implementation of the fleet replacement plan
- West entrance security gate installation
- Blue Box curbside collection transition planned for September 2023
- Rosedale Park Expansion, phase 2
- Pointe Des Chenes Day Park Beach Volley Ball Courts
- Upgrading the Elliott Park Bocce Courts
- Continue Installation of the very popular Commemorative Bench Program benches

# 2023 Operating Budget Summary - Public Works

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>
Revenue	\$3,168,485	\$3,000,710	\$ (167,775)	-5.30%
Salaries & Benefits	\$20,180,749	\$20,122,441	\$ (58,308)	-0.29%
Other Expenses	\$13,877,894	\$15,252,081	\$1,374,187	9.90%
Tax Levy	\$30,890,158	\$32,373,812	\$1,483,654	4.80%

# 2023 Operating Budget Summary - Engineering

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>
Revenue	\$1,296,459	\$1,427,810	\$ 131,351	10.13%
Salaries & Benefits	\$3,956,930	\$3,939,504	\$ (17,246)	-0.44%
Other Expenses	\$11,486,438	\$10,568,014	\$ (918,424)	-8.00%
Tax Levy	\$14,146,909	\$13,079,708	\$ (1,067,201)	-7.54%



## Recommended Capital Requests – Public Works

Request	Amount	Importance
○ Landfill Scales	\$112,000	Current load cells are at risk of failing.
○ Landfill Fencing	\$35,000	Fencing is required on the south service road to meet the Ministry of Environment Environmental Assessment requirements.
○ Landfill Equipment	\$1,560,500	Annual replacement of Landfill equipment.
○ PW Equipment	\$3,300,000	Annual replacement of PW equipment. The increase in spend for 2023 is to help address the backlog of units that have not been replaced in prior years that are well past their life expectancy.



## Recommended Capital Requests – Public Works (cont.)

Request	Amount	Importance
○ Fleet Management Information System	\$185,000	A dedicated FMIS is ranked as high priority for PW Fleet operations. The current system has many limitations.
○ Traffic Graphics Printer	\$32,000	Current unit requires replacement.
○ Building A - Air Compressor	\$15,000	
○ Admin Building Upgrades (Security Gate/Bulk DEF Dispenser)	\$130,000	All items due for replacement.
○ Carpentry Shop Roof Replacement	\$32,000	



## Recommended Capital Requests - Engineering

Request	Amount	Importance
○ Inspection Vehicle	\$60,000	Engineering vehicles are aging, and some have outlived their serviceable life.
○ Civic Centre – Seawall Rehabilitation	\$750,000	Concrete walkway along the seawall at the Civic Centre has sink holes
○ Civic Centre – Front Entrance	\$700,000	The Civic Centre is in need of accessibility improvements. This funding is to add to the previously approved budget.
○ Asset Management Plan – Next Phase	\$100,000	The project is related to the infrastructure area of the strategic plan and is legislated under Ontario Regulation 588/17.
○ Culvert Replacement – Second Line West at Leigh's Bay Road	\$1,050,000	These culverts have outlived their serviceable lives. In 2021, a temporary solution was implemented but a permanent fix is required as they are in close proximity to a major transmission watermain.



# 2023 Capital Transportation Program

The proposed 2023 program totals \$22.7 million:

- Reconstruction of Wemyss Street
- Reconstruction of Biggins Avenue
- Reconstruction of Stanley Street
- Reconstruction of Blake Avenue
- Connecting Link Program and Miscellaneous Resurfacing
- Bridges and Aqueduct Repairs
- Engineering for 2024
- Traffic Signal Upgrades



# Supplementary Requests – Public Works

Request	Amount
Increase PW Equipment Reserve (zero levy impact 2023) <ul style="list-style-type: none"><li>○ Annual requirement for equipment needs must be increased to address current backlog and future replacement requirements</li></ul>	\$550,000
Hire a Parks Maintenance Employee <ul style="list-style-type: none"><li>○ Additional staff required to meet level of service and inspection and maintenance requirements in coordination with the Parks and Recreation Master Plan and playground revitalization program</li></ul>	\$76,634
Hire two Training Supervisors in Works <ul style="list-style-type: none"><li>○ Two additional training supervisors are required for CVOR driver training and skilled trades training</li></ul>	\$210,486

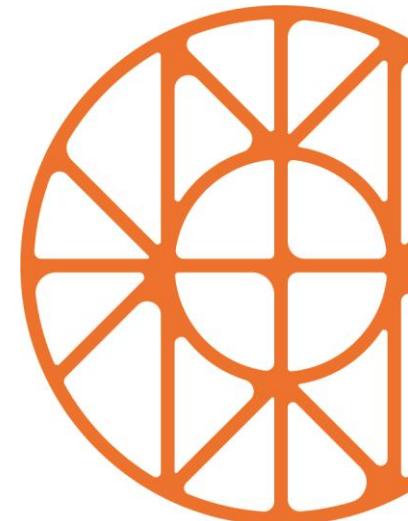
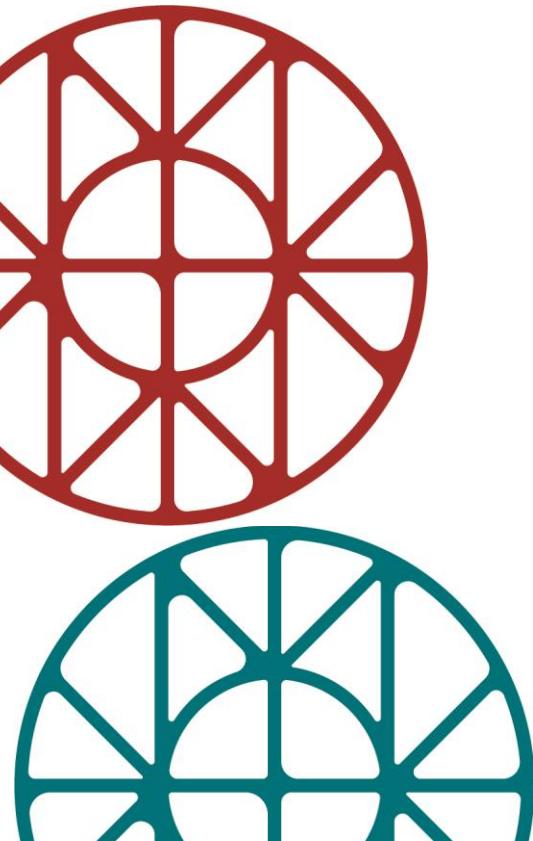


# Supplementary Requests - Engineering

Request	Amount
Increase Miscellaneous Construction budget	\$500,000
Hire an office clerk in Buildings Inspection department (zero levy impact)	\$62,985
Hire a Building Inspector (zero levy impact)	\$98,834
Change the part-time By-Law Enforcement Officer to full-time	\$35,303
Hire a Construction Supervisor in the Engineering Department	\$97,065



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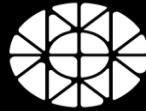




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# Legal Services

**Budget 2023**



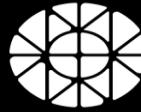
# Legal Services

**Type of Service:** Internal and External

**Organizational Units Providing Service:** Legal Department, Provincial Offences Office, Provincial Offences Court, Freedom of Information (“FOI”), Insurance and Risk Management, and Human Resources Department

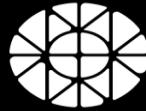
**Services:**

- Oversight of Corporate legal matters and Provincial Offences Court
- Legal Advice to City Council and City Staff
- Property
- Preparation of all by-Laws, and amendments as needed
- Processing of all legal and insurance Claims
- Processing of all Freedom of Information requests
- Represent the City in court and at various tribunals as well as providing advice on lawsuits and potential lawsuits
- Prosecution of charges on City by-laws and Provincial legislation
- Dealing with the public on a wide variety of questions and claims
- Insurance coverage and management
- Risk management
- Provision of all human resource services to all service areas, including labour relations, occupational health and safety, recruitment, pension and benefits and compensation management and recognition



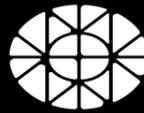
## Key Initiatives in 2022

- Welcomed new fulltime lawyer to the department;
- Focused on property matters and worked with other departments on same;
- Assisting with construction contracts where legal issues have arisen;
- Continued to work with City departments on their initiatives;
- Recruited for new Human Resources Director;
- Assisted Human Resources Department in absence of a Director;
- Recruited for new Health and Safety Co-ordinator;
- Recruited for new Prosecutor;



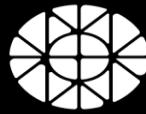
## Key Initiatives Continued

- Continued to Monitor COVID-19 Legislation and policy for corporate compliance;
- Continued to adapt court protocols for hybrid appearances;
- Assisted in Policy development from new Legislation;
- Rolled out training to Supervisors and Managers on Human Rights Code obligations;
- Overall management of legal claims;
- Continued to work with Clear Risk and IT department to streamline processes for Claims;
- Adapting Clear Risk to track corporate agreements and insurance certificates; and
- Participating in the Property Standards and Yard Maintenance Task Force Team.



# 2023 Operating Budget Summary (\$000)

	2022	2023	\$ Change	% Change
Revenue	1,528,609	1,536,577	7,968	0.52%
Salaries & Benefits	3,333,179	3,413,928	80,749	2.42%
Other Expenses	2,983,669	3,217,935	234,266	7.85%
Tax Levy	4,788,239	5,095,286	307,049	6.41%



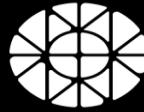
# Questions





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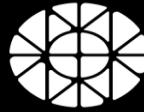
# **Human Resources Department**



# Key Initiatives in 2022

## Human Resources:

- Support for corporate wide coordinating of pandemic responses
- Ongoing human resources support for all departments
- Worked with outside Counsel in defense of Carpenters Constitutional challenge through the OLRB and to Judicial Review
- New Director of Human Resources recruited
- New Health and Safety Coordinator recruited
- Policies updated
- Supervisor Management Training, first since start of pandemic
- Prepared for and commenced Collective Bargaining
- Continual recruiting to fill vacancies – 520 total offers extended



# Looking Forward to 2023...

## Human Resources:

- Concluding collective bargaining with 5 union locals, plus lending HR support to Library Board's collective agreement negotiations
- Manager / Supervisor training initiatives
- De-escalation Training
- Health and Safety Training
- Update of Human Resources policies and procedures
- Resumption of the Attendance Management Program
- Collective bargaining for Fire collective agreement



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# **Fire Services**

# **Budget 2023**

# Fire Services

**Type of Service: External** - Provides Emergency Service to the Community

**Organizational Units Providing Service:** Administration, Operations, Fire Prevention & Public Education, Emergency Management and Support Services.

## **Services:**

- Primary objective is to provide 24 hour, 7 days a week Emergency Response
- Follows Provincial Mandate “Three Lines of Defense”- Public Education, Fire Safety/Enforcement and Emergency Response
- Develops the City’s Emergency Plan
- Maintenance of service ready apparatus, asset management and equipment repairs for frontline use
- Purchase of Fire Apparatus and Equipment



# Key Initiatives- Fire Prevention

- Following the “3 Lines of Defense” Public Education Programs that were delivered: Lectures, Demonstrations, Public Relations and Project ASAP: 112
- Building Inspections & Building Rechecks: combined total: 558
- Complaints: 204
- POA Court Appearances: 2
- Burn Permit Inspections: 744



# Key Initiatives from 2022

- Fire Services has several **Revenue & Recovery** streams, some highlights are:

Revenue	\$
Fire Protection (Batchewana First Nations)	\$160,740
Inspection Requests & File Searches	\$15,456
RTC Tuition	\$13,560
Burn Permits	\$73,530

Recovery	\$
EMS Fuel	\$152,553
EMS Vehicle Repairs	\$164,006
EMS Recovery	\$43,867
CACC Recovery	\$42,240
False Alarms	\$28,000
Fire Marque	\$30,000



# Key Initiatives

## Fire Operations

- 133 Fire Related Deaths in Ontario
- Message to community, “**ensure you have a working smoke alarm**”
- Responses for 2022
- 2280 alarms
- 158 Fires- of those fires 29 have an estimated loss of over \$50,000
- other responses included above are- Medical Assists, Carbon Monoxide Alarms, Vehicle Collisions and Vehicle Fires

# 2023 Operating Budget Summary

	<b>2022</b>	<b>2023</b>	<b>\$ Change</b>	<b>% Change</b>
Revenue	\$496,803	\$805,990	\$309,187	62.24%
Salaries & Benefits	\$14,257,233	\$15,054,659	\$797,426	5.59%
Other Expenses	\$1,219,166	\$1,491,954	\$272,788	22.37%
Tax Levy	\$14,979,596	\$15,740,623	\$761,027	5.08%

# Service Level Change

- Request to hire four (4) additional Firefighters
- Increase staff level to eighty (80) vs. seventy-six (76)
- This will decrease the overtime and mitigate risks of service delivery by not being able to maintain our on-duty compliment with overtime
- Associated costs were outlined in the January 30, 2023 report to Council
- Summary- Costs of 4 Firefighters - \$340,892
- Hours worked by 4 Firefighters - 7,728, apply this to the total overtime hours of 11,661 and it is reduced to 3,933 as the revised estimated overtime hours. This generates the savings to fund the additional Firefighters.
- Remaining savings to assist with capital purchase of Aerial



# Capital Requests Fire Service

- \$300,000 request to purchase structural firefighting gear
- Two sets of structural firefighting gear is required for all suppression staff, this ensures a secondary set is available when gear is contaminated
- OH&S Act, Section 21 Guidance Notes for Fire Service states:
- the municipality is required to provide a program to include requirements for cleaning and decontamination, advanced cleaning, routine inspection, advanced inspection, repairs, storage, records, and retirement of bunker gear from emergency operations after a 10 year life cycle



# Capital Requests Fire Service

- \$2.1 million for Aerial Apparatus purchase
- Current Aerial is 2003, at the end of its life expectancy
- Fleet replacement schedule guided by the Fire Master Plan and NFPA 1901 “Standards for Fire Apparatus” states replacement of frontline apparatus 15-20 years
- Due to age, replacement parts are difficult to find
- If not replaced and service or repair is required, parts not available may prohibit the repair. This would result in not having an Aerial for responses



# Fire Apparatus Replacement Schedule

- 2023- Aerial – approx. \$2.1 million
- 2024- Rescue Pumper- approx. \$1.1 m
- 2025- Rescue Pumper- approx. \$1.2 m
- 2026- Rescue Pumper- approx. \$1.3 m
- 4 year total of approx. \$5.7 million



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# Thank You





# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Current Levy/Other	Capital from Current	Funding Source				Other
			Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>							
<i>Roads/Bridges/Storm Sewer</i>							
Wemyss Street							
Biggins Avenue							
Stanley Street							
Blake Avenue							
Connecting Link - Carmen's Way							
Bridges and Aqueducts							
Engineering - 2024							
Various Roads							
Hub Trail Links (A-T)							
Traffic Signal Upgrades							
AM Plan - Phase II							
Culvert replacement - Second							
Line West at Leigh's Bay Road							
<b>\$ 24,005,072</b>	<b>\$ 7,615,395</b>		<b>\$ 2,388,000</b>	<b>\$ 100,000</b>	<b>\$ 12,851,677</b>		<b>\$ 1,050,000</b>
			Asset Management Reserve				Uncommitted Capital Funds



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Miscellaneous Construction</i>							
Rear Yard Drainage							
Bridge Inspection							
Bridge/Aqueduct Rehab							
Other							
Emergency Repairs	\$ 502,180	\$ 502,180					
<i>Landfill</i>							
Upgrade/Replacement	\$ 1,400,000						
Biosolids	\$ 348,698						
Fencing	\$ 35,000						
	\$ 1,783,698			\$ 1,783,698			
Waste Disposal Site Reserve							



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Landfill Fleet &amp; Equipment</i>							
Landfill Scales	\$ 112,000						
Refuse Packer	\$ 990,000						
40 Yd. Roll-off Containers	\$ 36,000						
1/2 Ton 4x4 Pickups	\$ 91,000						
Compost Turner	\$ 34,500						
D6 Undercarriage Rebuild	\$ 130,000						
Plow/Sander Combo	\$ 279,000						
	\$ 1,672,500			\$ 1,672,500			

Waste Disposal Site Reserve



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Public Works Fleet</i>							
(2) Tandem Axle St. Sanders	\$ 563,550						
Tandem Axle Plow	\$ 282,000						
Factory Rebuild Trackless	\$ 164,500						
Truck Mount 45' Bucket Truck	\$ 189,500						
(5) Pick-up Trucks	\$ 166,000						
Sidewalk Sander	\$ 17,750						
Articulating Wheeled Loader	\$ 271,000						
Mechanics Utility Truck	\$ 186,000						
(9) 4 Door with Dump Box	\$ 776,500						
Utility Van	\$ 69,500						
Used Sport Utility	\$ 22,000						
Tractor with Loader	\$ 149,000						
(4) 20' Utility Trailers	\$ 29,200						
Parks Equip. Service Truck	\$ 175,500						
Flat Bed Truck	\$ 119,500						
(2) 4x4 4 Door Pick-up Trucks	\$ 101,500						
Rear Mount Snow Blower	\$ 17,000						
	\$ 3,300,000				\$ 3,300,000		

PWT Equipment Reserve



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Current Levy/Other	Capital from Current	Funding Source				Other	
			Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt		
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>								
<i>Other</i>								
Administration Building	\$ 130,000				\$ 130,000			
Garage Building A	\$ 15,000				\$ 15,000			
Carpentry Shop Building B	\$ 32,000				\$ 32,000			
			Asset Management Reserve					
Fleet Mgmt Info System	\$ 185,000				\$ 185,000			
			IT Software Reserve					
North Street Field Light Poles	\$ 210,000				\$ 210,000			
			Subdividers General Reserve Fund					
Engineering Equipment	\$ 60,000				\$ 60,000			
			Building Permit Reserve Fund					
Traffic Graphics Printer	\$ 32,000				\$ 32,000			
			IT Software Reserve					
	<b>\$ 664,000</b>				<b>\$ 664,000</b>			
<b>Total PWES</b>	<b>\$ 31,927,450</b>	<b>\$ 8,117,575</b>	<b>\$ -</b>	<b>\$ 2,388,000</b>	<b>\$ 7,520,198</b>	<b>\$ 12,851,677</b>	<b>\$ -</b>	<b>\$ 1,050,000</b>



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)							
<i>Transit</i>							
35' Low Floor Diesel Bus	\$ 601,800						
Electric 40' Low Floor Bus	\$ 1,183,200						
Low Floor Parabus	\$ 168,300						
Accessible Vans	\$ 244,800						
5 Transit Bus Shelters	\$ 75,000						
Two Hoists - Transit Garage	\$ 200,000						
Infrastructure Modifications for Electric Buses	\$ 450,000						
Transit Facility Upgrades	\$ 250,000						
Relocate Downtown Terminal	\$ 5,627,328						
	\$ 8,800,428	\$ 266,266		\$ 580,000	\$ 2,326,834		

Transit Equipment Reserve

### Equipment

Community Centres - Seating

and Spotlights

\$ 100,000	\$ 100,000
\$ 100,000	\$ 100,000

GFL Capital / Parks & Rec Reserve



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>							
<i>Building Capital Maintenance</i>							
Cemetery Site	\$ 165,000			\$ 165,000			
Roberta Bondar Park	\$ 70,000			\$ 70,000			
Bondar Marina	\$ 30,000			\$ 30,000			
J. Rhodes Community Centre	\$ 490,500			\$ 490,500			
Ermatinger Old Stone House	\$ 35,000			\$ 35,000			
Seniors Drop-In	\$ 60,000			\$ 60,000			
Greco Pool	\$ 69,000			\$ 69,000			
Bellevue Marina	\$ 750,000	\$ 267,715		\$ 482,285			
Strathclair	\$ 163,300			\$ 163,300			
Asset Management Reserve							
Pointe Des Chenes	\$ 179,387	\$ 50,000		\$ 29,387	\$ 100,000		
Barrier Removal Reserve							
Cruise Ship Dock	\$ 160,000					\$ 160,000	
Hub Trail	\$ 150,000					\$ 150,000	
MAT Funding							
	\$ 2,322,187	\$ 317,715	\$ -	\$ 1,594,472	\$ 100,000	\$ -	\$ 310,000
<b>Total CDES</b>	<b>\$ 11,222,615</b>	<b>\$ -</b>	<b>\$ 583,981</b>	<b>\$ -</b>	<b>\$ 2,274,472</b>	<b>\$ 2,426,834</b>	<b>\$ -</b>



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>FIRE SERVICES</b>							
<i>Building Capital Maintenance</i>							
Fire Station #1	\$ 42,000						
Fire Station #2	\$ 24,000						
Fire Station #3	\$ 24,000						
Fire Hall #4 / EMS Complex	\$ 30,000						
	<b>\$ 120,000</b>						
Asset Management Reserve							
<i>Fleet &amp; Equipment</i>							
Bunker Gear Replacement	\$ 300,000	\$ 300,000					
Replace Aerial Apparatus	\$ 2,100,000					\$ 2,100,000	
	<b>\$ 2,400,000</b>	<b>\$ 300,000</b>				<b>\$ 2,100,000</b>	
<b>Total Fire</b>	<b>\$ 2,520,000</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 2,100,000</b>



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

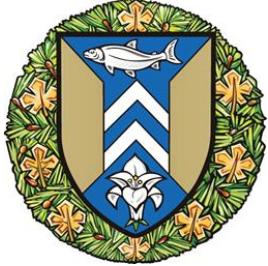
Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
CORPORATE / OUTSIDE AGENCIES							
<i>Building Capital Maintenance</i>							
Civic Centre - Seawall Rehab	\$ 750,000						\$ 750,000
Civic Centre Improvements	\$ 700,000			\$ 700,000			Accumulated
Emergency Repair/	\$ 275,000			\$ 275,000			Net Revenue
Contingency-all City buildings							
Police Elevator	\$ 200,000			\$ 200,000			
Police HQ Building	\$ 23,000			\$ 23,000			
Library Main Branch	\$ 10,000			\$ 10,000			
- Mechanical Systems							
Museum Building	\$ 105,000			\$ 105,000			
Library Main Branch	\$ 250,000			\$ 250,000			
- Asbestos Abatement				Asset Management Reserve			
	\$ 2,313,000			\$ 1,563,000			\$ 750,000



# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

	Project Cost	Funding Source							
		Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other	
CORPORATE / OUTSIDE AGENCIES									
<i>Equipment</i>									
Cutter and Postage Machine	\$ 22,566		\$ 22,566						
IT Network Upgrade	\$ 30,000				\$ 30,000				
Offline Backup Solution	\$ 110,000				\$ 110,000				
Municipal Website Redesign	\$ 65,000				IT Software Reserve				
					\$ 65,000				
					IT Software Reserve / Barrier Removal Reserve				
	\$ 227,566		\$ 22,566	\$ -	\$ 205,000	\$ -	\$ -	\$ -	
Total CORPORATE / OUTSIDE AGENCIES	\$ 2,540,566	\$ -	\$ 22,566	\$ -	\$ 1,768,000	\$ -	\$ -	\$ 750,000	
TOTAL 2023 CAPITAL BUDGET	\$ 48,210,631	\$ 8,117,575	\$ 906,547	\$ 2,388,000	\$ 11,682,670	\$ 15,278,511	\$ 2,100,000	\$ 2,110,000	
TOTAL UNFUNDED	\$ 5,627,328	Transit Terminal Relocation							



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

### C O U N C I L   R E P O R T

February 13, 2023

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services  
DEPARTMENT: Community Development and Enterprise Services  
RE: Downtown Plaza – Options Analysis

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#### **Purpose**

This report responds to City Council's request to provide options to reduce the funds being requested for the downtown plaza.

#### **Background**

On January 30, 2023, City Council passed the following resolution:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated January 30, 2023 concerning the Downtown Plaza be received and that Council authorize an increase of the project budget to \$10,949,464;

Further, that Council authorize an increase to the construction contract with Avery Construction up to \$9,135,681.75 plus applicable HST to provide funding for fees related to project delays and to establish additional contingency funds;

Further, that Council authorize an increase to the contract with Brook McIlroy up to \$865,890 plus applicable HST;

Further that Council authorize \$675,000 from the asset management reserve to be sourced from funds returned from the Mill Market's successful funding application (\$660,000) plus an additional \$15,000;

Further, that Council request staff return at the February 13 budget meeting with a report on options to potentially reduce the funds being requested for the downtown plaza;

Further that \$41,667 from the 2022 operating budget for the plaza be transferred to the plaza project.

This report provides further analysis and options to potentially reduce the funds being requested for the downtown plaza.

## Downtown Plaza Options Analysis

February 13, 2023

Page 2.

### Analysis

Following the January 30, 2023 City Council meeting staff began discussions with the consulting team from Brook McIlroy and the general contractor, Avery Construction.

In those discussions, the general contractor clarified that orders were placed shortly after tender award for long lead time items to avoid cost escalation. Many components and equipment have been delivered or contracts signed and engineering/design work undertaken.

The cost saving options put forward by the general contractor at this stage of the project include:

Item	Potential cost savings	Staff comment
Remove miscellaneous curbs on north end of site	\$10,499	This would have a minor impact on the plaza.
Remove unit pavers from exterior rink banding	Up to \$18,324 <ul style="list-style-type: none"><li>• Replace with concrete finish – \$14,500 potential savings</li><li>• Replace with asphalt - \$18,324 potential savings</li></ul>	From a design perspective, this is not recommended. The plaza consists of concrete and asphalt on the site, and this strip of unit paving provides a colour differential and breaks up the upper room (which is entirely concrete). The asphalt alternative may look as if the area was infilled as a cheaper alternative (patch work) and the concrete will blend in with the rest of the space. Though there is a cost savings, the alternative will not provide a high degree design aesthetic.
City Public Works install play structure	\$10,000	Public Works has indicated they can perform this task (will require review with supplier).
Remove Reed Lighting feature	\$5,000	The reed lighting feature is an aesthetic feature that could be removed pending discussion. There may be a penalty fee if the City does not follow through with the product and requires review with the supplier.
Remove stair lighting	\$22,500	It is staff's understanding this lighting feature is aesthetic only and can be removed (will confirm any safety implications with lighting sub-consultant).

## Downtown Plaza Options Analysis

February 13, 2023

Page 3.

Remove metal guide rail	\$5,000	Guide rail is suggested to avoid potential damage to the Indigenous screen and wood fence from the private parking lot adjacent. Alternative for City to procure curb-stops or have PW install guard rail at a later date if needed/wanted.
Remove stage	\$150,000	Not recommended - foundation is poured for stage and digital screen/speakers already received. This is the focal piece of the lower room and a key component to activation (musical/theatre/dance performances, movie screenings, sports event viewing, etc.). Sponsorship of \$150,000 total for this feature (\$50,000 cash and \$10,000 in-kind) has been secured and City would incur engineering costs of \$26,500.
Total	\$221,323	

From the analysis above, should Council wish to decrease the construction budget it is recommended that a total of \$71,323 (curbs, pavers, PW play structure install, reed lighting feature, stair lighting, metal guide rail) provides potential and practical cost savings.

It should be noted that two value management exercises were conducted on the project previously. The first was completed by staff prior to seeking Council approval on a final project budget. The second was completed after the tender submissions came in over budget. The features that were selected to remain in the plaza were felt to be critical components to the overall success of the project from a programming, activation and aesthetic perspective. Many of these features also had received the benefit of community sponsorship.

At this stage of the project, there are limited options for significant cost reduction. The rink feature has not been included for consideration based on the contract with CIMCO that is in place, work completed to date and stage of construction.

The rationale for the downtown plaza project has been provided to Council previously and is included as Attachment A – Downtown Plaza Rationale. In short, Sault Ste. Marie is expected to grow in the coming years and all community sectors (businesses, healthcare, education, non-profit) need to attract young professionals and families to the community to replace an aging workforce. Our Economic Development and Tourism teams are looking to attract new businesses and visitors to the community. Our post-secondary institutions hope to attract and retain students in the community. Having an attractive and vibrant downtown is a critical component to achieving these goals.

## Downtown Plaza Options Analysis

February 13, 2023

Page 4.

Ensuring the community welcomes and integrates newcomers to the community is also important. The support the plaza has seen with cultural organizations to utilize the space for cultural celebrations is encouraging. In addition, support from the education sector to celebrate talented youth in the community provides exciting potential for the plaza (Attachment B – Letters of Support).

The City has received financial support for the downtown plaza from all sectors including the Federal government (FedNor - \$500,000), Provincial government (OMAFRA - \$250,000) and community fundraising of \$1.13M (an unprecedented amount for a municipal project).

In order to lead and support the change desired in the downtown, investment is required. This type of community building investment is taking place in other communities across the Province and in Northern Ontario (with many projects on a larger scale than the plaza project - Thunder Bay Prince Arthur Landing project Phase I was approximately \$63M project; Sudbury Junction East project \$98.5M.)

The vision to have an appealing, safe downtown with increased residential density, cultural vitality and commerce requires community investment from all sectors. In the last 11 years over \$121M in building permits have been taken out in the downtown. There are over 300 businesses in the downtown and we have seen exciting new restaurants, art galleries and retail stores open in the past three years (despite post-pandemic issues).

The downtown plaza project is the cornerstone of the City's downtown revitalization efforts. The project was based on taking a thoughtful, strategic approach to downtown revitalization that involved expert recommendation, research of best practices and local consultation. From a practical and 'best use of funds approach', completing the project and retaining as many of the features to maintain the strategic intent of the plaza is important and will help ensure benefits for generations to come.

### **The following options are available to Council:**

#### ***Option #1***

That Council accept all cost reductions included in this report. (Total reduction of \$221,323)

#### ***Option #2***

That Council accept all cost reductions in this report with the exception of removing the stage and screen. (Total reduction of \$71,323)

#### ***Option #3***

That Council not accept any of the cost reductions in this report.

### **Financial Implications**

City Council approved a revised project budget of \$10,949,464 on January 30, 2023. Should the value management options be accepted (\$71,323), the increase required for the contingency is \$588,677.

## Downtown Plaza Options Analysis

February 13, 2023

Page 5.

Staff recommend utilizing \$588,667 from the Asset Management Reserve requiring a Capital Budget amendment to postpone the Bellevue 'A' Dock replacement to a future year). There is no levy impact for the capital construction of the downtown plaza project, an operating budget was previously approved by City Council for plaza operations.

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

This item directly aligns with the Corporate Strategic Plan in multiple focus areas.

The project aligns directly with the focus area of "Quality of Life" and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas.

The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

### **Recommendation**

Staff recommends accepting all cost reductions in this report with the exception of removing the stage and screen.

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated February 13, 2023 concerning the Downtown Plaza be received and that Council approve Option #\_\_\_\_ above.

Respectfully submitted,

Tom Vair

Deputy CAO, Community Development and Enterprise Services

705.759.5264

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

## **Downtown Plaza Strategic Rationale**

The rationale for the downtown plaza project includes:

- Strategic Development - The downtown plaza project is a strategic project and critical component of the downtown revitalization strategy. Downtown is the only geographic area specifically mentioned in the 2016-2021 Corporate Strategic Plan. “Vibrant Downtown Areas – We are striving to create a vibrant and attractive downtown that contributes to the vitality and resiliency of our City. Downtown areas play a central role in defining the character of our City.” Downtown revitalization was also identified as an overarching goal in the FutureSSM Community Development strategy and a common piece of feedback during the extensive consultation exercise.
- Downtown Vision - The downtown plaza is central to the vision to advance the downtown. Staff previously provided Council with a strategy for downtown development that included key projects contributing to downtown revitalization:
  - Bay Street Redevelopment (completed)
  - Bondar marina upgrade (completed)
  - Downtown Plaza
  - Mobile retail units located at the plaza
  - Relocation of the Mill Market to 73 Brock Street
  - Boardwalk Promenade extension
  - Queen Street Streetscaping
  - Spring Street Woonerf and connection to the waterfront
- Funding support – The fundraising campaign for the plaza project exceeded the initial fundraising target of \$400,000 with a total of \$1.23M in support (over 3x the amount initially contemplated – Attachment A – Downtown Plaza Fundraising). The City has also received \$750,000 in government funding for the plaza (500,000 from FedNor and \$250,000 from the OMAFRA RED program).
- Activation – A key component to the downtown plaza is having activity throughout the year. The features of the plaza (skating rink, water feature, stage and digital screen, play feature, mobile retail units) will help to draw people to the plaza year-round. The recent report on downtown activation provided an overview of the diversity of events planned for the plaza in the future.
- Momentum – Prior to the Covid-19 pandemic, a number of positive events, patio openings and investments were taking place in the downtown. The importance of the plaza is only heightened with the need to return foot traffic and continue to attract business and residential development investment in the downtown. In the last 11 years over \$121M in building permits have been taken out in the downtown. There are over 300 businesses in the downtown. City leadership is required to contribute to the ongoing, positive development of the downtown. Investment in public realm and programming plays an important role in achieving the success desired and continuing this momentum.

- Expert review - Roger Brooks recommended the plaza concept in his assessment of downtown Sault Ste. Marie. Roger Brooks has assisted nearly 2,000 communities with their branding, tourism, downtown development and marketing efforts during his career, which spans more than 35 years. As one of the industry's foremost authorities on downtowns, Roger has helped communities around the world working in more than 45 U.S. states, across Canada, in Western Europe, Scandinavia, and Mauritius.
- Research conducted into best practices in downtown revitalization and successes in other communities often include the development of a downtown plaza. The American Planning Association issued a report titled, "Downtown Revitalization in Small and Midsized Cities". The report highlights:

*"Gathering spaces are a community's living rooms and are essential attributes of a downtown. They provide a "third place" that complements the "first place" (home) and "second place" (work) for residents to get together, socialize, and catch up on the latest gossip. These are the venues where people interact, mingle, and share ideas. They facilitate chance encounters and contribute to neighboring and community cohesiveness. They enable social bonding and the fostering of community belonging. Because of these qualities, public gathering spaces are essential to downtown health and, by extension, the health of the entire community."*

- Investment Attraction – Part of the goal of the plaza is to incentivize further investment in the downtown. Having a location that appeals to residents will help to improve the potential for businesses and attract residential development. City staff engaged the development community at the outset of the downtown plaza project and received positive feedback that this type of investment will help further residential development and is exactly what the City should be doing in the downtown core. There have been new businesses, galleries and artisan shops opened in the downtown in proximity to the plaza since the project was announced.
- Welcoming Community – A common piece of feedback heard through the FutureSSM community consultations was that some newcomers expressed difficulty meeting people and becoming part of the community. Building a downtown plaza and programming the space to host a diversity of community events that appeal to different groups in the community is a way to help address this issue. The City received numerous letters of support from community cultural groups and organizations to host events in the plaza (Attachment B – Downtown Plaza Letters of Support) which were recently provided in the Downtown Activation Report. The letters of support are a positive sign to help achieve the goal of being a welcoming community. The importance of attracting newcomers and retaining youth in the community to address our aging demographic and need to fill workforce requirements cannot be understated to the future success of the community.

Finally, and perhaps most importantly, the health of a community's downtown is vital to economic development – it is one of the most important factors that businesses, labour force, students and youth use to assess the health of a community. The plaza project is a critical component of the downtown revitalization strategy and an opportunity to enhance the downtown for generations to come

2022 08 02

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON

P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

Ontario Winter Carnival Bon Soo is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza. The Ontario Winter Carnival Bon Soo will be celebrating our 60<sup>th</sup> annual carnival February 2023. The carnival is the largest Northern Ontario carnival offering ten days of excitement for all ages and interests.

Bon Soo - as we now know it - was originally the idea of Sault Ste. Marie businessman Henry Bullock. The first Carnival was held in 1964. In the beginning it was a collection of events that already existed in the City, but were encouraged by the Chamber of Commerce to come together in a Carnival Format. The primary purpose was to add excitement to the long winter season - but early organizers also recognized this great opportunity to boost Tourism and business during the historically slower first quarter of the year.

In the heart of winter at a time when the winter blues could set in, Bon Soo would bring families, friends, neighbours and visitors out of doors to enjoy the season. What better than a central community meeting center in the middle of our downtown core to bring people out of their homes and celebrating community spirit?

Our goal is to host 1-2 + events per year in the downtown plaza including winter events during Bon Soo February 3-12 (TBD 2023 schedule pending) onsite with visits with our Mr. Bon Soo Mascot. We are very open to conversations and collaborations for other events and activities throughout the year where a presence for the Bon Soo Carnival can be involved. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

*Jeany White*

Jeany White  
Manager  
Bon Soo



2022 07 04

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

African Caribbean Canadian Association of Northern Ontario (ACCANO) is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

ACCANO is organized exclusively as a not for profit, non political, and non-denominational association that seeks to develop, promote, and grow awareness of our cultural heritage, while promoting unity in our community. Its objectives include but are not limited to:

- a) To bring together all the residents of Northern Ontario of Black/African/West Indian (BAWI) descent, their families and friends
- b) To advance the common interest of all members
- c) To provide mutual aid and assistance as needed
- d) To provide a forum for social, cultural and business networking opportunities
- e) To create an environment for our children and the youth to learn about our diversity
- f) To share our culture and diversity in the community in which we live
- g) To promote and assist with the integration of new BAWI immigrants in the community
- h) To connect and build relationships with other groups in the community

Our goal is to host two main events per year in the downtown plaza including showcasing ACCANO's Arts and Cultural heritage. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

A handwritten signature in black ink, appearing to read "Gabriel Araba".

Gabriel Araba

ACCANO Vice President

Organization/Event: Showcasing ACCANO's Arts and Cultural Heritage

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
P6A 5X6

Friday, July 8, 2022

**Re: Downtown Plaza Collaboration**

Dear Tom Vair:

The Sault Community Career Centre is pleased to provide this letter indicating our interest in collaborating on events in the city's Downtown Plaza. We want to play our part in helping diversify and grow Sault Ste. Marie's economy so that it remains vibrant and healthy.

The Sault Community Career Centre is a not-for-profit employment service agency serving Sault Ste. Marie and area since 1992. We provide free support to job seekers, employers, and newcomers so that they can reach their professional goals.

We aim to host six events a year in the Downtown Plaza, including events focused on cultural celebrations such as Multiculturalism Day, English conversation circles, and other events aimed at helping newcomers settle in the community. We look forward to working with City staff to finalize details and participate in activating the Downtown Plaza in 2023.

Sincerely,



Adam Pinder  
Executive Director  
Sault Community Career Centre



503 Queen St. E  
Sault Ste. Marie, ON  
P6A 2A2

477 Queen St. E, Unit 101  
Sault Ste. Marie, ON  
P6A 1Z5



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saultcareercentre.ca

Page 216 of 389

2022 07 05

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON

P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

The Northern Ontario Latin-Hispanic Association is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

The Northern Ontario Latin-Hispanic Association (NOLHA) is a non profit organization dedicated to promote and celebrate Latin-Hispanic culture and heritage. We strive to enhance cultural awareness and enrich our community, sharing ideas and providing experiences to further the understanding of our Latin/Hispanic culture. NOLHA was first started in 2013 in Sault Ste Marie, ON to promote and share the Latin-Hispanic culture through events, education, dance, music and social programs.

Our goal is to host 1 to 2 events per year in the downtown plaza including collaboration for multicultural events with community partners. Our organization intends to promote racial harmony among the greater community through the exposure of diverse educational, cultural, social and artistic events. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

Sandra Mongui  
Executive Director  
Northern Ontario Latin-Hispanic Association (NOLHA)

[nolhacan@gmail.com](mailto:nolhacan@gmail.com)



## Algoma District School Board

644 Albert St. East  
Sault Ste. Marie  
ON P6A 2K7  
Telephone: (705) 945-7111  
FAX: (705) 942-2540  
[www.adsb.on.ca](http://www.adsb.on.ca)

CHAIR  
Jennifer Sarlo  
DIRECTOR OF EDUCATION  
Lucia Reece

---

August 12, 2022

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive,  
Sault Ste. Marie, ON P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

The Algoma District School Board is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

As our mission is to develop and graduate "Confident Learners, Caring Citizens," we actively seek opportunities for community partnerships and to engage our students in community-based events and projects, as well as to showcase the talents of our students across the district. The plaza will provide a dynamic location for students to demonstrate their musical talent and potentially their culinary and woodworking skills. In addition, the site could provide access to skating for classes during the winter months as well as a venue to promote entrepreneurship or host specific school community family nights. As these are preliminary ideas, there is, of course, also the opportunity to engage students, through a youth committee, to provide insights and ideas about the use of the space.

Given the opportunities noted above, I anticipate that both school-level and Board-level use could occur during all seasons, and minimally, monthly. We would welcome the opportunity to work with City staff to finalize details and our participation in activating the plaza in 2023.

Best regards,

Lucia Reece  
Director of Education  
Algoma District School Board

cc: Jennifer Sarlo, Chair, Algoma District School Board



June 15, 2022

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

Filipino Canadian Community of Sault Ste. Marie is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

Our goal is to host 2 -3 times events per year in the downtown plaza including Fil-Can Day Celebration the month of June and Filipino Christmas Party and some other events. We look forward to working with The City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

  
Roberto Rivera  
Founder / President  
Filipino Canadian  
Community of Sault Ste. Marie



2022 08 09

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive,  
Sault Ste. Marie, ON P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

The Huron-Superior Catholic District School Board is very pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza set to launch in 2023.

The Huron-Superior Catholic District School Board serves close to 3500 students in the Sault Ste. Marie and surrounding areas and welcomes the opportunity to provide an additional venue like the Downtown Plaza for our students to attend exciting events and even more, showcase their gift and talents.

There are a multitude of opportunities that our students can engage in that extend beyond the classroom and align with Ontario Ministry of Education expectations, particularly as they relate to the Arts, including music and dance. Students hold Talent Shows in their schools and this would be a wonderful venue to showcase their talents to the community members, along with their family and friends. Moreover, our students at St. Mary's College have organized an annual Arts Festival that has taken place at the SSM City Hall in the past and this can now be a new option for them to consider. I know our principals and educators would be supportive of providing this opportunity for our students at this wonderful venue.

We are genuinely looking forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

A handwritten signature in black ink that reads "Danny Viotto".

Danny Viotto  
Director of Education

cc Sandra Turco, Chair of the Board



496 Queen St. E  
Sault Ste Marie, ON  
P6A 1Z8

July 21, 2022

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

The Downtown Association is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

As part of our Strategic Plan and the desire of our Board, the Association is continuously looking for ways to activate the Downtown with events and programming. The Downtown Plaza will be another asset that our Organization can look to when planning programming each year. This addition will allow us to further our Organizational Goals while also encouraging people to experience Downtown Sault Ste. Marie.

Our goal is to host at least three events per year in the downtown plaza, and will be looking for ways to expand that number as we become more familiar with the area. Our Organization has brainstormed a number of potential events that we could utilize the space for and will be pursuing options for making them a reality. We also look forward to assisting others looking to use the space with the process to making their event a reality. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

---

Salvatore Marchese  
Executive Director  
Queenstown Downtown Association

2022 06 29

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

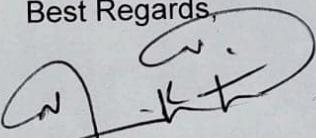
Sault Canadian-Pakistani Community is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

Our Canadian-Pakistani community has been serving the beautiful City of Sault Ste. Marie in various departments and occupations, including three Pakistani Restaurants i.e. Tandoori Gardan, La Spicy Grill, and Popeye's franchise

Being enthusiastic immigrants, we chose Sault Ste. Marie explicitly to settle here, and we consider Sault Ste. Marie as our home-away-from-home. Our children were born and being raised in Sault Ste. Marie. Our goal is to host at least 4 events per year in the downtown plaza including, but not limited to, Eid ul Fitr, Eid ul Adha, Pakistan Independence Day, Pakistan National Day and so on. This would furnish our children with a valuable chance to celebrate and commend their traditional occasions with their loved ones.

We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best Regards,



Nasir Khan  
Product Development and Metallurgical Engineer - Tenaris  
Member of Canadian-Pakistani Community  
Cell: 705 254 8077  
Email: nkhaan99@gmail.com

2022 06 13

Tom Vair  
Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
  
P6A 5X6

**Re: Downtown Plaza Collaboration**

Dear Tom:

The Chinese Association in Sault Ste. Marie is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

It is a great news that the Soo has a new social location for local communities starting in 2023. Our goal is to host one event per year in the downtown plaza to enjoy the beautiful summer and to showcase Chinese culture. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023. Please let us know if we can be of any assistance.

Best regards,



Chunhua Zhang

President  
Chinese Association in Sault Ste. Marie, ON

[Zhangch2000@gmail.com](mailto:Zhangch2000@gmail.com)  
(705) 255-6603



**Islamic Association of Sault Ste. Marie**  
2 Towers Street, Sault Ste. Marie ON P6A 2B1  
[www.iassm.ca](http://www.iassm.ca)

2022.07.15

Tom Vair

Deputy CAO, CDES  
City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, ON  
P6A 5X6

Dear Tom:

**Re: Downtown Plaza Collaboration**

Islamic Association of Sault Ste. Marie is pleased to provide this letter indicating our interest to collaborate on events within the downtown plaza.

Islamic Association of Sault Ste. Marie holds regular family gatherings and events throughout the year. Some are celebrations of religious holidays, others are fun activity days for kids, youth and families in the community.

Our goal is to host 2 events per year in the downtown plaza including Eid Celebrations. We look forward to working with City staff to finalize the details and participating in activating the plaza in 2023.

Best regards,

Kemal Kan

President

Islamic Association of Sault Ste. Marie

# SOO GREYHOUNDS HOCKEY CLUB

269 Queen Street East · Sault Ste. Marie, Ontario

Tel. (705)-253-5976 · Fax (705)-945-9458

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www.twitter.com/@OHLHoundPower



2022 06 20

**Tom Vair**  
**Deputy CAO, CDES**  
**City of Sault Ste. Marie**  
**99 Foster Drive**  
**Sault Ste. Marie, ON**  
**P6A 5X6**

Dear Tom,

**Re: Downtown Plaza Collaboration**

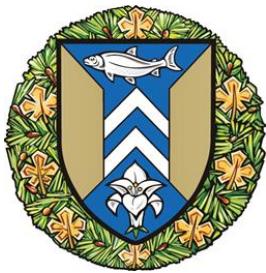
**The Soo Greyhounds Hockey Club is pleased to provide this letter indicating our interest to collaborate on an annual event within the downtown plaza.**

**The Soo Greyhounds would be willing to host a skate with the Greyhounds on the Outdoor Skating pad in the new downtown plaza at a date to be determined.**

Best regards,

A blue ink signature of the name "Tim Lukenda".

**Tim Lukenda**  
**President / Governor**  
**Soo Greyhounds Hockey Club**



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

### C O U N C I L   R E P O R T

February 13, 2023

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services  
DEPARTMENT: Community Development and Enterprise Services  
RE: Downtown Plaza – Options Analysis Additional Information

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#### Purpose

This report provides additional information to respond to City Council's request to provide options to reduce the funds being requested for the downtown plaza.

#### Background

A report appears elsewhere on the agenda with options analysis for the downtown plaza. In addition to this report, staff are providing the following information to address some questions received and provide further information:

- A preliminary, draft calendar of events was created by staff to illustrate a sample of a full calendar year of events and activities (Attachment C – CDES Draft Plaza Event Calendar). Staff anticipate additional events and the calendar does demonstrate the potential for dynamic, ongoing programming activity throughout the year.
- The Canada Community Building Fund (CCBF) resources utilized for the plaza were allocated from 'top up' funds that the City received (in addition to the regular amount received by the City). The regular amount of CCBF was put into road infrastructure projects as usual and a portion of the additional funds were utilized to assist with plaza construction (of the \$9.4M received in 'top up' funds, \$5.4M was allocated to the plaza).
- A visual for the reed lighting feature mentioned in the options analysis report is provided below – note, this is a precedent image only from another location but provides an idea of the concept that was to be implemented in the plaza:



## **Analysis**

The analysis is provided in the main Council report on Plaza Options.

## **Financial Implications**

There are no financial implications from this report. The main Plaza Options Analysis report includes this information.

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

This item directly aligns with the Corporate Strategic Plan in multiple focus areas.

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas.

The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

## **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 February 13, 2023 concerning the Downtown Plaza be received as information.

Respectfully submitted,

Tom Vair  
Deputy CAO, Community Development and Enterprise Services  
705.759.5264  
[t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
 Supplementary Items to be Approved by Council  
 2023

**Note: This listing is not in priority order.**

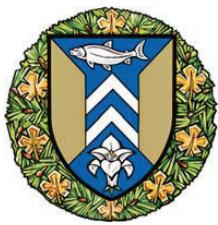
#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
	<b>Capital Investment Requirements</b>		
1	Increase Public Works Equipment Reserve for renewal and replacement of fleet		550,000
2	Capital to cover the City's annual ICIP contribution for Transit		550,000
3	Increase miscellaneous construction budget for road resurfacing, small capital projects, EAs, biennial structural inspection, drainage, etc.		500,000
4	Parks analysis illustrated the long-term replacement/upgrades plan and was accepted by City Council on May 25, 2020 - upgrade 3 parks a year over a 5-year period		300,000
	<b>Service Level Changes</b>		
5	Purchase fireworks and sound entertainment for Canada Day celebrations		10,000
6	Paint crosswalks with designs		15,000
7	Increased funding to support arts, culture, and heritage		160,500
8	Establish a Social Equity program stream within the Community Development Fund		25,000
9	Transit Adventure Bus to provide service to outdoor attractions and activities		8,000
10	Funds to develop a long-term financial plan to guide the financial management of the municipality over a 10-year planning period	50,000	
11	Re-establish Mayor and Council travel budgets		
12	Increased funding for expanded downtown activation resources (events and concert series)		79,678
13	Increased funding to expand coverage of the Downtown Ambassador Pilot program - either Option B (\$196,826) or Option C (\$95,913) is recommended		95,913 to 196,826

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
	<b>Complement Changes</b>		
14	Hire a Records, Information, and Elections Coordinator - FOI requests will move from Legal to Clerks, enhanced record management program, etc.		44,738
15	Hire an Office Clerk in Building Inspection (zero levy impact)		62,985
16	Change the part-time By-Law Enforcement Officer to full-time		35,803
17	Hire a Building Inspector (zero levy impact)		98,834
18	Hire four Firefighters Hiring Costs Overtime Savings Amount Available to Finance Aerial Truck (Recommended in Capital Budget)		- 340,892 (447,740) 106,848
19	Hire a Construction Supervisor in the Engineering Department		97,065
20	Hire a Parks Maintenance employee		76,634
21	Hire two Training Supervisors in Works		210,486
22	Hire seven Summer Students (2 Cemetery, 2 Marinas, 1 Arenas, 1 Recreation & Culture, 1 Clerks)		81,658
23	Hire an Aquatic Lead at the John Rhodes Pool		55,844
	<b>Outside Agency and Local Boards</b>		
24	Increase operating grant for the Art Gallery of Algoma		59,215
		<b>50,000</b>	<b>3,218,266</b>

# SUPPLEMENTAL ITEM #1

## ***Capital Investment Requirements***

**Increase Public Works Equipment Reserve for renewal  
and replacement of fleet: \$550,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Buildings & Equipment

Request Name: Public Works Equipment Reserve Increase

### Overview:

Public works is requesting an increase to the PW equipment reserve in the amount of \$1,100,000 for renewal and replacement of current fleet as identified in the equipment replacement plan analysis by Mercury Associates, Inc. \$550,000 is required in 2023 and the remaining \$550,000 in 2024 which will bring PW up to the recommended annual spend of \$2.4 million for future replacement needs.

In addition, due to the substantial backlog, the annual spend recommended for years 2023-2025 is \$3.3 million in order to address the backlog. (Finance to explore alternative funding options to bridge the gap between the \$2.4 million and \$3.3 million level).

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
PW Equipment Reserve	PW Equipment Reserve	10-400-4018-6760

### Proposed Changes to Service Level

PW assets are not being retired and replaced at their targeted age and 46.5% percent of PW vehicles will meet or exceed their recommended replacement age in 2023. PW is currently facing a replacement backlog of \$12.1 million.

An increase to the annual equipment reserve is required (\$1,100,000 over 2 years) to bring us up to the recommended annual spend of \$2.4 million as identified by Mercury Associates, Inc.

Further investment will be required for years 2023-2025 to address the substantial backlog. Finance to explore potential investment options.

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
PW Equip Reserve Increase	On-going	\$550,000	\$550,000	
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	\$550,000	\$550,000	
One-time			
Total	██████████	██████████	████

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #2

## ***Capital Investment Requirements***

**Capital to cover the City's annual ICIP contribution for  
Transit: \$550,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Transit Capital

### Overview:

This capital required for the shortfall for the City's ICIP contribution annually as well of the \$130K annual reserve transfer. The City's share of all ICIP approved projects is 26.6%, or 16.6% for rehabilitation projects (technology improvements). The capital is imperative to ensure the City capitalizes on the ICIP funding. In addition this will also include the required \$130K transfer to own funds.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Transit Capital	Shortfall of annual ICIP contribution and transfer to own funds	

### Proposed Changes to Service Level

This service level increase is to ensure the City will continue to fund the Transit Capital equipment funding through ICIP and transfer \$130K to own funds.

### Alignment with Strategic Plan

The request aligns with the Strategic Plan in regards to Infrastructure and Asset Management and New Infrastructure to ensure safe and reliable service to the public and replacement of deteriorating assets. This will also allow for continued delivery of service under the Service Delivery pillar.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Capital requirement for Transit	On-going	\$550,000	\$550,000	\$550,000
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	550,000	550,000	550,000
One-time			
Total	[REDACTED]	[REDACTED]	[REDACTED]

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)
Capital requirement for Transit	550,000	550,000	550,000

## Other supporting information (business plan, Council resolution, calculations, etc.):

March 29, 2021 Council Report; Investing in Canada Infrastructure Program 2022-2026

Departmental  
Approval:

Brent  
Lamming

Digitally signed by  
Brent Lamming  
Date: 2022.07.14  
11:28:04 -04'00'

Date: July 14, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #3

## *Capital Investment Requirements*

**Increase miscellaneous construction budget for road resurfacing, small capital projects, EAs, biennial structural inspection, drainage, etc.: \$500,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Engineering

Request Name: Miscellaneous Construction Budget - Resurfacing

### Overview:

Miscellaneous Construction Budget was originally intended for small capital projects. For decades, the majority of the budget has been diverted to resurfacing due to the overwhelming need. The backlog of arterial and collector streets requiring resurfacing is in the \$25-\$30M range and growing. Further, there has been little to no progress on the outstanding list of Miscellaneous Construction projects.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Miscellaneous Construction	Resurfacing, Small capital projects, EAs, Biennial structural inspection, drainage, etc	10-310-3214-6772

### Proposed Changes to Service Level

The Miscellaneous Construction budget of \$1.3M has not been increased in decades. It covers rear yard drainage, biennial structural inspections, EAs for drainage and traffic related initiatives and comparably small capital projects. The backlog of incomplete projects is in the \$13M range. Without an increase, even for inflation, the effectiveness of this budget has considerable diminished. The majority of the funds are directed to resurfacing.

### Alignment with Strategic Plan

Preservation and replacement of existing infrastructure is linked to the infrastructure and asset-management focus areas of the strategic plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Miscellaneous Construction	On-going	500,000	500,000	500,000
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going			
One-time			
Total	●	●	●

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

The \$1.3M budget is allocated to annual rear-yard drainage, biennial structural inspections for bridges and aqueducts, and surface treatment programs, followed by allocations to upcoming and underfunded Environmental Assessments and bridge/aqueduct repairs. An allowance of \$50,000 is set aside for unforeseen items. The remainder is all allocated to resurfacing. This means that approximately \$700,000 is allocated to resurfacing. It is wholly insufficient and must be supplemented by significant portions of the Capital Transportation (Roads) budget. Without increases, even for inflation, the effectiveness of the resurfacing budget is eroded annually.

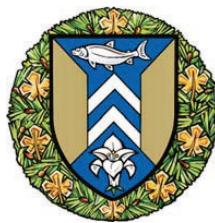
Departmental Approval: **Carl Rumiel, P. Eng.**  
Date: 2022.08.05  
14:49:52 -04'00'

Date: August 5, 2022

# SUPPLEMENTAL ITEM #4

## ***Capital Investment Requirements***

Parks analysis illustrated the long-term replacement/upgrades plan and was accepted by City Council on May 25, 2020 - upgrade 3 parks a year over a 5 year period: \$300,000 on-going



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Parks Upgrades

### Overview:

A parks analysis was completed and the long-term replacement/upgrades plan was presented to City Council and accepted. The plan identified 3 parks a year to be upgraded and new equipment/features installed. This is the third year the request has been made in support of the parks revitalization plan. Council supported the Parks Revitalization in principle on May 25, 2020. The 3 parks planned for immediate upgrades were Rosedale Park, Parkland Park and Downy Park (Council report and appendices attached).

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Parks and playgrounds	Replacement of park features and playground equipment	10-400-4400

### Changes to Service Level

Playground equipment has exceeded its useful life and needs to be replaced. In addition accessibility features will be taken into consideration when selecting new components for the parks.

### Alignment with Strategic Plan

Maintaining existing infrastructure and promote quality of life

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Parks Equipment	On-going	300000		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	300000	300000	300000
One-time			
Total	300000	300000	300000

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Playground Revitalization Report was sent to council on May 25, 2020

"Resolved that the report of the Director of Community Services - Community Development and Enterprise Services dated 2020 05 25 be approved.

Furthermore that a capital request for parks revitalization be submitted as part of the 2021 budget prioritization process."

Departmental  
Approval:

Brent  
Lamming

Digitally signed by  
Brent Lamming  
Date: 2022.08.03  
15:58:03 -04'00'

Date: August 3, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #5

## *Service Level Changes*

**Purchase fireworks and sound entertainment for  
Canada Day celebrations: \$10,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Canada Day

### Overview:

The Canada Day budget has remained the same with minimal increase over the past 18 years. Fireworks and Pyro-Technician fees have increased substantially which is the main focus of this budget, without the increase our fireworks display would be less than a quarter of the existing show. This budget line also covers the stage entertainment and site activities provided to the community members in attendance. Funding from the Department of Canadian Heritage has ranged from \$5000-\$14000, without an increase this would impact our funding opportunity as programming schedule is a major part of the funding criteria.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Canada Day Operations	Canada Day event services	10-500-5017-6370

### Changes to Service Level

No increase to this services line would result in severely limiting the Canada Day programming, due to the increase in service costs. Fireworks and pyrotechnical service has increased 90% which exceeds the current budget, sound tech services has increased approximately 30% and entertainer/performance fees are approximately 25-30% increase. Not increasing the existing budget will require cut back on the days program and would also impact the City's funding request from the Department of Canadian Heritage as it is dependent on programming, ultimately reducing grant funding.

### Alignment with Strategic Plan

This aligns with the municipal Commitment to the Citizens and Community providing inclusive accessible services.

Quality of life, a welcoming event day of programming for all of the community promoting and growing the arts and culture sector.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Canada Day Operations	On-going	10000		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	10000		
One-time			
Total	10000	0	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Correspondence with our fireworks contractor has confirmed that at minimum at least \$18,000.00 maintains the existing fireworks show, not including pyro technician services of \$2,000.00 Sound/Lighting technician fees for this days programming is approximately \$2,400.00. Performance fees range from \$4,000 to \$5,000 as family performing artists are brought in from out of town, and local musicians provide the music component of the days programming.

The 2022 invoice for fireworks/services alone was \$15800 pre-tax.

Departmental  
Approval:

Brent  
Lamming

Digitally signed by  
Brent Lamming  
Date: 2022.10.14  
16:34:59 -04'00'

Date: Oct. 14, 2022

# SUPPLEMENTAL ITEM #6

## *Service Level Changes*

**Paint crosswalks with designs: \$15,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Crosswalk Painting

### Overview:

The request is to support maintenance of existing crosswalks painted with designs (EX Pride Crosswalk) and/or painting of new crosswalks with designs.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Crosswalk Painting	Purchased Services	10-500-5102-6490

### Changes to Service Level

The budget to repaint/repair existing crosswalks that were previously painted is not within the operating budgets. This will allow for maintenance of existing crosswalks and painting of new crosswalks.

### Alignment with Strategic Plan

The project aligns with Quality of Life: Vibrant downtown areas and cultural plan implementation.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Purchased Services	On-going	15000	15000	15000
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	15000	15000	15000
One-time			
Total	15000	15000	15000

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:**Brent  
Lamming**Digitally signed by  
Brent Lamming  
Date: 2022.08.17  
09:53:54 -04'00'

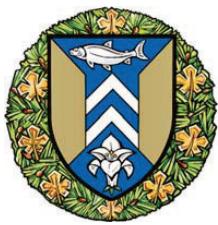
Date: August 17, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #7

## ***Service Level Changes***

**Increased funding to support arts, culture, and heritage: \$160,500 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Cultural Funding

### Overview:

The City has engaged LORD Cultural Resources to prepare a Community Cultural plan. The objective of the plan are to, foster investment and economic development in Arts, Culture and Heritage; strengthen partnerships to promote cultural vitality in the community and strengthen connectivity amongst those in the creative sectors locally. The Cultural Plan, now in the final stages of preparation, has identified that Sault Ste. Marie as having lower than average funding for cultural grants relative to other 'peer' municipalities, and as such, is recommending increase in funding to support arts cultures organizations, events and for activities. A phased in approach will be taken to attain the recommended increased in funding arts, culture and heritage. In addition, in 2018 the Cultural Advisory Board requested an operating increase as the requests for financial assistance received are greater than the funds available for distribution. Moved by: W. Greco Seconded by E. Belair "Resolved that the Cultural Advisory Board request that the funding for Cultural Financial Assistance grants be increased in 2019 to \$75,000 from \$53,900, and that staff prepare the necessary paperwork be approved." In 2020 an increase of \$50,600 was approved, followed by another increase in 2021 of \$40,000. The additional \$160,500 in annual funding will allow the City to reach the target investment of \$5.00 per capita.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Cultural Funding	Increased funding to support arts, culture and heritage	Various

### Changes to Service Level

The Arts in Culture Action Team has developed a funding model to address the various needs of arts, culture and heritage organization in SSM. Funding will be divided into various buckets; Arts and Culture Assistance Program Funding, Public Art and Heritage are being addressed.

### Alignment with Strategic Plan

Strategic Plan -Promote, grow and support arts and culture - Cultural Plan Implementation was identified as a key activity for 2021.

The request supports the Cultural Vitality Pillar and the Community Culture Plan.

The Community Culture Plan 2019-2024 - Goal #1 recommended that the Municipal Cultural spend should be increased to be on par with other comparable municipalities. The city should aim for at least a \$5.00 per capita grant expenditure.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Cultural Funding	On-going	160500		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	160500	160500	160500
One-time			
Total	160500	160500	160500

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Cultural Vitality is one of the 4 pillars of FutureSSM and a strategic priority for the Municipality. A key recommendation from the Community Adjustment Committee was to develop a funding model that supports further develop of cultural facilities, organizations and events. Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. Such creative, vibrant and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community. Because of this, the development of comprehensive Community Cultural Plan was identified as key recommendation in the Community Adjustment Committee Report as a way to increase cultural vitality in Sault Ste. Marie.

Departmental  
Approval:

Brent  
Lamming

Digitally signed by  
Brent Lamming  
Date: 2022.08.03  
16:00:15 -04'00'

Date: August 3, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #8

## *Service Level Changes*

**Establish a Social Equity program stream within the Community Development Fund: \$25,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: Social Equity Fund

### Overview:

The operating increase request is for \$25,000 to provide funds within our Community Development Fund for the Social Equity Program stream. At present, there is no annual funding source for the Social Equity Program stream and the funds are required to come out of the Economic Development Program allocation/stream.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Social Equity Fund	Fund to support social equity projects in the community.	n/a - new

### Changes to Service Level

The Community Development Fund has four pillars - currently the Social Equity pillar does not have a dedicated funding source. This service level change looks to provide funding for worthwhile projects that meet the criteria established for this fund stream ([https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program\(1\).pdf](https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program(1).pdf))

### Alignment with Strategic Plan

This request aligns with the Values identified in the Corporate Strategic Plan - "Commitment to Citizens and the Community - We will work together to provide inclusive and accessible services to our diverse community. Social Equity is also identified as a pillar in the FutureSSM community development strategy.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Ongoing funding pool	On-going	25,000	25,000	25,000
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
n/a						

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
n/a	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	25000	25000	25000
One-time			
Total	25000	25000	25000

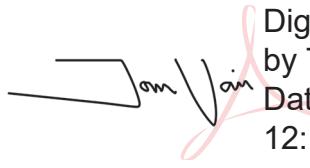
## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)
n/a			

## Other supporting information (business plan, Council resolution, calculations, etc.):

[https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program\(1\).pdf](https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program(1).pdf)

Departmental  
Approval:



Digitally signed  
by Tom Vair  
Date: 2022.08.23  
12:12:46 -04'00'

Date: August 23, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #9

## ***Service Level Changes***

**Transit Adventure Bus to provide service to outdoor attractions and activities: \$8,000 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Adventure Bus

### Overview:

A resolution was brought forth on May 31, 2021 to service outdoor attractions and activities that are not currently accessible by public transit, including Hiawatha Highlands. the pilot ran from Sept to Nov in 2022, and it is recommend to continue from Sept 9 - Nov 5 2023, two times per day, and to be cancelled pending weather.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Adventure Bus	Increase of Transit service to provide service to outdoor attractions and activities.	

### Proposed Changes to Service Level

Add an Adventure Bus to Transit services to provide service to outdoor attractions and activities that are not currently accessible by public transit, including Hiawatha Highlands. The proposed service will run during a period of the fall season.

### Alignment with Strategic Plan

Service Delivery focus area as it will continue to assist in delivering excellent customer service to citizens.

Quality of Life area as the action promotes Quality of Life Advantages.

Community Development & Partnerships as it creates social and economic activity.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Adventure Bus Service	One-time	\$11,000		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
Bus Fee Revenue	One-time	\$3,000		
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	\$8,000		
One-time			
Total	8	11	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

August 9, 2021 Council Report - Adventure Bus (Pilot project).

There were a total of 290 rides during the 2022 Fall pilot.

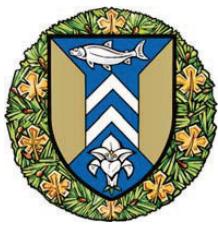
Departmental  
Approval:

Date: July 14, 2022

# SUPPLEMENTAL ITEM #10

## *Service Level Changes*

**Funds to develop a long-term financial plan to guide the financial management of the municipality over a 10-year planning period: \$50,000 one-time**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: Finance

Request Name: Long-term Financial Plan (LTFP)

### Overview:

Staff are seeking funds to develop a long-term financial plan which would guide the financial management of the municipality over a 10-year planning period.

Staff would then be able to update the model on a go forward basis or continue to rely on third party expertise.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
LTFP	10-year financial plan	10-145-1452-6504

### Changes to Service Level

Currently, our long-term financial planning is limited and includes mostly the annual budget and capital outlooks.

A long-term financial plan will help forecast operating and capital requirements and associated sources of funding while also incorporating other key guiding documents such as Council's Strategic Plan and Asset Management Plans.

### Alignment with Strategic Plan

A long-term financial plan will provide Council, Staff and the public a guiding document for 10 years. This plan aligns with the accountability and transparency value as well fiscal responsibility by highlighting how we will manage municipal finances in a responsible and prudent manner. By incorporating other guiding documents, such as asset management plans, the LTFP will help forecast the requirements of the organization.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Consultant Costs	One-time	50000		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going			
One-time	50000		
Total	50000	0	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

The amount is an estimate at this time based on what other municipalities have expensed for similar plans.

Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #11

## *Service Level Changes*

**Re-establish Mayor and Council travel budgets:  
amount for Council to establish**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Mayor and City Council

Division: Mayor and City Council

Request Name: Travel budgets

### Overview:

The travel budgets were reduced in 2022 because they were not being used. Due to COVID, Mayor and Council members were not attending out of town meeting/conferences. Now that they are able to travel, Council members are once again participating in key networking events so the budget should be increased to the original amount to allow for future travel. Inflation has increased the cost of airfare, fuel, hotel, car rental, and food. A conference is now costing between \$2,000-\$3,000 inclusive to attend.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Travel - Mayor		
Travel - Council		

### Changes to Service Level

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Select Option				
Select Option				
Select Option				

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
Select Option				
Select Option				
Select Option				

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going			
One-time			
Total	0	0	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

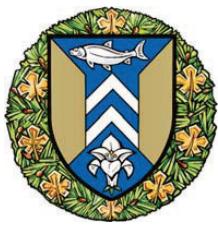
Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #12

## *Service Level Changes*

**Increased funding for expanded downtown activation resources (events and concert series): \$79,678 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation & Culture

Request Name: Downtown Activation Resources

### Overview:

Staff brought a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association. Refer to December 12, 2022 Council report.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Downtown Activation	Ramp up activities in the downtown core	TBD

### Changes to Service Level

In order to ramp up activities in the downtown core, staff have recommended additional resources be utilized to increase activation in the downtown:

- 1) Event Funds - \$59,678
- 2) Concert Series - \$20,000

### Alignment with Strategic Plan

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas. The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Events	On-going	59,678		
Concert Series	On-going	20,000		
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	79,678		
One-time			
Total	79,678	0	0

## Capital Requirements

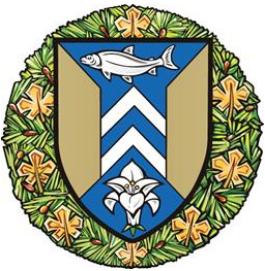
Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

December 12, 2022 Council report

Departmental  
Approval:

Date:



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

### C O U N C I L   R E P O R T

December 12, 2022

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services  
DEPARTMENT: Community Development and Enterprise Services  
RE: Downtown Activation

---

#### **Purpose**

The purpose of this report is to respond to a Council resolution asking staff to bring a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association.

#### **Background**

On February 22, 2022, City Council passed the following resolution:

Whereas in 2017 a motion was brought seeking a plan for downtown street closures; and

Whereas in January 2022, a staff report indicated that the Downtown Association had a number of concerns about weekend downtown street closures and staff was not recommending the weekend downtown street closures; and

Whereas Council expressed a desire to continue pursuing activating the downtown for additional events;

Now Therefore Be It Resolved that Council direct staff bring a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association, but that such plan be the City of Sault Ste. Marie's plan.

#### **Analysis**

Staff have had a number of meetings and discussions with the BIA on Downtown Activation. With the planned completion in 2023 of the downtown plaza, a key component of activation will be coming available. This presents an opportunity for an exciting mix of events and activities that utilize the plaza, Roberta Bondar Pavilion, Mill Market and street closures.

##### **1. Plaza**

a. Activities

As reported to Council, the downtown plaza will be a dynamic hub that has both passive and programmed activation year-round. The passive activation comes from the features such as the skating rink, fountain, play structure and seating areas that invite community participation throughout the year.

Staff met with a number of organizations to undertake initial planning for programmed events and are excited at the potential and possibilities for plaza activation. A list of events were developed as the result of brainstorming activities and include seasonal events, recreation activities, music and theatre performances, cultural celebrations, markets and more.

In addition, Staff have obtained Letters of Interest from twelve organizations anticipating over 40 events in the plaza (Attachment A – Downtown Plaza Letters of Support). A list of these organizations is provided below:

- Downtown Association
- Algoma District School Board
- Huron-Superior Catholic District School Board
- Cultural Groups
  - ACCANO – African Caribbean Association of Northern Ontario
  - Sault Community Career Centre
  - Northern Ontario Latin-Hispanic Association
  - Filipino Canadian Community of SSM
  - Sault Canadian- Pakistani Community
  - Chinese Association
  - Islamic Association of SSM
- Soo Greyhounds
- Bon Soo

This demonstrates the interest in utilizing the plaza space and the great community programming that can take place with community partners. City staff look forward to connecting with additional organizations and community groups to continue to activate the plaza and downtown. It is believed that further opportunities will be identified as the space starts to be activated.

b. Resources Required

Council has already approved an annual operating budget for the downtown plaza which will provide funds for utilities, staff time and programming costs

With the demand identified from the groups above and also event activation opportunities identified by staff and the BIA, it was determined an additional budget of \$59,678 would assist in accommodating a full slate of activation activities. The additional funds would provide for the following expenses:

- Wages for Recreation Programmer (1,716 hrs) and PT Attendant (1,052 hrs) - \$42,478
- Budget for events - \$17,200
  - Performers - \$4,600 (local artists throughout Spring-Fall)
  - Materials, supplies and purchased services (e.g., purchasing a move) - \$12,600

Staff have engaged with sponsors that may be interested in assisting with downtown activation programming and will continue to pursue these opportunities.

2. Roberta Bondar Pavilion

a. Activities

The Roberta Bondar Pavilion hosted 96 community events in 2019 prior to the Covid-19 pandemic. The site continues as an important component of the City's downtown activation plans.

Staff have been investigating the potential to enhance the summer concert series to include touring bands/musicians along with local talent. Both Sudbury (Summer Concert Series) and Thunder Bay (Live on the Waterfront) have increased their offerings in this way using City investment, sponsors and external funding.

The City of Thunder Bay has the most advanced programming pre-pandemic and is in the process of re-establishing their events. The annual budget for festivals is \$100,000 annually which includes:

- Live on the Waterfront Summer Concert Series
- Canada Day
- Winter Family Day

They have two fulltime staff dedicated to these events and three part-time staff. They have also gained \$100,000 in revenue annually from sponsors, grants and vendors. They have 2500-7500 participants attend weekly free concerts on Wednesdays through the summer concert series.

The City of Sudbury Summer Concert Series has been organized with an external promoter who organizes and operates the concerts within a City facility.

Currently, the City budget for events at the Roberta Bondar Pavilion consists of:

- Canada Day - \$10,500
- Summer Concert Series - \$11,200

Staff undertook research and talked with booking agencies to gather information on the cost of developing a concert series. As a very rough guide, up-and-coming talent that may be somewhat recognized is \$10,000-\$20,000 per show not including production, event and hospitality fees. The production, event and hospitality fees for a modest show can be in the range of \$20,000 for sound equipment, instruments, hospitality, security, transportation, advertising and SOCAN fees. Offsetting the cost of the concerts is revenue from any sales of food and beverage at the events.

A more recognizable band would be in the \$50,000-\$100,000 range plus production, event and hospitality fees. Top artists in the A-list vary dramatically in price and would likely not be feasible from a budget perspective for the Roberta Bondar Pavilion.

b. Resources Required

Staff recommend a concert fund of \$20,000 for the Roberta Bondar Pavilion (in addition to the current \$11,200) to establish a base budget that could be leveraged to attract additional funding and/or sponsorship. This will allow staff to improve the summer concert series and further activate the downtown in coordination with other events.

Tourism SSM recently committed \$25,000 towards waterfront activation which includes support for the summer concert series and other initiatives planned for the summer, which may include activation in the Roberta Bondar Pavilion when cruise ships arrive.

Staff will continue to pursue external funding and sponsorships to assist with the establishment of a robust summer concert series and pursue

3. Mill Market

a. Activities

The Mill Market organizes a series of events throughout the year that benefit downtown activation and will provide excellent synergies once established beside the downtown plaza. Past events have included:

- March
  - Wednesday Moonlight Market – St. Patrick's Day (Licensed event)
  - Pancake Breakfast
- April
  - Easter Event

## Downtown Activation

December 12, 2022

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- May
  - Fibrefest (Wool)
- June
  - Garage sale
- July
  - Market and Moonlight for Canada Day
  - Strawberry Social
- August
  - Bus Tour
  - Blueberry Fest
- September
  - Pig Roast & BBQ
- October
  - Harvest Festival
  - Halloween / Trick or treat
- November
  - Remembrance
  - Moonlight Market
  - Santa and the Alpacas
- December
  - Moonlight Marker (Licensed event)
  - Basket Draw

### b. Resources Required

The resources for these events are covered by the Mill Market and no further resources are required to continue with these activities.

## 4. Downtown Association

### a. Activities

The BIA undertakes a number of events each year as part of their activities. In 2022, these events included:

- April
  - Easter Egg Hunt
- May
  - Spring Clean Up
  - Sidewalk Sale
- June
  - Longest Garage Sale
  - Summer Moon Fest (in collaboration with community partners)
  - Poutine Feast
- July
  - Street Party #1 (Pim-Spring Street)
- August

- Street Party #2 (Spring-Dennis Street)
- Sidewalk Sale
- September
  - Greyhound Opener
  - Sidewalk Sale
- October
  - Halloween on Queen
- November
  - Moonlight Magic

b. Resources Required

The resources for these events are covered by the BIA and no further resources are required to continue with the current slate of activities. The BIA Board approved adding an additional street closure in 2023 to have a Halloween Party. As well, the BIA is exploring options to make closing the street easier for planned events. One of the options under evaluation for 2024 is a budget allocation to contract out the work for closing and reopening Queen Street. The BIA is also looking to start programming at the March St. Stage on Saturdays in the summer and will work with City staff to facilitate.

5. Rotary

a. Activities

- July

The Rotary Club of Sault Ste. Marie operates, "Rotaryfest, The Sault's Summer Festival!" in Clergue Park which typically runs in mid-July. 2022 was the 100th anniversary of Rotaryfest which began in 1922 with the first Community Night parade held as a fundraiser to purchase a car for the city nurse. Over the past century, the parade has grown and evolved into a three-day festival that hosts thousands of people of all ages.

- November

Rotary Santa Claus Parade typically attracts more than 40 entries and thousands of spectators. The parade is recognized by the community as a kick-off to the Christmas season.

b. Resources Required

The Rotarfest and Santa Claus Parade events are organized by the Rotary Club and don't require a financial contribution from the City. City staff provide significant in-kind support for the Rotaryfest event each year.

6. Ermatinger Clergue National Historic Site

a. Activities

- June
  - Lilac and Lavender - Victorian High Tea
  - Poutine Feast - in partnership with BIA
- July
  - Strawberry Social
- August
  - Blueberry Festival
- September
  - Fall Rendezvous and Harvestfest - fall fair, longest table.
- October
  - Halloween House – Spirits in the Summer Kitchen. Food & Beverage & Spirits event - Ticketed - ages 19+.
  - Halloween on Queen – in partnership with the DTA

There are also a number of events and exhibitions at other important sites including:

- The Canal District
- Sault Ste. Marie Museum
- Art Gallery of Algoma
- Bushplane Museum
- Entomica
- Sault Ste. Marie Canal National Historic Site.

The community also has events put on by the private sector and volunteer groups including:

- The Festival of Beer
- Queen Street Cruise
- Oktoberfest

Put them all together, and you have a dynamic calendar full of opportunities for passive and active programming that currently, and will in the future, help to activate downtown year round. To promote and create awareness of these events, staff will utilize existing tools (tourism event calendar, social media, advertising, etc.) and work with community partners to amplify event promotion.

At this point, it is not felt that additional street closures are required. Utilizing the new assets (downtown plaza, Mill Market) and existing assets in combination with the current street closure events will provide a dynamic event schedule for the downtown. It should be noted that BIA members are split on further street closures and a number of businesses feel that the closures impede their business operations.

In order to ramp up activities in the downtown core, staff have recommended additional resources be utilized to increase activation in the downtown:

- 1) Event Funds - \$59,678
- 2) Concert Series - \$20,000 (additional to \$11,200)

At this point, staff are pursuing additional sponsorship and funding to help cover these costs. This report is for information purposes at this point and a final request will be referred to the 2023 budget deliberations.

### **Financial Implications**

There are no financial implications at this time. Any further consideration will take place within budget deliberations and pending sponsorship/funding support.

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

This item directly aligns with the Corporate Strategic Plan in multiple focus areas.

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas.

The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

### **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 November 21, 2022 concerning the Downtown Activation be received.

Further, that Council refer to the 2023 budget consideration of expanded downtown activation resources.

Respectfully submitted,

Tom Vair  
Deputy CAO, Community Development and Enterprise Services  
705.759.5264  
[t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)

# SUPPLEMENTAL ITEM #13

## *Service Level Changes*

**Increased funding to expand coverage of the Downtown Ambassador Pilot program - either Option B (\$196,826) or Option C (\$95,913) is recommended:  
\$95,913 to \$196,826 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation & Culture

Request Name: Downtown Safety Initiatives

### Overview:

Staff brought information to Council regarding the cost to expand coverage of the Downtown Ambassador Pilot program to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks. Refer to December 12, 2022 Council report.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Downtown Safety Initiatives	Ambassador Program	TBD

### Changes to Service Level

Either Option B or C:

Option B - Ambassador Program Only with Expanded Territory (James Street area)  
Ambassador Program with James Street Expansion \$ 201,826  
Less BIA Contribution \$ 5,000  
Option B Total \$ 196,826

Option C – Current Ambassador Program Only  
Ambassador Program Downtown Only \$ 100,913  
Less BIA Contribution \$ 5,000  
Option C Total \$ 95,913

### Alignment with Strategic Plan

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas. The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Ambassador Program	On-going On-going Select Option	96K-197K		

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	96K-197K		
One-time			
Total	███████████	0	0

## Capital Requirements

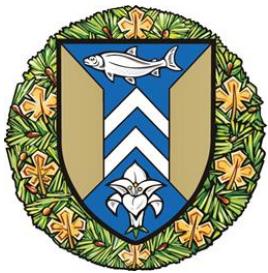
Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

December 12, 2022 Council report

Departmental  
Approval:

Date:



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

### C O U N C I L   R E P O R T

December 12, 2022

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services  
DEPARTMENT: Community Development and Enterprise Services  
RE: Downtown Ambassador Program Expansion

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#### **Purpose**

The purpose of this report is to respond to a Council resolution seeking information on the cost to expand coverage of the Downtown Ambassador Pilot program to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks. Further, the report outlines options and relevant costs should Council wish to consider continuing the Downtown Safety Initiatives Pilot Program beyond the pilot phase.

#### **Background**

On August 8, 2022, City Council passed the following resolution:

Whereas the Downtown Ambassador Pilot program, run in partnership between the City of Sault Ste. Marie, the Sault Ste. Marie Downtown Association and the Canadian Mental Health Association, has already shown signs of success; and

Whereas Sault Ste. Marie does not have dedicated street outreach for citizens who are homeless, mentally ill or struggling with addiction; and

Whereas this population of people extends beyond the traditional boundaries of the Downtown Association Business Improvement Area

Now Therefore Be It Resolved that staff be requested to prepare a report on the cost to expand coverage of the Downtown Ambassador Pilot to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks and that the cost be referred to 2023 budget deliberations.

## Downtown Ambassador Program Expansion

December 12, 2022

Page 2.

### **Analysis**

#### Ambassador Program Expansion

The budget approved by City Council for the Downtown Ambassador pilot program was \$100,913. This provided for the Downtown Ambassador foot patrol Monday-Friday 4-8pm and Saturday/Sunday 10am-6pm.

In discussions with CMHA, to expand the program to cover the additional territory from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks with similar hours would require an additional two ambassador staff (an additional \$100,913) assuming similar hours to current operations.

To date, the program has received positive response from businesses in the BIA and the Downtown Ambassadors have been responsive to calls for support and assistance with questions/training. Metrics provided by the CMHA can be found in Attachment A – Downtown Safety Pilot Stats Dec 2022.

There have been some discussions amongst the stakeholders to revisit the hours of service for the Downtown Ambassadors, possibly moving to early morning and daytime versus after hours on weekdays. This discussion is ongoing and will be finalized amongst the stakeholders to maximize the benefit of the program (within the same budget for the remainder of the pilot term).

#### Downtown Safety Initiatives Pilot Program

It should be noted that the Downtown Safety Initiatives program was a pilot program utilizing funding from the Community Development Fund. Should Council wish to continue the Downtown Ambassador Program and/or the Security Patrol program continue, a permanent source of funding from the levy or external funding will be required as the pilot concludes in 2023.

For the downtown security patrols, metrics provided by NorPro Security (a division of N1 Solutions) can also be found in Attachment A – Downtown Safety Pilot Stats Dec 2022.

It should be noted the security patrol pilot was adjusted as of November 7, 2022 to shift the security patrols to 6am-4pm coverage. There was a desire by the BIA to trial a shift to daytime hours as some expressed limited value to the nighttime patrols and wanted to shift the pilot to evaluate daytime patrols.

To continue with the existing Downtown Ambassador Program and Security Patrol and expand the Downtown Ambassador program to cover the additional territory would result in a total estimated cost of \$309,226. The BIA contributed \$5,000 previously to the Downtown Safety Initiatives program and, should this contribution level continue, it would leave a total cost to the City of \$302,226. This item will be referred to 2023 budget deliberations.

## Downtown Ambassador Program Expansion

December 12, 2022

Page 3.

City staff have had further discussions with project stakeholders to explore options moving forward. Options include continuing with all programs or reducing/eliminating components of the pilot program. From the discussion at a BIA Board meeting, a desire was expressed to continue with all programs and the hopes that funding may be able to be secured to support the cost of continuing the pilot program. At this stage, Staff have not been able to identify a funding program that supports these costs.

If external funding cannot be found to continue the full program, Council could consider scaling back the program in a number of ways. Based on feedback to date, Staff would recommend that the Ambassador Program be continued and perhaps expanded to assist with safety. The cost for different options are outlined in the table below:

<b>Downtown Safety Initiatives</b>	
<i>Existing Pilot</i>	
Ambassador Progam Pilot (BIA)	\$ 100,913
Security Patrol Pilot	\$ 105,378
<i>Expansion of Ambassador Program</i>	\$ 100,913
<b>Total Estimated Costs</b>	<b>\$ 307,204</b>

<b>Option A - All Programs</b>	
All programs above	\$ 307,204
Less BIA Contribution	\$ 5,000
<b>Option A City of SSM Total</b>	<b>\$ 302,204</b>

<b>Option B - Ambassador Program Only with Expanded Territory (James Street area)</b>	
Ambassador Program with James Street Expansion	\$ 201,826
Less BIA Contribution	\$ 5,000
<b>Option B Total</b>	<b>\$ 196,826</b>

<b>Option C – Current Ambassador Program Only</b>	
Ambassador Program Downtown Only	\$ 100,913
Less BIA Contribution	\$ 5,000
<b>Option C Total</b>	<b>\$ 95,913</b>

<b>Option D - Ambassador Program and Reduced Security</b>	
Ambassador Program (Expanded Territory)	\$ 201,826
Security Patrol	\$ 52,689
Less BIA Contribution	\$ 5,000
<b>Option D Total</b>	<b>\$ 249,515</b>

## Downtown Ambassador Program Expansion

December 12, 2022

Page 4.

It should be noted that the Downtown Ambassador program was delayed in starting and began in May 2022. Therefore, should Council wish to continue the current program eight months of funding would be required for 2023. The security patrols began in March 2022 which would require nine months of funding in 2023.

Staff have been in discussion with project stakeholders and, if no outside funding can be secured to continue the program, recommend that Option B or C be considered.

The BIA could consider support of security patrols on an as-needed basis and at different times throughout the year (as undertaken in the past) to continue the positive impact of the year-long pilot.

### **Financial Implications**

Any financial implications for continuing the Downtown Safety Initiatives program are referred to 2023 budget deliberations.

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

This item aligns with the Corporate Strategic Plan in the Quality of Life focus area:

Vibrant Downtown Areas – We are striving to create a vibrant and attractive downtown that contributes to the vitality and resiliency of our City. Downtown areas play a central role in defining the character of our City.

### **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 December 12, 2022 concerning an expansion of the Downtown Ambassador program and the Downtown Safety Initiatives be received as information and that the continuation of the Ambassador Program and service level be referred to the 2023 Budget.

Respectfully submitted,

Tom Vair

Deputy CAO, Community Development and Enterprise

Services

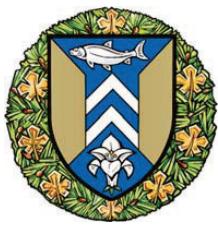
705-759-5264

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

# SUPPLEMENTAL ITEM #14

## *Complement Changes*

**Hire a Records, Information, and Elections Coordinator - FOI requests will move from Legal to Clerks, enhanced record management program, etc.:  
\$44,738 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Records, Information, and Elections Coordinator

### Overview:

The City Clerk's office is requesting a FTE to hire a Records, Information, and Elections Coordinator who would be responsible for: managing the City's Freedom of Information (FOI) requests received under MFIPPA and reporting to the IPC; managing the City's Corporate Records program, including inventory, interpretation, application of the record retention policy and schedule, internal compliance auditing, destruction, disposition, and reporting, etc.; developing and delivering a training program for staff on FOI procedures and record management; consulting and liaising with internal staff at all levels to provide advice on records retention and best practices; maintain the corporate policy manual; assisting with the digitization of corporate records; act as the Election Coordinator for regular and by-elections.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Election Coordinator	Coordinate Municipal Election (8 month contract)	10-135-1360
Corporate Records	Completed by current FTE	10-130-1300
FOI Fees	Fees collected by Legal for FOI requests	10-150-1500-5410

### Changes to Service Level

FOI requests and processing will move from Legal to Clerks;  
Clerk's staff would perform wedding ceremonies and act as witnesses;  
Enhanced corporate record management program;  
Corporate Policy Manual will move from Communications to Clerks (as per KPMG recommendation);  
Election coordination would move from a contract position and incorporated into the full-time role.

### Alignment with Strategic Plan

Adding the FTE aligns with the Service Delivery strategic focus area with improved and expanded Clerks services.

Corporate values supported include:

1. Commitment to Citizens – improve productivity and achieve excellence in customer service.
2. Fiscal Responsibility – implement best practices to ensure best value in service delivery.

### **Impact Analysis:**

#### Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Salary Job Class 3 Step 5	On-going	77488	79038	80619
Benefits (based on 26%)	On-going	22250	22695	23149
	Select Option			

#### Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
JC 3	Management	Permanent	1	99738	101733	103768

#### Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
FOI Fees	On-going	5000	5000	5000
Wedding Ceremony Fees	On-going	35000	35700	36414
Election Staff Budget	On-going	15000	15000	15000

#### Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	44738	46033	47354
One-time			
Total	44738	46033	47354

#### Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

#### Other supporting information (business plan, Council resolution, calculations, etc.):

The approval of this FTE will alleviate the current legal solicitor from performing the FOI activities. Many of the FOIs are hundreds of pages of documents and are time consuming to process and to gather. FOIs are also subject to strict time limits, meaning that the current solicitor has to put meaningful legal work aside to complete this work. Moving this function to a Clerks would free up the current solicitor from engaging in this volume of work and allow that person to pursue and complete purely legal work instead. The quantitative impact of this specific change has not been included at this time. Staff will continue to monitor these trends and will adjust the budget(s) accordingly in future years.

Revenue generated from FOI requests would offset Clerks cost of the position by approximately \$5,000 (staff could recoup \$35 an hour for record searches and preparation time charged out on a 0.25-hour basis). Council permission would be requested to allow Clerk's staff to perform wedding ceremonies for potential revenue generation of \$35,000 annually (based on four weddings a week on Friday afternoons for six months of the year at \$365 per ceremony). An additional user fee would be established at \$35 per witness for City staff to act as witnesses to the ceremony. Election Coordinator salary and benefits (estimated at \$15,000 annually for 8 month contract) would be moved from the Election budget to reduce the overall cost of the position to the City.

Records are valuable corporate assets. Improved record management can minimize litigation risks, support transparency, safeguard vital information, improve efficiency and productivity, ensure regulatory compliance, reduce operating costs and response time to customers/public, save space, etc. FOI requests are becoming more frequent and more complex. A dedicated staff resource who is also responsible for records could create additional efficiencies in the City's response to these requests. This position would provide an opportunity for long-term succession planning in the City Clerk's office. In a review of municipalities across Ontario, the FOI function typically resides with the City Clerk.

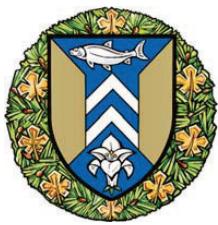
Departmental  
Approval:

Date: August 8, 2022

# SUPPLEMENTAL ITEM #15

## *Complement Changes*

**Hire an Office Clerk in Building Inspection: \$62,985  
on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Office Clerk - Full Time Position

### Overview:

Building Division is experiencing a record high activity in construction. It is projected that construction activity will trend higher over the next four (4) years than in previous years. During the annual 2021 Open House Public Meeting, the Industry stakeholders insisted that the Building Division increase its service level with the addition of one permit staff in order to meet the increased construction activities for the coming years.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Office Clerk	Full Time	10-300-3020-6001

### Proposed Changes to Service Level

An estimated cost has been made of \$ 62,985 for wages and benefits. There will be sufficient funding through the surplus in the Building Division reserve account to cover the additional cost.

An additional option exists for partial funding for this position through the Provincial Streamline Development Approval Fund.

The cost of this additional staff will not impact the Municipal Tax Levy.

### Alignment with Strategic Plan

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

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Salaries	On-going	49322	50308	51315
Benefits	On-going	13663	13936	14215
	On-going			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
4	3021-6001	1820 hrs	1	62985	64245	65530

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	62985	64245	65530
One-time			
Total	62985	64245	65530

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

With the addition of this position, the current Administrative Clerk will be able to further support the work load created by the increased activity of By-law Enforcement.

Departmental Approval: **Carl Rumiel, P. Eng.**  
Date: 2022.08.05  
14:48:27 -04'00'

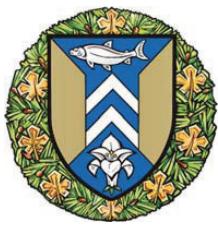
Date: August 5, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #16

## *Complement Changes*

**Change the part-time By-Law Enforcement Officer to full-time: \$35,803 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Full time By-Law Enforcement Officer

### Overview:

Continued focus by Council and staff on the enforcement of property standards for vacant buildings and derelict properties has increased the demand for this role within the Building Division. The workload increased to the extent the current part-time position needs to be changed to a full time position.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
By-Law Enforcement Officer	Part-time Officer to Full-time Officer	10-300-3022-6001

### Proposed Changes to Service Level

An estimated of cost has been made of \$35,303 for wages and benefits. The majority of incidental costs are covered under the current budget, such as uniform, IT and related items.

### Alignment with Strategic Plan

This request is linked to the Service Delivery component of the Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Additional Salary	On-going	32260	32905	33563
Benefits	On-going	3043	3104	3166
Miscellaneous	On-going	500	500	500

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
JC 10	3022-6001	570 hours	0.5	35303	36009	36729

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	35803	36509	37229
One-time			
Total	35803	36509	37229

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

During the 2021 Council budget meeting, several of the Councillor's were suggesting that the request for part-time should have been for a full time By-Law Enforcement Officer.

Currently the amended Property Standards By-Law dealing with vacant buildings and the Dirty Yard By-Law are increasing being used through a proactive approach which are adding additional site visits and increasing workload on staff.

Additionally Council will be provided with staff recommendations to approve new By-Laws to enforce such as Taxi Licensing, Salvage Yard Licensing and Light Pollution.

Departmental Approval: **Carl Rumiel, P. Eng.**  
Date: 2022.08.05  
14:46:42 -04'00'

Date: August 5, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #17

## *Complement Changes*

**Hire a Building Inspector: \$98,834 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Building Inspector - Full Time Position

### Overview:

Building Division is experiencing a record high activity in construction. It is projected that construction activity will trend higher over the next four (4) years than in previous years. During the annual 2021 Open House Public Meeting, the Industry stakeholders insisted that the Building Division increase its service level with the addition of one permit staff in order to meet the increased construction activities for the coming years.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Full Time Building Inspector	Level 3 Building Inspector, Qualified to Large Buildings	10-300-3020-6001

### Proposed Changes to Service Level

The cost of this additional staff will not impact the Municipal Tax Levy. An estimated cost has been made of \$93,834 for wages and benefits. There are no capital costs associated with the additional position. Incidental cost such as phone, uniforms and work station \$5,000.

There will be sufficient funding from surplus in the Building Division Reserve Account to cover the additional cost.

An additional option exists for partial funding for this position through the Provincial Streamline Development Approval Fund.

The cost of this additional staff will not impact the Municipal Tax Levy.

### Alignment with Strategic Plan

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

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Salary	On-going	73837	75314	76820
Benefits	On-going	19997	20397	20805
Miscellaneous	On-going	5000	5000	5000

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
JC 14	3020-6001	1820	1	93834	95711	97625

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	98834	100711	102625
One-time			
Total	98834	100711	102625

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

The hiring of an additional Building Inspector will provide the appropriate level of service to match the current and future increase in construction activity. The additional staff will be required to support the Divisions' increase in workload and responsibilities resulting from the 126% increase in construction value. It is projected there will be a further increase in 2023 and 2024 in major residential and commercial permit submissions.

Departmental Approval: **Carl Rumiel, P. Eng.**  
Date: 2022.08.05  
14:46:08 -04'00'

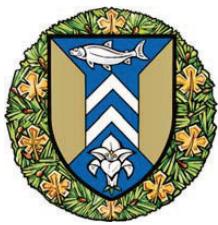
Date: August 5, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #18

## *Complement Changes*

**Hire four Firefighters: \$0 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Fire Services

Division: Operations

Request Name: Staff Increase

### Overview:

See attached report to CAO White.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Fire Suppression	Emergency Response	10-200-2005-6001

### Proposed Changes to Service Level

Request to increase staffing level in the operations division. The increase is for four (4) additional Firefighters. Currently, there is 76 Firefighters, this would increase the compliment to 80 Firefighters.

### Alignment with Strategic Plan

Service Delivery. The increase of 4 Firefighters will assist in reducing the overtime required to maintain the council approved minimum on-duty compliment.

This will decrease the risk of the service delivery issue of not being able to maintain our on-duty compliment with overtime.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Transfer to Reserve	On-going	106,848		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
101	2005	On-going	4	340,892		
OT Savings		On-going		(447,740)		

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	0		
One-time			
Total	0	[REDACTED]	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

Peter  
Johnson

Digitally signed  
by Peter Johnson  
Date: 2022.08.08  
14:39:37 -04'00'

Date: August 8, 2022

Note: Please attach any other relevant information pertaining to this request.

**Sault Ste. Marie  
FIRE SERVICES**

**Fire Chief  
Peter Johnson**



**Division Heads:**

Deputy Chief Mike Oliverio - Fire Operations  
Deputy Chief Paul Milosevich - Fire Education,  
Prevention & Emergency Management  
Assistant Chief Matt Depatie - Support Services

July 12, 2022

**Brief to the CAO for 2023 Budget**

**Re: Staff Increase for Suppression  
Updated Community Risk Assessment**

Purpose of this brief is to inform and seek approval from CAO White to proceed with Service Level Change/Staff increase for Fire Services (Operations Division) for the 2023 Budget process.

Senior Fire Management, in collaboration with CFO Shelley Schell, analyzed Fire Services' 3-year data and overtime trends. Overtime continues to trend upwards. There are a number of factors that relate to the cause of the Operations overtime. They are as follows:

**Illness, Staff Shortage, Training, WSIB, Non-Occupational Injury, Peer Support, Bereavement and Call Out**

Due to the various factors listed above, the last 3 years show overtime hours have continued to increase

- 2019- 12,140 hours paid at premium pay at a cost of \$749,168, actual budget amount - \$632,339
- 2020- 10,635 hours paid at premium pay at a cost of \$705,738 actual budget amount - \$683,040
- 2021- 12,208 hours paid at premium pay at a cost of \$822,170 actual budget amount - \$700,994
- \*2022- projections 13,636 hours at premium pay at a cost of \$972,383, 2022 budget is \$705,920

Through the budget process (in consultation with Finance), it has been determined that the rate or percentage of salary set for the Fire overtime budget has been 8.83%. The last 3-year's of data shows that we are under budgeting for overtime. Moving forward, applying the same terms, Fire Services will be required **to increase the 8.83% to 9.57%** to properly budget. This will be an **increase** to the operating budget of **\$98,738** with no realization of any savings.

The Council Approved Level of Service set the minimum on-duty staffing level to 15 Firefighters and 1 communications operator, totalling 16 on duty at all times. There are 4 Platoons with 19 staff per platoon for a total of 76 suppression staff. Our vacation allotment allows for a maximum of 3 staff off on any given day (vacation). Previously, this number was 4 staff off on any given day prior to the 24-hour shifts and the current freely bargained collective agreement. A grievance was dropped during bargaining as part of the total bargained package.

This depicts a clear picture of the current lean staffing model in place. With just vacation allotment, we are at our minimum staffing level (16). When any of the above overtime factors are triggered, overtime is activated.

More importantly, there is an inherent risk to the level of service to the community. Maintaining the current approved staffing level with an average of 11,661 overtime hours has its challenges. On a daily basis, multiple calls by the Platoon Chief are required to secure and schedule staff for the required overtime. This has to be completed before the next shift commences.

The current operations staff are being asked to work overtime and ensure the deployment and staffing level are met each and everyday. They have no obligation to accept the overtime. The only obligation is through the FPPA and the rights of the Fire Chief to order staff back to work in the event of an emergency. Maintaining the daily on duty minimum staff is not an emergency. Typically, there are multiple overtimes to schedule.

Frequently our Platoon Chiefs have had difficulties in finding overtime to ensure our deployment. On prime holidays and on long weekends staff have commitments and have turned down the overtime. We have had to result in Officers working in the capacity Firefighters to fulfill the overtime.

It is Senior Fire Managements opinion that at some point we will not be able to fill the overtime requirements. This will force the Fire Chief to call the CAO and inform them that a Fire Station will have to be closed due to staff shortage. This will ultimately affect the level of service to our community. Responding staff will not meet the Ministry of Labor expectations for on-scene requirements to make interior fire attack and rescue. This is outlined in the MOL Field Report and is reflected in our Operating Guidelines.

Equally, there is a burn-out factor that we are seeing and hearing from staff. There is a constant threat of overtime each shift. Staff inherently want our service to succeed, however, not as a result of excessive overtime to meet the staffing requirements.

In the approved Fire Master Plan (FMP), page 121 Operations (Fire Suppression) Division Overview, a formula determines the appropriate amount of staff for operations and is highlighted. The formula of 1.25 is currently being utilized.

A breakdown of the formula:

Approval of CRA/FMP-  $1.25 \times 15 = 18.75$  (x 4 Platoons) for a total of 76 firefighters.

As highlighted in the FMP, “more recently municipalities have been working towards increasing this ratio to 1.33 firefighters per platoon in response to the increasing frequency of long-term injuries, PTSD workers compensation claims, and managing increasing overtime costs”.

Proposal -  $1.33 \times 15 = 19.95$  (x 4 Platoons) for a total of 80 Firefighters.

Please see attached appendix to breakdown the proposal.

With the potential savings from the proposal of hiring four (4) Firefighters to offset overtime costs, the Fire Capital Reserve can be subsidized from the existing Fire operating budget to assist in future apparatus and equipment purchases.

The Fire Chief is seeking CAO approval to proceed with a staff increase request of four (4) Firefighters for the 2023 Operating Budget process.

### **Comprehensive (Community) Risk Assessment/Fire Master Plan Update**

Ontario Regulation 378/18 states the every municipality must complete a community risk assessment and use the assessment to make informed decisions for fire protection.

The CRA must be completed and updated every 5-years. The City of Sault Ste. Marie last completed and approved by Council on March 19, 2018.

The CRA is intended to provide Council with evidence-based analysis of the fire risk within the community. The findings of the CRA include “key risks” that represent the outcome of the analysis for which there is sufficient and appropriate data to inform an assessment of risk, based on probability and consequence. Also included, are “key findings” that represent a risk-related conclusion that may also inform service levels or programs but does not have sufficient quantitative data to inform a key risk.

A Comprehensive Risk Assessment assists in determining the potential fire risk in a municipality through evidence-based analysis of key factors such as, assessing potential fire loss, determining consequences of a fire, examining local infrastructure and analyzing building (property) stock. The CRA is developed by utilizing current industry best practices through the application of standards authored by the National Fire Protection Association (NFPA) and guidelines of the Office of the Fire Marshal and Emergency Management (OFMEM).

The Fire Master Plan was developed to provide Council with a strategic framework for the delivery of Fire Protection services. The findings and recommendations contained within the FMP were informed by the CRA.

Linking the two reports together creates an evidence-based analysis to provide Council with strategic planning documents to guide the delivery of Fire Protection services. The FMP provides an objective analysis of local needs and circumstances as defined by the Fire Protection and Prevention Act.

Following the Regulation, the CRA will be required to be updated, this will also provide updates to the FMP. In communications with Dillon Consulting, an approximate cost to provide these updates is \$110,000. This is within the CAO approval limit.

Fire Services would like to commence the update process with Dillon as they have prior knowledge and data to proceed, making this process seamless. The 5 year timeframe for the update would be March 19, 2023.

The scope would contain a new/updated CRA and FMP as well as a presentation to the newly elected council outlining the details and any recommendations.

Fire Chief is seeking CAO approval to proceed within the approval limit to update the CRA and FMP.

# SUPPLEMENTAL ITEM #19

## *Complement Changes*

**Hire a Construction Supervisor in the Engineering  
Department: \$97,065 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Engineering

Request Name: Supervisor of Construction - New Position

### Overview:

Due to an increase residential and commercial development, there is a need for the City to dedicate staff to streamlining the residential and commercial development process. An additional position who would supervise all aspects of construction of municipal capital works projects including contract documents and inspection by City staff and consultants hired by the City to ensure continuity of design, material and construction across all municipal construction projects is being requested. This position would free up time for the Municipal Services Engineer to focus his/her time on the development industry including subdivision agreements.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Full Time Supervisor of Construction	Non-Union JC 4	10-300-3002-6001

### Proposed Changes to Service Level

Increase staff complement in the Engineering and Construction Division by one FTE at JC 4.

### Alignment with Strategic Plan

Adding this position will allow the Municipal Services Engineer to focus on development related work which is related to the Service Delivery area of the Strategic Plan. In particular this addition will improve service and eliminate barriers to business in the residential and commercial development sectors which are currently extremely busy.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
JC 4 Salary	On-going	73821	75297	76803
Benefits	On-going	23244	23709	24183
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
JC4	Step 1	12 months/yr	1	97065	99007	100987

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	97065	99007	100987
One-time			
Total	97065	██████████	100987

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental Approval: **Carl Rumiel, P. Eng.**  
  
 Date: 2022.08.05  
 14:50:42 -04'00'

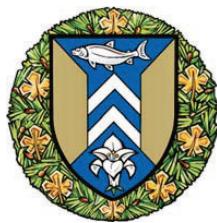
Date: August 5, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #20

## *Complement Changes*

**Hire a Parks Maintenance employee: \$76,634 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Parks

Request Name: Parks Maintenance Employee (Addition)

### Overview:

As a result of Council approval of the Parks and Recreation Master Plan, (report to Council dated November 4, 2019 "Parks Analysis") and the recommended playground revitalization program, we are requesting the addition of one full time Parks playground maintenance employee. With the approval in principle to replace aged playgrounds over the next 10 years, in addition to maintaining continuous operations of our new skating trails, Bellevue Park Splash Pad, new West End Splash Pad and downtown plaza implementation, we will require additional staffing resources to achieve this goal.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Parks Maintenance Employee	Playground installation, maintenance and inspection	10-400-4400-6001
		10-400-4400-6051

### Proposed Changes to Service Level

Improvements and additions to City Parks in recent years requires additional staffing resources.

### Alignment with Strategic Plan

Maintaining Existing Infrastructure

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Select Option				
Select Option				
Select Option				

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
Job Class 8	C3	Full Time	1	76634	78167	79730

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
Select Option				
Select Option				
Select Option				

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	76634	78167	79730
One-time			
Total	76634	78167	79730

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

Parks and Recreation Master Plan - Parks Analysis November 4, 2019 with the following 3 park upgrades recommended in 2023: Rosedale Park, Parkland Park and Downey Park.

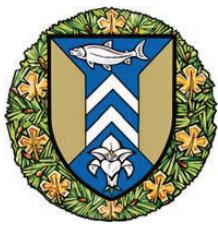
Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #21

## *Complement Changes*

**Hire two Training Supervisors in Works: \$210,486  
ongoing**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Works - Administration

Request Name: Training Supervisors (2 positions)

### Overview:

Public Works requires two additional Training Supervisors:

- 1) CVOR License Driver Trainer - candidates that are hired as labourers require training to acquire their CVOR licenses. This trainer would assist in teaching the driving skills needed to secure a CVOR license.
- 2) Skilled Trades Trainer - Due to a shortage of skilled labour we require a trainer to assist in getting candidates ready to do multiple tasks in the construction field.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Training Supervisors	Full Time (2 positions)	10-400-4012-6001
		10-400-4012-6051

### Proposed Changes to Service Level

Due to increased training requirements and the size of the PW complement, two additional training supervisors are required to cover CVOR driver training and skilled trades training.

- 1) Many candidates are hired without proper licensing due to a lack of available licensed drivers. A trainer in this area will assist with getting labourers licensed and also complete driver evaluations of current employees.
- 2) New hires lack the specific skills related to the construction industry despite having good work ethics and a trainer in this area will assist in preparing candidates to do multiple tasks in the construction field.

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
	Select Option			
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
Supervisor	Level 4	On-going	2	210486	214696	218990

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	210486	214696	218990
One-time			
Total	210486	214696	218990

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #22

## *Complement Changes*

**Hire seven Summer Students: \$81,658 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Cemeteries

Request Name: Summer Student Complement Increase

### Overview:

This request is to increase the cemetery student complement to 15, from 13. The complement was reduced several years ago, from 17. This has since resulted in increased public complaints due to work not being done, and/or done in a hurried manner.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Summer Students	Complement Increase	10-400-4300-6015

### Changes to Service Level

This will increase the quality and quantity of grass work done at the cemetery. It will reduce complaints, and improve the appearance of the cemetery grounds.

### Alignment with Strategic Plan

This will improve customer service, and contribute to improving the city's image as a good place to work & live.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Summer Students	On-going	24640	25133	25635
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	24640	25133	25635
One-time			
Total	24640	25133	25635

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

Date: September 21, 2022

Note: Please attach any other relevant information pertaining to this request.



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture, Community Centres

Request Name: Student staff complement return to pre-covid

### Overview:

The Covid pandemic impacted summer student compliment in the Recreation and Culture and Community Centres divisions. Marina attendants, Community Centres Students and Summer Program Assistants were reduced due to lessened demand/events. For 2023, the return to prior pandemic compliment is required to satisfy normal operations.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Student Salaries	Bondar Marina Attendant Complement	10-500-5050-6015
Student Salaries	Arenas student Complement	10-500-5103-6015
Student Salaries	R&C Summer Events Assistant Complement	10-500-5010-6015

### Proposed Changes to Service Level

These increases will return each area to pre-covid pandemic complement levels to be able to continue the service level expected and required to maintain facilities and events for the public use and attendance.

### Alignment with Strategic Plan

This request aligns with The City's mission and vision through providing municipal services and operating as an efficient corporation through, Infrastructure, Service Delivery, Quality of Life, building a vibrant community.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Marina Student	On-going	24657	25150	25653
Arenas Student	On-going	10787	11003	11223
R&C Student	On-going	10787	11003	11223

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	46231	47156	48099
One-time			
Total	46231	██████████	48099

## Capital Requirements

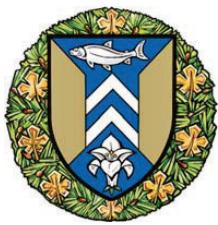
Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:**Brent  
Lamming**Digitally signed by  
Brent Lamming  
Date: 2022.11.09  
10:05:33 -05'00'

Date: Nov. 9, 2022

Note: Please attach any other relevant information pertaining to this request.



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Summer Student Complement Increase

### Overview:

This request is to increase the Clerks student complement from 1 to 2. The complement was reduced for the 2021 budget as a temporary cost savings measure during the pandemic.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Student Salaries	Clerks Summer Student Complement	10-130-1300-6015

### Changes to Service Level

This will increase the quality and quantity of work done by the City Clerk's Office. It will reduce complaints and wait times by members of the public, funeral homes, and internal staff. The City Clerk's Office processes the highest number of marriage licences during the summer months. During the pandemic the City Clerk's office saw a significant reduction in marriage licences; however, in 2022 the number of licences has rebounded to pre-pandemic status.

### Alignment with Strategic Plan

This request directly aligns with the corporate value "commitment to citizens and community" improving productivity and excellence in customer service. The request also directly aligns with respecting, engaging and valuing employees. Engaging summer students has many benefits for both the employee and the organization.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Student	On-going	10787	11003	11223
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	10787	11003	11223
One-time			
Total	10787	11003	11223

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

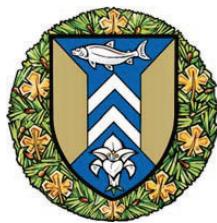
Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #23

## *Complement Changes*

**Hire an Aquatic Lead at the John Rhodes Pool:  
\$55,844 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: CSD

Request Name: Aquatic Lead

### Overview:

The increase is to support a full time permanent Lifeguard/Swim Instructor Aquatic Lead at the JRCC Pool to add some constancy and increase the offered programs. Staffing is becoming difficult with the number of options that part-time staff have before them.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Pool Deck Supervisor/Lifeguarding	Lifeguarding and instructing on pool deck	10-500-5012-6001

### Proposed Changes to Service Level

One Supervisory Base would be required to provide consistency in programming and increase the level of customer service while insuring operations continue.

### Alignment with Strategic Plan

To offer affordable recreation to the patrons part of this municipality.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Aquatics Lead	On-going	55844	56961	58100
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
Base	NUFT	Permanent	1	55844	56961	58100

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	55844	56961	58100
One-time			
Total	55844	██████████	58100

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Council report presented for approval on November 21, 2022.

Departmental  
Approval:


Brent  
Lamming

Digitally signed by  
Brent Lamming  
Date: 2022.10.28  
16:13:08 -04'00'

Date: Oct. 28, 2022

Note: Please attach any other relevant information pertaining to this request.

# SUPPLEMENTAL ITEM #24

## *Outside Agencies*

**Increase operating grant for the Art Gallery of Algoma:  
\$59,215 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Outside Agencies

Division: Corporate

Request Name: Art Gallery of Algoma (AGA) Grant

### Overview:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000 for the 2023 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

Service Level Change: Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
AGA	Operating costs	10-720-7230-6810

### Changes to Service Level

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Operating grant increase	On-going	59,215		
	Select Option			
	Select Option			

## Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

## Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	59,215		
One-time			
Total	59.215	0	0

## Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

## Other supporting information (business plan, Council resolution, calculations, etc.):

See attached budget request from the AGA.

Departmental  
Approval:

Date:



August 23, 2022

Ms. Virginia McLeod  
Manager of Recreation and Culture  
Community Development and Enterprise Services  
705.759.5311  
[v.mcleod@cityssm.on.ca](mailto:v.mcleod@cityssm.on.ca)  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, ON  
P6A 5X6

### **ART GALLERY OF ALGOMA FUNDING REQUEST**

Dear Ms. McLeod:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000.00 for the 2022 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

In the 2020 – 2022 years the AGA staff and Board continued to focus on building issues and repairs. In previous years (2017-2018) the building was also the main focus, due to the HVAC replacement and roof repairs project. The entire 2018 year was affected by a major water leak on the east Gallery side wall in the permanent collection storage area. Fortunately, there was no damage to the permanent collection due to the prompt and efficient response of the AGA staff. The re-occurring building issues have had a huge impact on exhibitions and programming for the last several years. It is expected that the impact of building deficiencies will continue to shape the operation of the AGA in the future.

The AGA continues to address building issues as they arise in order to sustain its Designation "A" status, which is of fundamental importance. However, according to engineers and consultants hired by the Gallery, the periodic repairs are not a permanent solution due to inherent issues with the building as a result of its age, building design, and building standards in existence in the 1970s when the building was built. For these reasons, the main focus of the AGA Board and staff remains on a new building project.

In addition, the AGA is hugely affected by the COVID-19 pandemic as everyone else is. In order to minimize the spread of the virus the AGA was closed to the public several times in 2020, 2021 and 2022: March 13, 2020, to July 24, 2020; December 24, 2020, to February 18, 2021; April 2, 2021, to July 30, 2021. The last closure was from December 24, 2021, to February 3, 2022.



On September 15<sup>th</sup> 2021 in Gallery 1 we presented an exhibition produced in partnership with the Art Gallery of Sudbury: *Franklin Carmichael: An Artist's Process*. The AGA was the only other venue presenting this exhibition. This exhibition offered a comprehensive look at Carmichael's work and painting process. The artwork came mostly from the family, so it has not been shown in the past. Carmichael, one of the founding members of the Group of Seven painted in Algoma and on the shores of Lake Superior. This exhibition was closed in December 2021 after a successful run.

In December of 2021 the next exhibition *Unexpected Treasures* was installed. This was an interesting project that involved a number of our members and local artists as we were trying to find out about some artworks in the collection that have been acquired in the early 1980s and not properly recorded. It was very informative to find out more about some of these pieces. During gallery closure in January 2022, we offered virtual tours and art activities inspired by some of the art in this exhibition.

In March we presented the 9<sup>th</sup> *Winter Festival of Art: I Share My Love of ...* Opening was on Zoom on March 10, 2022. There were 67 participating artists of all age groups and level of art experience. Approximately half of the artists participated in the video series that we produced in house to accompany this exhibition.

In April of 2022 we presented in Gallery 1 *Jon Sasaki: Homage*. This exhibition was organized and toured by the McMichael Canadian Art Collection and included large size photographs of the bacterial culture swabbed and grown in Petri dishes from the pallets, brushes and tools used by the Group of Seven artists. In addition, the objects from the McMichael Archives used for swabbing were also on display. The first in person opening was on April 27 and 28; Artist Jon Sasaki was in attendance; Artist's Talk was on April 27. Meet the Artist was on April 28. This exhibition closed on July 9<sup>th</sup>, 2022.

At the same time in Gallery 1 we also presented exhibition *Group of Seven: Everlasting Inspiration* to accompany the *Homage* exhibition. Opening events were also on April 27 and 28, 2022. This exhibition is still currently on display in Gallery 1.

After closing the *Homage* exhibition on July 19<sup>th</sup>, 2022, we opened exhibition *Recent Acquisitions* presenting a selection of artwork acquired in the last few years. Artists include Franklin Carmichael (Group of Seven), Harold Town (Painters 11), Michael Mancuso, Michael Forster, John Laford, John Meredith and more.

Our next exhibition in Gallery 1 will be *Gathering in Honour* opening on Sep. 8, 2022. This is an exhibition of Indigenous art in Woodland style. It will feature never shown works by John Laford, his daughter Lucia Laford, a young emerging local artist, as well as the well-known artists such as Norval Morrisseau, Jackson Beardy and more. In person opening and Artist's Talk are planned as well as an extensive programming of workshops will accompany this exhibition. Wall text will be presented in English and Anishinaabe. Translation is done by Barbara Nolan.

We are featuring this exhibition on September 30<sup>th</sup> for the National Truth and Reconciliation Day. The exhibition is presented in partnership with VIBE Arts (Toronto) and Ontario Culture Days (Toronto); it will be featured by Culture Days on September 30<sup>th</sup>. Videos for virtual



promotion of the exhibition and for educational purposes by Lucia Laford are being produced in house.

In Gallery 2 we presented a young, local, emerging artist, Katrina Thibodeau, with her first solo exhibition of portraiture *The Art of Emotions*. The exhibition was on display for extended period of time due to the closures. A short video and the full Artist's talk are still available on AGA YouTube Channel. This exhibition was closed on September 18<sup>th</sup> 2021.

Following this exhibition, a selection of Indigenous art was presented in Gallery 2 for the rest of 2021, until April 2022. The title of this exhibition was *Woodland Art*. It featured the well-known artists such as Norval Morrisseau, Jackson Beardy, John Laford to mention just a few. This exhibition was on display also for extended period of time due to the gallery closure, interest from the public and also unforeseen Covid circumstances with the following exhibition resulting in a delay.

The next exhibition in Gallery 2 was *Within Me* by a local emerging artist Riley Greco. In this exhibition Greco explored and presented various stages of meditation and contemplation about life issues at this moment in time. Meet the Artist event was held on May 19, 2022, in person. It was very well attended. A short video of the exhibition was produced and is available on the AGA YouTube channel.

Following this exhibition, we presented *Every Face Tells a Story; as of July 15, 2022*. This exhibition features a selection of portraits from the permanent collection.

In Gallery 3 is *Vault on Display*, which is an ongoing rotation of permanent collection. This exhibition space was converted into Vault on Display because of the leaks in the storage area. We had to protect the paintings that were stored in the affected area, so the Gallery 3 became an open storage. Paintings in the first row are rotated on a regular basis so visitors can see different paintings at different times. All paintings stored in this space have images and label information in a binder for people to browse through.

In the Lobby we presented the following exhibitions: *Local Artists in the AGA Collection*, February 2022; *Indigenous Art*, May 2022; *Busy Pollinators*, August 2022

### **Virtual Exhibitions and Programming**

*I Share My Love of ...* Students exhibition launched in May 2022;

Additional digital programming includes ongoing and steadily growing *Art & Discovery* program where we feature artists in our permanent collection including their short bio, interesting facts and art activities inspired by their artwork.

Another ongoing digital presentation is *My Daily Inspiration* where people can submit their creations of whatever makes their days more fulfilling.

**School Tours** for *Unexpected Treasures*; *Woodland Art*; *Jon Sasaki: Homage*; *Group of Seven Everlasting Inspiration* were offered digitally. Video tours and art activities for schools were developed but they are not public on YouTube.



Public virtual tours on Zoom for *Unexpected Treasures* exhibition were offered in January 2022, during the last closure.

## Digital Platforms

### AGA website from January 1, 2022, to August 14, 2022

27,687 public views

11,146 unique visits

2.4793 average pages per unique visit

### YouTube Channel as of August 14, 2022

37 new videos were produced in house and published in 2022.

Total number of videos produced in house from 2020 to August 2022 is .....

3 videos produced for School Boards which are not public

3 videos are produced and being edited before publishing.

AGA YouTube Channel has:

242 subscribers

11,153 views from January 1, 2022, up to August 14, 2022

Watch time is 691.9

Impressions 77.0K

Average view duration 3:44

### Facebook as of August 14, 2022

2.1 K likes

2.5 K followers

### Twitter as of August 14, 2022

1,702 followers

Instagram has 1945 followers

In comparison to the same time period in 2021 there is a significant growth on all digital platforms.

### In Person Programming

During March Break the AGA provided programming the whole week in partnership with all local organizations in culture. It was successful and well received.



Sault Symphony Concert was held on April 9<sup>th</sup>. This was a partnership, and we already planned the next concert for November 4, 2022.

In person School Tours slowly resumed in May and June of 2022.

Summer Art Classes for children were held in person this year. Different themes were offered for two age groups – one in the mornings and a different one in the afternoons. In total 7 weeks of classes and 14 different themed classes were offered. Our limit was 12 students per class due to health reasons which is 168 students maximum for the duration of the summer classes. We had 155 students in total, several were return students for multiple classes/weeks. Most sessions were sold out.

The first fundraising event was held on August 12. It was a great success. This event was part of the Bees, Blueberries and Art weekend in partnership with the Old Stone House and Entomica.

Our in-person number of visitors in 2022 from January 1 to August 20th is 2,689.

Our membership is at 575 which is back to the pre-pandemic levels.

#### Outdoor Events

The AGA participated at the Science North Road Show on June 18 and 19. This was an outdoor event where we offered information about the gallery, current and upcoming exhibitions, and programming. It was well organized and attended.

On July 16<sup>th</sup> the AGA offered outside family activities during RotaryFest. It was a huge success! We partnered with Discover the Canvas which was very popular.

On August 13 the AGA partnered with Entomica and offered various arts and crafts during an afternoon outside the gallery. It was a great success and a great turnout.

Visitors at outside events are approximately 3,000.

#### Tourism

Jasmina Jovanovic was one of the five panelists at the tourism symposium organized by the Ontario Culture Days in Toronto in June 2022. The panel was facilitated by David MacLaughlin Executive Director of

The AGA hosted three tourism writers, two from Canada and one from Germany.

#### Culture Days

As one of the Hubs the AGA and SSM will be featured nationally on September 30<sup>th</sup> for the Truth and Reconciliation Day with the exhibition *Gathering in Honour* and a free workshop Feather Wrapping offered by a local Indigenous artist Lucia Laford. The AGA partnered with VIBE Arts for this programming. The AGA is also partnering with Ontario Indigenous Tourism for the weekend of Sep. 30<sup>th</sup> and Oct. 1<sup>st</sup>. In addition to the in person programing the AGA will be featured with an in house produced video about Woodland Art and significance of Indigenous culture.



Jasmina Jovanovic continues to serve as the Vice President of the Ontario Culture Days Board. In partnership with the Ontario Culture Days (ONCD), we have this year a shared position between the two organizations to assist with the ONCD Festival, marketing and promotion.

### **Other Important Updates**

The permanent collection is now transferred to a new, user-friendly database (Argus). Part of the funding was received from Museums Assistance Collections Management Fund (MAP). Over 4,000 records are now easily searchable on the AGA's website. Behind the scenes work continues and as we develop more records and further information about each artwork the search will provide more information to the users.

Funding for the feasibility study has been received through three grants: CCSF, TEDRF and Destination Northern Ontario. We expect to start work on the feasibility study this fall.

Canada Summer Jobs grant application was successful. The AGA applied for five summer positions and received funding for all of them.

Ontario Trillium Foundation Funding was received for a recovery and rebuilding of organization's ability to provide digital offerings. This funding and the project are spread over 2022 and 2023.

In conclusion, we would like to place emphasis on the fact that the AGA continued to operate with great success in spite of the challenges from the pandemic and the aging building. We embraced digital programming as the best alternative to stay in touch with the community and our audiences during closures. As we slowly resume all aspects of our operation in person, we continue to stay present on every digital platform. Issues with the building remain very serious and we are now ready to proceed with a multicomponent feasibility study which includes all aspects of the future AGA.

The funding from the City of SSM is essential for the operation of the Art Gallery of Algoma (AGA). It enables the AGA to continue to provide exhibitions and programming to the community as well as to the visitors to our city. We sincerely hope that the City of Sault Ste. Marie will continue with its generous and necessary support to the AGA. Please do not hesitate to contact the Board President, Mark Lepore, or myself, should you have any questions or comments.

We look forward to our continuous collaboration with the City of Sault Ste. Marie.

Sincerely,

Jasmina Jovanovic  
Executive Director, Art Gallery of Algoma  
10 East Street  
Sault Ste. Marie, ON, P6A 3C3  
Tel. 705-297-3769, e-mail [jasmina@artgalleryofalgoma.com](mailto:jasmina@artgalleryofalgoma.com)

CC. Mark A. Lepore, Board President

February 6, 2023

Mayor and Council:

Street Outreach is an integral part of the continuum of care, especially for those most vulnerable in our community – those with mental health and/or addictions issues, those that are homeless and those that have no other supports.

The Downtown Ambassador Program is available every day of the week and currently serves the downtown from Wellington Street to Bay Street/Pim Street to Gore Street and serves many purposes, including:

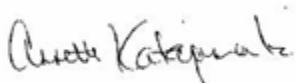
- Street outreach & peer support
- Community relations
- Harm reduction supplies
- Resources to most vulnerable
- Referrals to services
- Safety & cleanliness
- Tourist information

The program, launched in May 2022, is a partnership of the City of Sault Ste. Marie, the Downtown Association and CMHA Algoma, modelled on other like programs such as Guelph, North Bay, Vancouver, Seattle and Oshawa. CMHA Algoma staffs the program with peer workers – these are individuals that have a lived experience with mental illness/addictions and/or homelessness - they are passionate about the work they do.

For too long we have expected our most vulnerable citizens to come to us for help and services, but we know that this has not worked well for everyone – we need to bring our services and supports to them, where they are and not expect them to be able to come to us.

It is my sincere hope, that this program not only continues but expands to those areas where our most vulnerable citizens “reside” – we need to do better – we can do better – and this is one program that has shown many successes in a very short amount of time. The staff, downtown businesses, service agencies, emergency services and even tourists have found the program to be helpful, friendly and easy to access.

Respectfully,



Annette Katajamaki, CEO



Member of the United Way

Charitable Registration/en registration 11883 4290RR

Page 328 of 389



496 Queen St. E  
Sault Ste Marie, ON  
P6A 1Z8

February 10, 2023

City of Sault Ste. Marie  
99 Foster Dr.  
Sault Ste. Marie, ON  
P6A 5X6

To Whom It May Concern,

The Downtown Association and it's Board of Directors wishes to express their full support for the Downtown Ambassador Program that is currently operating. This program has had a positive effect on our community and has allowed us to connect vulnerable populations with the resources they need in a constructive manner.

We hear from the merchants operating in our boundaries, the effect the program has had on allowing them to get in touch with someone that will come and work with these individuals to assist them or find them supports. While not forgetting to acknowledge the assistance these workers also give in offering visitors and newcomers directions and assistance getting around town. Additionally, we have had outreach from the City of Timmins, which is looking to potentially implement their own program, using ours as inspiration.

The Association believes this program is important to continuing to serve those who are in need and hope to see the program expanded to serve even more of our community. The City has made an investment into our community and this program will continue to accomplish the goals of that investment.

Regards,

\_\_\_\_\_  
Salvatore Marchese  
Executive Director

## Rachel Tyczinski

---

**Subject:** FW: Downtown Ambassador Program

Dear Mayor Shoemaker and members of Council:

It is my understanding that the City's Downtown Ambassador Program (DAP) was implemented as a pilot program and, accordingly, is undergoing a review.

Last February Social Services hired OrgCode, an organization that is internationally recognized as a subject matter expert on homelessness. A presentation was made to the Social Services Board in June and a staff report was subsequently made to the board in September. OrgCode made a series of recommendations intended to strengthen our local homelessness system; one of which focused on street outreach within the community.

In my September board report I wrote, *"Unsheltered homelessness in the community is expected to continue. With decreased funding for support services as a result of provincial COVID related funding being reduced/eliminated, depleting rental stock, recent health care service closures, etc. it is expected that unsheltered homelessness will increase over the near/mid-term. It is impossible to use enforcement alone to resolve encampments and business challenges that result for people living rough. Moving people along without solutions to their homelessness is traumatizing and an ineffective use of emergency services resources."*

*A better, more cost effective approach would be the creation of street outreach worker positions that integrate the system of care to provide supports in accessing housing, shelter or health care options/services based upon the needs and preference of the person being supported. This would decrease emergency service response, emergency room visits and hospital stays.*

*The downtown ambassador program is currently operating as a pilot partnership between the City of Sault Ste. Marie and CMHA. This program is of tremendous value to the community; however, we believe we need to go further and offer robust street outreach across the entire community, in conjunction with the downtown ambassador program. There has been noticeable increases in encampments across the community over the past year. Social Services and its partners (Ontario Aboriginal Housing Services, Group Health, CMHA, AFS, etc.) have been attending each encampment and offering services to individuals as they arise. However, the system is not resourced to provide this service and responding to encampments diverts work away from other areas of the local housing and homelessness system. Additionally, most organizations currently operate on a Monday-Friday schedule, which leaves significant service gap in the evening, nights and weekends. To be effective, street outreach needs to operate seven days per week, 16 hours per day".*

I am writing to communicate that Social Services, and our Homelessness Prevention team, views the DAP as an integral component of the community's homelessness and street involved system. To date Social Services has been unsuccessful in its requests for increased funding from Ontario for resources to expand street outreach across the community, as part of OrgCode's recommendations. As we see the impacts of homelessness on a daily basis, we are confident a review of the DAP will identify the benefits this important service provides to marginalized members of our community.

Respectfully,

Mike Nadeau

For Social Services updates on COVID-19 please visit our website <https://socialservices-ssmd.ca/>  
For City Services updates on COVID-19 please visit the City of Sault Ste. Marie website <https://saultstemarie.ca/>

**Mike Nadeau**

Chief Executive Officer

---

**Administration | Social Services**

P.O. Box 277 | 390 Bay Street

Sault Ste. Marie, Ontario, P6A 5L8

CA

Fax: 705-253-4357

Cell: 705-542-7488

Email: [M.Nadeau@socialservices-ssmd.ca](mailto:M.Nadeau@socialservices-ssmd.ca)

Web: <http://www.socialservices-ssmd.ca>



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February 10, 2023

Mayor Matthew Shoemaker  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6  
[mayor.shoemaker@cityssm.on.ca](mailto:mayor.shoemaker@cityssm.on.ca)

Re: Downtown Ambassador Program

Dear Mayor Shoemaker and Council,

On behalf of the John Howard Society of Sault Ste. Marie and District, I am writing this letter in support of the continuation of the Canadian Mental Health Association's Downtown Ambassador Program (DAP).

DAP began in May 2022 as a pilot program to provide street outreach support within the downtown core from Pim Street to Gore Street. The program provides support to our city's most vulnerable population that are struggling with homelessness, addictions and mental health. Supports include the program staff engaging individuals in discussions to determine what needs they can assist with such as food and shelter, providing harm-reduction products and referrals to community resources.

Our community isn't unlike others that are struggling with the rapid increase of addictions, mental health and homelessness. The DAP staff have been a beneficial addition during a time when local resources are stretched thin while seeing an increased need for service. This peer-led program provides a different connection among those they encounter through boots-on-the-ground support and meeting individuals where they are at.

Our agency relies on staff as those in this program to engage with high risk individuals that often don't access agencies on their own. This increases the safety in our community and in the downtown core.

In you require any further information please don't hesitate to contact me.

Kind Regards,

Jackie Martin  
Executive Director

Cc: City Council - [cyclerk@cityssm.on.ca](mailto:cyclerk@cityssm.on.ca)  
Mayor Matthew Shoemaker - [mayoroffice@cityssm.on.ca](mailto:mayoroffice@cityssm.on.ca)  
Malcolm White, Chief Administrative Officer – [cao.white@cityssm.on.ca](mailto:cao.white@cityssm.on.ca)  
Tom Vair – Deputy CAO, Community Development and Enterprise Services [t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)



T: (705) 759-1703  
F: (705) 256-1809



27 King Street  
Sault Ste. Marie, ON, P6A 6K3



[help@jhsossm.ca](mailto:help@jhsossm.ca)



Sault Ste. Marie  
**POLICE**

580 Second Line E, Sault Ste. Marie, ON P6B 4K1  
Phone: (705) 949-6300 • TTY: (705) 759-7349  
[www.saultpolice.ca](http://www.saultpolice.ca)

February 7, 2023

Mayor Shoemaker  
And City Council  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6

Sir,

**RE: Letter of Support – Downtown Ambassador's Program**

Please accept this letter as my support of the Canadian Mental Health Association Algoma's Downtown Ambassador's Program.

This program helps to avert calls for service from frontline workers, including police, fire & EMS. The educational component from the DAP workers provides a greater understanding for both community members and police as to the concerns of our vulnerable community members.

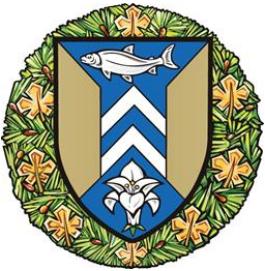
In the near future we will be having representatives from the Downtown Ambassador's Program provide training to our front-line patrol officers, to give them a better understanding of what the DAP's role is in our community.

Please do not hesitate to contact my office for further discussion.

Sincerely,

Hugh Stevenson, M.O.M., Ed.D.  
Chief of Police

HES/lh



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

### C O U N C I L   R E P O R T

February 13, 2023

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Ida Bruno, Labour Relations Coordinator  
DEPARTMENT: Corporate Services  
RE: Memorandum of Settlement for CUPE Local 3 Public Works

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#### Purpose

The purpose of this report is to recommend the approval of the attached Memorandum of Settlement for CUPE Local 3 Public Works.

#### Background

The City, through the collective bargaining process, has reached a Memorandum of Settlement for the unionized group consisting of a five (5) year term.

#### Analysis

The highlights of the settlement are:

- Average annual increase to budget of 3.41% (inclusive of wage and benefit increases)
- Minor benefit enhancements (including an increase to the Psychological/Mental Health benefit)
- Recognition of National Truth & Reconciliation Day as a statutory holiday
- Improvements to contract language

#### Financial Implications

The financial impact of this settlement are accommodated in the contingency reserve provided for that purpose in the 2023 Budget. Future years' impacts will be outlined in the budget deliberations for those years.

#### Strategic Plan / Policy Impact / Climate Impact

This item applies to the Service Delivery focus area of the Corporate Strategic Plan.

#### Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Labour Relations Coordinator dated February 13, 2023 be received and Memorandum of Settlement for CUPE Local 3 Public Works be ratified.

Memorandum of Settlement for CUPE Local 3 Public Works

February 13, 2023

Page 2

Respectfully submitted,

Ida Bruno  
Labour Relations Coordinator  
705.759.5449  
[i.bruno@cityssm.on.ca](mailto:i.bruno@cityssm.on.ca)

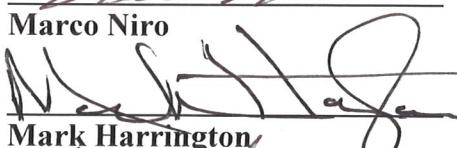
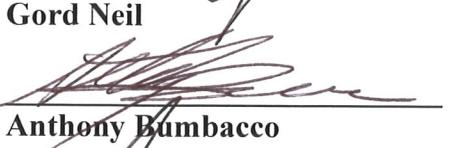
**MEMORANDUM OF SETTLEMENT**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
&  
CUPE LOCAL 3 PW**

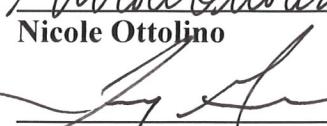
1. The parties herein agree to the terms of the memorandum as constituting full and final settlement of all matters in dispute.
2. The undersigned representatives of the parties do hereby agree to recommend complete acceptance of all the terms of this memorandum to their respective principals.
3. The parties herein agree that the term of the collective agreement shall be from February 1, 2023 to January 31, 2028.
4. Retroactivity will only apply to the Wage Schedule. All other terms negotiated will be in effect the 1<sup>st</sup> of the following month after ratification by both parties.
5. It is understood that student wages will be established corporately and that no retroactivity will be paid out. Student wages are not subject to the Wage Schedule increases.
6. The parties herein agree that the said collective agreement shall include the terms of the previous collective agreement which expired on January 31, 2023 provided, however, that the following amendments are incorporated in Appendix 1.

Signed this 2<sup>nd</sup> day of February, 2023.

**For the Union**

  
Marco Niro  
  
Mark Harrington  
  
Gord Neil  
  
Anthony Bumbacco  
  
Paul Edwards

**For the Employer**

  
Ida Bruno  
  
Nicole Ottolino  
  
Larry Girardi  
  
Susan Hamilton-Beach  
  
Monty Pinder  
  
Daniel Turco

## Appendix 1

Sign Off Sheet #1

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**HOUSEKEEPING ITEM**

Any reference to PWT – Should read PW

**Article 1:02**

**EXISTING LANGUAGE**

1:02 It is recognized that the City provides services for the safety, health, comfort and general welfare of the citizens. Therefore, the employees must be prepared at all hours of the day or night to assist in providing the many services.

**AGREED TO LANGUAGE**

1:02 It is recognized that the City provides services for the safety, health, comfort and general welfare of the citizens **twenty four hours a day, seven days a week**. Therefore, the employees **may be requested** at all hours of the day or night to assist in providing the many services.

**Article 2 Recognition**

**EXISTING LANGUAGE**

2:04 New Employees a) The Employer agrees to acquaint new employees with the fact that a Union Agreement is in effect and with the conditions of employment set out in the Articles dealing with Union Security and Dues Check-Off.

**AGREED TO LANGUAGE**

2:04 New Employees a) The Employer agrees to acquaint new employees with the fact that a Union Agreement is in effect and with the conditions of employment set out in the Articles dealing with Union Security and Dues Check-Off. **A representative of the Union shall be able to meet with new members during work time to introduce themselves and provide the new employee a CUPE Local 3 welcome package.**

**Article 3:03**

**EXISTING LANGUAGE**

3:03 Deductions will be made from the payroll period and shall be forwarded to the National Secretary-Treasurer of the Union not later than the 15<sup>th</sup> day of the month following in respect of which deductions have been made, accompanied by a list of all employees

names, addresses and phone numbers as the City has on file along with bi-weekly earnings upon which union dues are based and the employee status.

#### AGREED TO LANGUAGE

3:03 Deductions will be made from the payroll period and shall be forwarded to the National Secretary-Treasurer of the Union **no** later than the 15<sup>th</sup> day of the month following in which deductions have been made, accompanied by a list of all **employees'** names, addresses and phone numbers as the City has on file along with bi-weekly earnings upon which union dues are based and the employee status **will be provided**.

### Article 6:02

#### EXISTING LANGUAGE

6:02 The City shall exercise its right to assign job duties and to direct the working forces in a fair and reasonable manner.

#### AGREED TO LANGUAGE

6:02 The City shall exercise its right to assign job duties and to direct the working forces in a fair and reasonable manner, **and shall determine crew size, equipment and responsibilities.**

### **Article 7 Discrimination**

#### EXISTING LANGUAGE

7:01 The City, the Union, and their agents agree not to discriminate against any employee because of their membership in the Union, Union Officer or for any reason as set out in the Ontario Human Rights Code. If an employee believes they have been subject to conduct contrary to the City's Code of Conduct, they shall submit their concern in writing to their respective Department Head with a copy to the Union. The Department Head will provide a written response to the employee with a copy to the Union upon conclusion of the investigation by the Director of Public Works. If the employee is not satisfied with the Director's response, the employee may submit the concern to the Deputy Chief Administrative Officer with a copy to the Director and Union. Upon conclusion of an investigation, the Deputy Chief Administrative Officer will provide a written response to the employee with a copy to the Director and Union.

#### AGREED TO LANGUAGE

7:01 The City, the Union, and their agents agree not to discriminate against any employee because of their membership in the Union, Union Officer or for any reason as set out in the Ontario Human Rights Code. If an employee believes they have been subject to conduct contrary to the City's Code of Conduct, they shall submit their concern in writing to their respective Department Head with a copy to the Union. **Upon submission of the concern, the Employer shall conduct an internal investigation. Where a conflict of interest has been identified, the Employer will provide for a third party to investigate the complaint.** The Department Head will provide a written response to the employee with a copy to the Union upon

conclusion of the investigation by the Director of Public Works. If the employee is not satisfied with the Director's response, the employee may submit the concern to the Deputy Chief Administrative Officer with a copy to the Director and Union. Upon conclusion of an investigation, the Deputy Chief Administrative Officer will provide a written response to the employee with a copy to the Director and Union.

### **Article 9:01**

#### **EXISTING LANGUAGE**

If the Grievance Committee considers that a satisfactory settlement was not reached at Step III of the grievance procedure, it may within ten (10) working days of receipt of the Step III reply, request that the grievance be referred to Arbitration in accordance with the terms of the Ontario Labour Relations Act.

Furthermore, within thirty (30) working days following such notice, the Union shall propose a sole arbitrator or Nominee to a Board of Arbitration to hear the grievance. The parties agree to cooperate to establish a mutually satisfactory date as soon as practicable for the hearing of the grievance before a sole arbitrator/Arbitration Board.

A sole arbitrator/Arbitration Board shall not alter, modify or amend any part of the Agreement or make any decision inconsistent with its provisions.

The time limits set out in the Arbitration procedure shall be strictly observed by the parties to this Agreement but may be extended by mutual consent.

#### **AGREED TO LANGUAGE**

If the Grievance Committee considers that a satisfactory settlement was not reached at Step III of the grievance procedure, it may within ten (10) working days of receipt of the Step III reply, request that the grievance be referred to Arbitration in accordance with the terms of the Ontario Labour Relations Act.

Furthermore, within thirty (30) working days following such notice, the Union shall propose a sole arbitrator or Nominee to a Board of Arbitration to hear the grievance. The parties agree to cooperate to establish a mutually satisfactory date as soon as practicable for the hearing of the grievance before a sole arbitrator/Arbitration Board.

A sole arbitrator/Arbitration Board shall not alter, modify or amend any part of the Agreement or make any decision inconsistent with its provisions.

The time limits set out in the Arbitration procedure shall be strictly observed by the parties to this Agreement but may be extended by mutual consent.

### **Article 11:01**

#### **EXISTING LANGUAGE**

11:01 The parties recognize that promotional opportunities and job seniority in the event of promotions, decrease in forces and recalls after layoffs should increase in proportion to

length of continuous service and that in the administration of this section the intent will be that full consideration shall be given to continuous services in such cases. The parties also recognize that, because of the many different tasks in which the Department of Public Works must carry out, its forces must be completely flexible and when considering the method of temporary transfer, flexibility and efficiency must be given full consideration.

#### **AGREED TO LANGUAGE**

- 11:01 The parties recognize that promotional opportunities and job seniority in the event of promotions, decrease in forces and recalls after layoffs should increase in proportion to length of continuous service and that in the administration of this section the intent will be that full consideration shall be given to continuous services in such cases. The parties also recognize that because of the many different tasks in which the Department of **Public Works and Engineering Services** must carry out, its forces must be completely flexible. When considering the method of temporary transfer, flexibility and efficiency must be given full consideration.

#### **Article 11:02**

##### **EXISTING LANGUAGE**

- 11:02 Seniority shall be established on the basis of an employee's service with the City, calculated from the date upon which the employee last commenced employment with the City.

##### **AGREED TO LANGUAGE**

- 11:02 Seniority shall be established on the basis of an employee's **length of service** with the City, calculated from the date upon which the employee last commenced employment with the City.

#### **11:04 b NEW**

- (b) **Should a new employee (Labour/Operator) be hired without a full DZ license, the probationary employee will be given a defined time frame to achieve such license. If they cannot achieve that license within that time frame, they must be terminated.**

#### **Article 11:10**

##### **EXISTING LANGUAGE**

- 11:10 The selection or appointment of employees for Supervisory positions or for any position not subject to this Agreement, is not governed by the Agreement, but if an employee appointed to a permanent position outside the scope of the bargaining unit, such

employee shall retain their bargaining unit seniority for a period of six (6) months following such appointment. If the employee remains in the position outside the scope of the bargaining unit beyond the above noted six (6) period, all bargaining unit seniority shall be forfeit and their name shall be removed from the Union Seniority List.

#### AGREED TO LANGUAGE

- 11:10 The selection or appointment of employees for Supervisory positions or for any position not subject to this Agreement, is not governed by the Agreement, but if an employee appointed to a permanent position outside the scope of the bargaining unit, such employee shall retain their bargaining unit seniority for a period of **eight (8) months** following such appointment. If the employee remains in the position outside the scope of the bargaining unit beyond the above noted **eight (8) month active working period**, all bargaining unit seniority shall be **forfeited** and their name shall be removed from the Union Seniority List.

#### Article 12:12

##### EXISTING LANGUAGE

- 12:12 In promoting an employee to fill a vacancy in a job in a line of sequence (except the bottom job) preference shall be given to employees in accordance with the following rules unless the employees concerned do not have the qualifications and the ability to do the job:
- 1) preference shall be given to employees in accordance with their job seniority in the next lower job or jobs in the line of sequence.
  - 2) temporary vacancies of less than three (3) working days will be filled by the Superintendent of Public Works, giving preference where possible to the senior qualified employee available.
  - 3) Employees on Operations Posted Position shall maintain seniority rights with all other jobs in their respective job class

##### AGREED TO LANGUAGE

- 12:12 In promoting an employee to fill a vacancy in a job in a line of sequence (except the bottom job) preference shall be given to employees in accordance with the following rules unless the employees concerned do not have the qualifications and the ability to do the job:
- 1) preference shall be given to employees in accordance with their job seniority in the next lower job or jobs in the line of sequence.
  - 2) temporary vacancies of less than three (3) working days will be filled by the Superintendent of Public Works/**respective manager**, giving preference where possible to the senior qualified employee available.
  - 3) Employees **in an** Operations Posted Position shall maintain seniority rights with all other jobs in their respective job class.

## Article 12:26

### EXISTING LANGUAGE

12:26      The temporary transfer shall be effective for a period of not more than ninety (90) days.

### AGREED TO LANGUAGE

12:26      The temporary transfer **within the collective agreement** shall be effective for a period of not more than ninety (90) days, **and shall not be allowed within the probationary period.**

**NEW 12:36 Moving forward, an employee who is in a Permanent Posted position may only be used on a spare list for overtime and in extenuating situations only if it is operationally feasible.**

## **Article 13 Leave of Absence**

### EXISTING LANGUAGE

13.03 Leave of Union Officers: Any employee who is elected or selected for a fulltime position with the Union or anybody with which the Union is affiliated or who is elected to public office may be granted leave of absence without pay or loss of seniority by the City for a period of one (1) year. This period may be extended by the City at the end of the year

### AGREED TO LANGUAGE

13.03 Leave of Union Officers: Any employee who is elected or selected for a fulltime position with the Union or anybody with which the Union is affiliated or who is elected to public office may be granted leave of absence without pay or loss of seniority by the City for a period of **up to one (1) year**. This period may be extended by the City at the end of the year **upon request.**

## Article 14:02

### EXISTING LANGUAGE

14:02 Overtime

- (a)      Time and one-half shall be paid for any time worked in excess of the scheduled number of hours per day or for any time worked in excess of the scheduled number of hours per week.
- (b)      Time and one-half shall be paid for all hours worked on a Statutory Holiday in addition to eight (8) hours pay at the regular rate for a Statutory Holiday.

- (c) Over time work shall, as far as possible, be equitably distributed among the employees concerned
- (d) Employees may request time off in lieu of overtime with the following conditions:
  - Maximum Time Off in Lieu – forty (40) hours lieu time (i.e. 5 work days) in a calendar year.
  - Requests for lieu time off will be considered on an individual basis at the time of request.
  - Approval at the sole discretion of the Superintendent or designate based upon the operational requirements of the Department.
  - Lieu time will not be used during lay-offs.
  - If not utilized, will be paid out.
  - Lieu time shall not be granted from May 1<sup>st</sup> to September 30<sup>th</sup> and during Winter Control in any given calendar year with the exception of Mechanics and Welders.

#### AGREED TO LANGUAGE

14:02 Overtime

- (a) Time and one-half shall be paid for any time worked in excess of the scheduled number of hours per day or for any time worked in excess of the scheduled number of hours per week.
- (b) Time and one-half shall be paid for all hours worked on a Statutory Holiday in addition to eight (8) hours pay at the regular rate for a Statutory Holiday.
- (c) Over time work shall, as far as possible, be equitably distributed among the employees concerned
- (d) Employees may request time off in lieu of overtime with the following conditions:
  - Maximum Time Off in Lieu – forty (40) hours lieu time (i.e. 5 work days) in a calendar year.
  - Requests for lieu time off will be considered on an individual basis at the time of request.
  - Approval at the sole discretion of the Superintendent or designate based upon the operational requirements of the Department.
  - Lieu time will not be used during lay-offs.
  - If not utilized, will be paid out.
  - Lieu time shall not be granted from **July 1<sup>st</sup> to August 31<sup>st</sup>** and during Winter Control in any given calendar year with the exception of Mechanics and Welders.
  - **Notice: that will take effect**

#### Article 14:03 Shift Work

#### EXISTING LANGUAGE

14:03 Shift Work

- (a) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 3:30 p.m. and 11:30 p.m. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (b) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 11:30 p.m. and 7:30 a.m. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (c) For other than eight (8) hour shifts, shift premiums will be paid according to the most hours worked on the scheduled shift.
- (d) A premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked on a Sunday. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (e) Where possible, employees will receive two (2) consecutive days off each week
- (f) In setting up shift schedules, the City will offer employees by job class seniority, the option to select such schedules. In accepting a shift schedule, the employee agrees to remain on such schedule for the duration of the schedule. If additional employees are required to fill shift schedules, the City will assign junior employees. It is understood that employees must have the ability and qualifications to perform the work when selecting or when assigned to shift schedules.

**AGREED TO LANGUAGE**

**Shift Work: Winter Control, Sweeping and Mechanics**

**Definition: Shift work shall apply to winter control, sweeping, employees working night shift and the mechanic shop only .**

- (a) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 3:30 p.m. and 11:30 p.m. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).

- (b) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 11:30 p.m. and 7:30 a.m. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (c) For other than eight (8) hour shifts, shift premiums will be paid according to the most hours worked on the scheduled shift.
- (d) A premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked on a Sunday. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (e) Where possible, employees will receive two (2) consecutive days off each week
- (f) In setting up shift schedules, the City will offer employees by job class seniority, the option to select such schedules. In accepting a shift schedule, the employee agrees to remain on such schedule for the duration of the schedule. If additional employees are required to fill shift schedules, the City will assign junior employees. It is understood that employees must have the ability and qualifications to perform the work when selecting or when assigned to shift schedules. **In order to operate a grader for winter operations, you must have previous operating experience on a plow truck (1 season).**

**NEW: Add Job Class 6 in Line of sequence (box between JC6 & JC7 which will include snow plow operator only)**

## Article 15:01

### EXISTING LANGUAGE

15:01 Pay in lieu of vacation to an employee with less than one (1) year service who terminates their employment shall be four (4%) percent of their total wages paid to them.

### AGREED TO LANGUAGE

15:01 **All newly hired employees in a permanent posted position will accrue vacation entitlement from their hire date. Their vacation pay for the following calendar year would be based on 4% of wages earned in the previous year. All newly hired permanent employees will be entitled to 10 days' vacation on January 1<sup>st</sup> of the following year, paid at 4% of the previous years' earnings.**

**All newly hired employees will receive 4% vacation pay in lieu on their biweekly pay. Upon recognition as an 'Established' employee (completion of 12 consecutive months of service), 4% in lieu will cease and begin accruing, to be taken in the following calendar year.**

## Article 15:08

### EXISTING LANGUAGE

15:08 Employees must make their choice known to the Superintendent of Public Works, by February 1<sup>st</sup> of the current year of vacation selection. The vacation schedule shall be posted by March 1<sup>st</sup> each year. All employees who have failed to file their request by February 1<sup>st</sup> will lost their seniority preference for vacation. Refer to Letter of Clarification regarding Employer Policy.

### AGREED TO LANGUAGE

15:08 Employees must make their choice known to the Superintendent of Public Works **or Respective Manager**, by February 1<sup>st</sup> of the current year of vacation selection. The vacation schedule shall be posted by March 1<sup>st</sup> each year. All employees who have failed to file their request by February 1<sup>st</sup> will lost their seniority preference for vacation. Refer to Letter of Clarification regarding Employer Policy.

## Article 15:09

### EXISITNG LANGUAGE

15:09 The vacation year shall be from January 1<sup>st</sup> to December 31<sup>st</sup>. In no case shall vacation allowance be carried over or accumulated from one vacation year to the next, except by special written permission from the Director of Public Works and Director of Human Resources.

### AGREED TO LANGUAGE

15:09 The vacation year shall be from January 1<sup>st</sup> to December 31<sup>st</sup>. In no case shall vacation allowance be carried over or accumulated from one vacation year to the next, except by special written permission from the **Deputy CAO of Public Works and Engineering** and Director of Human Resources.

## Article 16:01

### EXISITNG LANGUAGE

16:01 The following holidays shall be recognized as time off with pay for all employees:

New Year's Day	Civic Holiday
Family Day (3rd Monday in February)	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

If any of the above holidays fall on a Saturday or Sunday, the Friday or the Monday as designated by the CAO shall be considered as the paid holiday for the purposes of this agreement, as well as any additional national or provincial statutory holidays.

#### AGREED TO LANGUAGE

- 16:01 The following holidays shall be recognized as time off with pay for all employees:

New Year's Day	Civic Holiday
Family Day (3rd Monday in February)	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

If any of the above holidays fall on a Saturday or Sunday, the Friday or the Monday as designated by the **Corporation** shall be considered as the paid holiday for the purposes of this agreement, as well as any additional national or provincial statutory holidays.

**During winter control and sweeping, should one of these identified STATs be during a regular work week, the designated day by the Corporation will not be paid at a premium rate.**

**At landfill, should a STAT fall during their regular work week, if you work the STAT you will be paid at time and one half and get an additional day off in lieu. If the STAT should fall on a day that is not on the schedule, you will get paid eight (8) hours at regular pay.**

**Effective February 1, 2023, where a STAT falls Monday through Friday, landfill employees will only be entitled to overtime for hours worked on Saturdays in accordance with the strict wording and terms and conditions of Article 14.02(a) and 14.02(b) of the Collective Agreement between the City and the Union.**

Balance of Article remains unchanged.

#### Article 22:03

#### EXISTING LANGUAGE

- 22:03 When it is necessary to work in an emergency during such weather, the City will provide rubber coats, boots and hats. ~~The City shall also equip the trucks with suitable covering to protect the employees riding to and from work.~~ *GW M-N. AB MPM JBB SHB D.T.*

*JBB* The City shall provide adequate sanitary facilities and provide means whereby the employees can change and dry their wet clothing.

#### AGREED TO LANGUAGE

- 22:03 When it is necessary to work in an emergency during such weather, the City will provide rubber coats, boots and hats.

The City shall provide adequate sanitary facilities and provide means whereby the employees can change and dry their wet clothing.

#### GENERAL COMMENT

##### Chart Revisions/Job Classifications (p. 39-42)

p. 39 *Flusher Truck Labour?*      Sanitary Helper on chart Both JC4

**Rename to Sanitary Helper; remove Flusher Truck Labour**

p. 39 *Masonry Worker JC7*

**Remove Masonry Worker @ JC7; Skilled Worker**

p. 39 *Asphalt Zipper*      Not on chart

**Add to chart under JC6**

p. 39 *Painting Applicator*      On chart under Trade Pool

**Remove from Operators (list)**

p. 40 *Landfill Truck Driver*

**Rename as Landfill Operator.**

p. 40 *Loader – Payloader on Chart*

**Change to Payloader**

p. 40 *Paving Stone must be added*      On chart JC9

**Add to the list under operations posted positions**

p. 40 *Utility Locates Person – Operations Posted Position JC7; Add to p. 40 & chart*

*General comment - Chart pg. 41&42 needs to be printed side by side*

#### Letter #8 VACATION SCHEDULING

##### AGREED TO LANGUAGE

The Department will amend its vacation selection moving forward as follows:

- First Pick to be two (2) weeks which can be two (2) consecutive weeks, or two (2) single weeks; by seniority.
- Second Pick – Select balance of vacation by seniority (Calendar week blocks).
- Once selected **and approved**, vacation cannot be changed except by approval of the Department.
- Single day vacation selections permitted only by approval of the Department.

- Employees by seniority will make vacation selections at a predetermined date and time from a Master Vacation Board.
- Selections to be submitted by February 1<sup>st</sup> of current year of vacation selection. The department will **approve** vacation selections by March 1<sup>st</sup>

**Letter #8**

**Additional Note: Move into the body of CA**

**Letter #3 LABOUR MANAGEMENT COMMITTEE TERMS AND CONDITIONS**

**Move into the body of CA**

**Renewal of the following LOUs:**

1, 2, 9, 10, 12

SIGNED AT SAULT STE. MARIE this 15<sup>th</sup> day of December, 2022

FOR C.U.P.E LOCAL 3

Wm. K. Ho  
John Keam  
Gordon McF  
A.J. Goffin  
Mark R.

FOR CITY

Bob Bruno  
Wolfe Ottolino  
Susie Bach  
J. J. J.  
M. Kent  
D. Ture

Sign Off Sheet #2

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Article 4:01**

**EXISTING LANGUAGE**

4:01 A Negotiating Committee shall be appointed and shall consist of not more than four members who are employees of the City. The Union will advise the City of the Union nominees to the Committee.

**AGREED TO LANGUAGE**

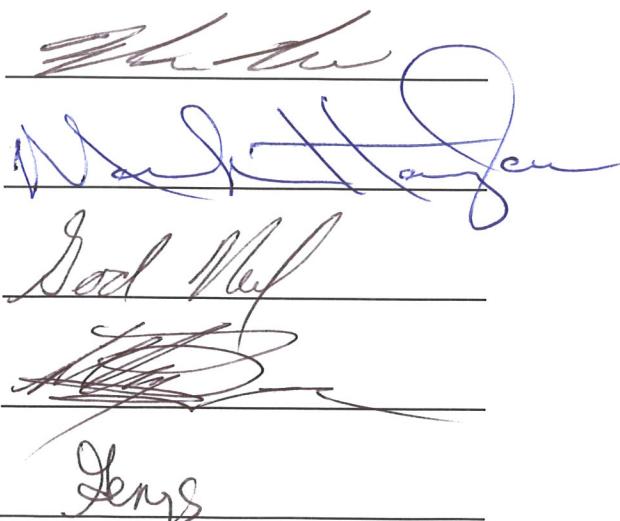
4:01 A Negotiating Committee shall be appointed and shall consist of not more than **five** members who are employees of the City **which may include the President of the local**. The Union will advise the City of the Union nominees to the Committee.

**Renewal of the following LOUs:**

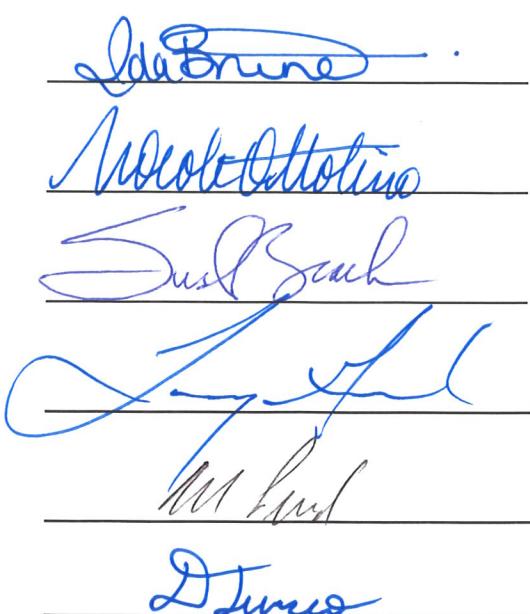
4, 6

SIGNED AT SAULT STE. MARIE this 11<sup>th</sup> day of January, 2023

FOR C.U.P.E LOCAL 3



FOR CITY



Sign Off Sheet #3

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Article 3**

**New Language**

**AGREED TO LANGUAGE**

3.XX Information for Union

The Board shall provide the Union monthly, with an electronic contact list in excel of all employees in the bargaining unit. The contact list will include:

- a. home address
- b. home phone number or cell number
- c. work email address and when available a personal email address
- d. Employment status: permanent, temporary, casual

**Article 6:01**

**EXISTING LANGUAGE**

6:01 The Management of the Public Works Division and the direction of working forces, including the right to hire, suspend, discipline, or discharge for proper cause, and the right to relieve employees from duty because of a lack of work or for any other legitimate reasons, is vested with the City, subject to all other provisions of the Agreement.

**AGREED TO LANGUAGE**

6:01 The Management of the **Department of Public Works and Engineering Services** and the direction of the working forces, including the right to **schedule**, hire, suspend, discipline, or discharge for proper cause, relieve employees from duty because of a lack of work or for any other legitimate reasons, is vested with the City, subject to all other provisions of this Agreement.

**New Article 6:03 Labour Management Committee Terms and Conditions**

**AGREED TO LANGUAGE**

The City of Sault Ste. Marie and Local 3. C.U.P.E. – P.W.T., agree to the following terms related to the provision of Article 4:06 of the collective agreement:

1. The Committee will consist of two representatives of each party to deal with matters of mutual concern relating to the work place.
2. Meetings will be scheduled as necessary on request of either party at a mutually agreed time and location.
3. The members of the Committee shall receive the normal rate of pay for attendance at meetings during their scheduled working hours but no payment will be made for time spent outside regular hours.
4. Either party, or jointly if appropriate, shall prepare an agenda for distribution to all members of the Committee at least one week in advance of the meeting. Minutes of the meetings will be prepared and distributed as determined by the Committee.
5. The Committee shall not deal with any matter that is the subject of a grievance or is more properly dealt with in the collective bargaining process.
6. The Committee shall not have the authority to alter or amend the collective agreement or make any decision inconsistent with its provisions.
7. The representatives agree to make every effort to deal with issues in a co-operative manner.
8. It is to be understood that in the event that either party requires the assistance of their respective representative (i.e. CUPE National Representative; Director of Human Resources) the Labour Management meeting will be arranged by the representatives.

#### Article 11:04

##### EXISTING LANGUAGE

11:04 An employee shall be on probation until they have worked a cumulative one thousand and forty (1040) hours and during such period the employee shall not be subject to rights under the grievance procedure. Employees who have completed the probationary period are deemed to be seasonal employees and will be placed on the seniority list and credited with seniority from the day they commenced work. Overtime hours shall not be counted as part of the one thousand and forty (1040) hours for the purpose of establishment on a job in a line of sequence.

## AGREED TO LANGUAGE

11:04 An employee shall be on probation until they have worked a cumulative one thousand and forty (1040) and during such period the employee shall not be subject to rights under the grievance procedure. Employees who have completed the probationary period are deemed to be seasonal employees and will be placed on the seniority list and credited with seniority from the day they commenced work. Overtime hours shall not be counted as part of the one thousand and forty (1040) for the purpose of establishment on a job in a line of sequence. **Probationary employees cannot apply out of the position they were hired into until probation is completed successfully.**

## Article 11:05

### EXISTING LANGUAGE

11:05 In this Agreement:

Definitions:

- (a) Permanent Posted Positions shall mean any position which required application to the vacancy and no sign off is permitted.
- (b) Operations Posted Positions shall mean a position that allows a return to the line of sequence by seniority upon completion of the work assignment. These positions are posted for the compiling of a spare list of employees in seniority order.
- (c) Line of Sequence positions are those positions listed where at any given time an employee could be working in positions with different rates of pay (JC 6 to JC 7) in a work day.
- (d) "Probationary Employee" means an employee who has not completed the probationary period.
- (e) "Seasonal Employee" means an employee who has completed the probationary period but who has not been employed for twelve (12) consecutive months.
- (f) "Permanent Employee" means an employee who has completed twelve (12) consecutive months of employment.  
"Student" means an employee who is in full time attendance of a recognized post-secondary educational institution and has completed their first year of post-secondary education and is returning on a full-time basis for the following school term. Proof of attendance and/or proof of returning shall be provided to the City upon request. Students are employed only for the typical summer vacation period (ending the Friday following Labour Day).

(g) "Part-time" Employee means an employee who is employed for less than an average of twenty-four (24) hours per week in any four (4) week period.

### **AGREED TO LANGUAGE**

11:05 In this Agreement:

Definitions:

- a) Permanent Posted Positions shall mean any position which required application to the vacancy and no sign off is permitted.
- b) Operations Posted Positions shall mean a position that allows a return to the line of sequence by seniority upon completion of the work assignment. These positions are posted for the compiling of a spare list of employees in seniority order.
- c) Line of Sequence positions are those positions listed where at any given time an employee could be working in positions with different rates of pay (JC 6 to JC 7) in a work day.
- d) "Probationary Employee" means an employee who has not completed the probationary period.
- e) "Seasonal Employee" means an employee who has completed the probationary period but who has not been employed for twelve (12) consecutive months.
- f) "**Established Employee**" means an employee who has completed one thousand and forty (1040) cumulative hours.
- g) "**Permanent Employee**" means an employee who is hired into a permanent posted position (full time or part time).
- h) "Student" means an employee who is in full time attendance of a recognized post-secondary educational institution and has completed their first year of post-secondary education and shall be returning on a full-time basis for the following school term. Proof of attendance and/or proof of returning shall be provided to the City upon request. Students are employed only for the typical summer vacation period (ending the Friday following Labour Day).
- i) "Part-time" Employee means an employee who is employed for less than an average of twenty-four (24) hours per week in any four (4) week period.

### **Article 11:11**

#### **EXISTING LANGUAGE**

11:11 "Disabled Employees": Any employee covered by this agreement who, through temporary disablement, is unable to perform their regular duties may be given

any light or modified work available at the wages payable at the time for the position to which they are assigned.

#### AGREED TO LANGUAGE

11:11 “Approved Accommodations”: Any employee covered by this agreement who, temporarily are unable to perform their regular duties, may be assigned any light or modified work available at the wages payable at the time for the position. It is understood that proper medical documentation acceptable to the City must be provided.

#### New Article 15:11 Vacation Scheduling

#### AGREED TO LANGUAGE

15:11 The Department will amend its vacation selection to operate as follows:

- (a) First pick to be two (2) weeks which can be two (2) consecutive weeks, or two (2) single weeks; by seniority.
- (b) Second Pick – Select balance of vacation by seniority (Calendar week blocks).
- (c) Once selected, vacation cannot be changed except by approval of the Department.
- (d) Single day vacation selections permitted only by approval by the Department.
- (e) Employees by seniority will make vacation selections at a predetermined date and time from a Master Vacation Board.
- (f) Selections to be submitted by February 1<sup>st</sup> of current year of vacation selection. The Department will confirm vacation selections by March 1<sup>st</sup>.

#### Article 18:00 Sick Leave

#### New Language

#### AGREED TO LANGUAGE

Employees providing notice that, due to sick-related reasons, they won't be attending work that day, must call in at least one hour prior to the start of their shift for each day that they are sick unless they can provide good reason that they have not done so.

#### **LOUs to be renewed:**

7, 11

SIGNED AT SAULT STE. MARIE this 11<sup>th</sup> day of January, 2023

FOR C.U.P.E LOCAL 3

W.L.H.  
Mark J. L.  
Gord Mc  
John G.  
Genys

FOR CITY

John Brune  
Mark Attolico  
Sue Beach  
John Clark  
M. Clark  
D. Davis

Sign Off Sheet #4

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Move to Letter of Understanding #11**

**Article 14:05**

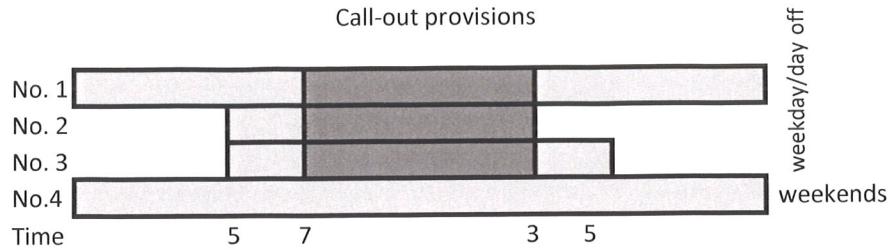
**EXISTING LANGUAGE**

14:05 When employees are called from home they shall receive a minimum of three (3) hours pay at the overtime rate.

**AGREED TO LANGUAGE**

14:05 Payment for a call-out is a minimum of 3 hours, paid at time and a half as per the following:

- (a) When employees are called from home they shall receive a minimum of three (3) hours pay at the overtime rate.
- (b) If an employee normally works an 8-hour shift, is called out early and works a total of 10 hours (i.e.: scheduled 7-3, called in at 5am and works until 3pm), they are paid as follows:
  - 3 hours at time and a half, **plus**
  - 8 hours at regular time
- (c) If an employee normally works an 8-hour shift, is called out early and works a total of 12 hours (i.e. scheduled 7-3, called in at 5am and works until 5pm), they are paid as follows:
  - 3 hours at time and a half, **plus**
  - 8 hours at regular time, **plus**
  - 2 hours at time and a half
- (d) If an employee is called to work an overtime shift on a day off, they are paid as follows:
  - The total hours worked at time and a half – (minimum of 3 hours pay)
  - A shift or Sunday premium is not paid on an overtime shift – this is considered pyramiding



call outside of regular time is min. 3 hours at OT rate  
 regular hours (8 hour day) normal rate of pay (ie. scheduled shift)

No. 1 - call out during this time is min. 3 hours at OT rate

No. 2 - 3 hours at OT rate + 8 hours at regular time

No. 3 - 3 hours at OT rate + 8 hours at regular time + 2 hours at OT

No. 4 - employee called out on weekend - total hours worked is OT pay (min. of 3 hours) - no shift or Sunday premium

#### LOUs to be renewed:

13, 14

SIGNED AT SAULT STE. MARIE this 2<sup>ND</sup> day of February, 2023

FOR C.U.P.E LOCAL 3

FOR CITY

Sign Off Sheet #5

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Article 11:03**

**EXISTING LANGUAGE**

11:03 Seniority shall be forfeited and employment will be terminated if:

- (1) The employee voluntarily quits their employment.
- (2) The employee is discharged for proper cause.
- (3) The employee fails to report for work within five (5) days after being notified by registered mail to return to work following a layoff. The City will consider sickness as an extenuating circumstance. Other extenuating circumstances will be considered on a case-by-case basis.
- (4) The employee is absent from work for two (2) consecutive working days without reasonable excuse.
- (5) (a) The parties agree to the following conditions regarding employees absent from work due to non-occupational illness or accident.
  - (i) During the first twelve (12) months of any such absence the City agrees to provide at its cost all benefits set out in Article 17:00.
  - (ii) At the end of such twelve (12) month period such employee will be responsible for the total cost of all benefits set out in Article 17:00.
  - (iii) The City agrees to maintain the seniority of such employee for a thirty-six (36) month period, after which employment will be terminated.
- (b) An employee who is absent from work due to an occupational illness or accident for which WSIB is paid will be provided as follows:
  - (i) During the first twenty-four (24) months of such absence the City will provide at its cost all benefits set out in Article 17:00.
  - (ii) At the end of such twenty-four (24) month period such employee will be responsible for the total cost of all benefits set out in Article 17:00.
  - (iii) The City agrees to maintain the seniority of such employee for a thirty-six (36) month period after which employment will be terminated.
- (6) (i) The employee has less than five (5) years service and is absent from work for a period in excess of eighteen (18) calendar months due to a layoff. (ii) The employee has

more than five (5) years service and is absent from work for a period in excess of twenty-four (24) calendar months due to a layoff. The parties recognize and agree that the provisions of articles 11:03 (5) (a) (iii) and 11:03 (5) (b) (iii) must be interpreted and applied in a manner consistent with the provisions of the Human Rights Code.

#### **AGREED TO LANGUAGE**

11:03 Seniority shall be forfeited and employment will be terminated if

- (1) The employee voluntarily quits their employment
- (2) The employee is discharged for proper cause **and not reinstated to their position through the grievance and arbitration process.**
- (3) The employee fails to report for work within five (5) days after being notified by registered mail to return to work following a layoff. The City will consider sickness as an extenuating circumstance. Other extenuating circumstances will be considered on a case by case basis.
- (4) The employee is absent from work for two (2) consecutive working days without reasonable excuse.
- (5) (a) The parties agree to the following conditions regarding employees absent from work due to non-occupational illness or accident.
  - (i) During the first twelve (12) months of any such absence the City agrees to provide at its cost all benefits set out in Article 17:00.
  - (ii) At the end of such twelve (12) month period such employee will be responsible for the total cost of all benefits set out in Article 17:00.
  - (iii) The City agrees to maintain the seniority of such employee for a thirty-six (36) month period, after which employment will be terminated.
- (b) An employee who is absent from work due to an occupational illness or accident for which WSIB is paid will be provided as follows:
  - (i) During the first twenty-four (24) months of such absence the City will provide at its cost all benefits set out in Article 17:00.
  - (ii) At the end of such twenty-four (24) month period such employee will be responsible for the total cost of all benefits set out in Article 17:00.
  - (iii) The City agrees to maintain the seniority of such employee for a thirty-six (36) month period, after which employment will be terminated.

**(6) The employee is absent from work for a period in excess of twenty four (24) calendar months due to layoff.**

The parties recognize and agree that the provisions of articles 11:03 (5) (a) (iii) and 11:03 (5) (b) (iii) must be interpreted and applied in a manner consistent with the provisions of the Human Rights Code.

## Article 13:04

### EXISTING LANGUAGE

#### **13:04 Funeral Leave**

When death occurs to a member of an employee's immediate family, the employee will be granted leave of absence on compassionate grounds and will be granted time off with pay at the regular hourly rate up to a maximum of four (4) days for any days which are normally straight time working days and fall within the period from the day of death up to and including the day of the Funeral or Celebration of Life.

Members of the immediate family means the employee's: wife or husband, or common-law spouse, mother, father, sister, brother, son, daughter, grandchildren, grandparents, grandparents-in-law, mother-in-law, and father-in-law.

Common-law spouse shall be defined as an individual with whom an employee has been living and in which relationship they have publicly represented themselves as husband and wife.

When death occurs to an employee's brother-in-law, sister-in-law, Aunt or Uncle the employee will be granted leave of absence on compassionate grounds and they may be absent and shall be paid eight (8) hours straight time at their regular rate for one (1) scheduled working day.

### AGREED TO LANGUAGE

#### **13:04 Funeral Bereavement Leave**

When death occurs to a member of an employee's immediate family, the employee will be granted leave of absence on compassionate grounds and will be granted time off with pay at the regular hourly rate up to a maximum of four (4) days for any days which are normally straight time working days. ~~and fall within the period from the day of death up to and including the day of the Funeral or Celebration of Life.~~

Members of the immediate family means the employee's: ~~wife or husband spouse~~ or common-law spouse, ~~mother, father, parent, step-parent, sibling, sibling-in-law, child, step-child, sister, brother, son, daughter, grandchildren, grandparents, grandparents-in-law, mother-in-law, and father-in-law parent-in-law.~~

Common-law spouse shall be defined as an individual with whom an employee has been living and in which relationship they have publicly represented themselves as ~~husband and wife spouses~~.

When death occurs to an employee's ~~brother in law, sister in law, aunt or uncle, niece or nephew~~, the employee will be granted leave of absence on compassionate grounds and they may be absent and shall be paid eight (8) hours straight time at their regular rate for one (1) scheduled working day.

## Article 21 – Contracting out

### EXISTING LANGUAGE:

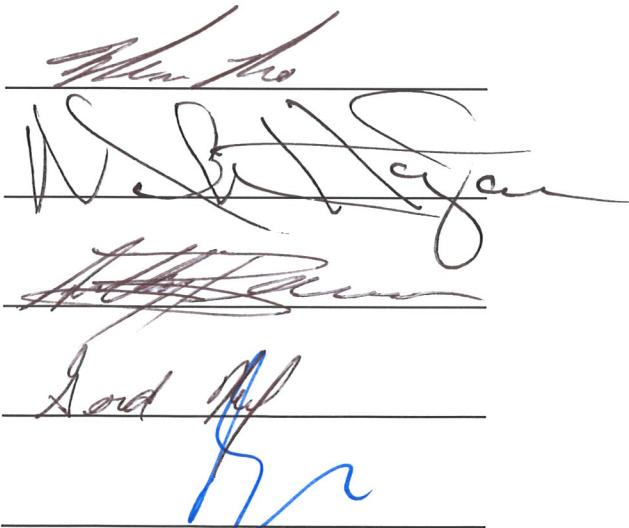
21:01 The parties hereby agree that there shall be no restriction on contracting out by the City of their work or services of a kind and to the degree now performed by employees represented herein, provided however, that no permanent employee who has completed four (4) years of service will be laid off due to contracting out.

### AGREED TO LANGUAGE:

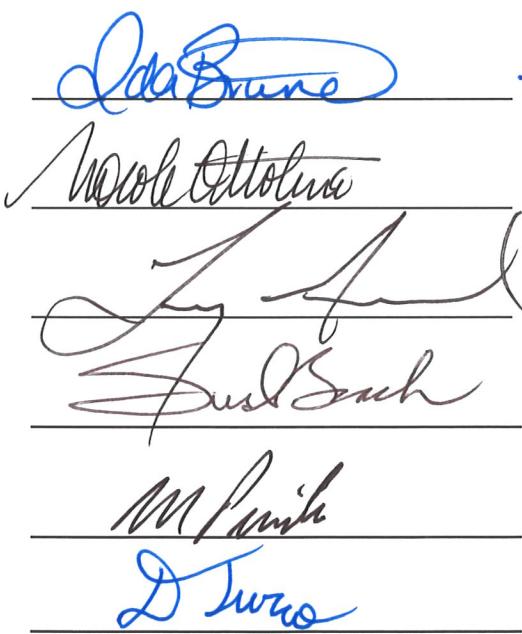
21:01 The parties hereby agree that there shall be no restriction on contracting out by the City of their work or services of a kind and to the degree now performed by employees represented herein, provided however, that no permanent employee who has completed **three (3) years of continuous** service will be laid off due to contracting out.

SIGNED AT SAULT STE. MARIE this 2<sup>ND</sup> day of February, 2023

FOR C.U.P.E LOCAL 3



FOR CITY



Sign Off Sheet #6

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Article 14:08**

**EXISTING LANGUAGE**

14:08 The City shall pay a meal allowance of fourteen dollars (\$14.00) for an employee required to perform more than two (2) hours overtime work continuous with the end of the regular scheduled shift.

Should the employee be required to complete an additional five (5) hours of continuous employ in excess of the aforementioned two (2) hours, then the employee shall receive an additional meal allowance of fourteen dollars (\$14.00).

**AGREED TO LANGUAGE**

14:08 The City shall pay a meal allowance of fourteen (\$14.00) **fifteen** dollars (**\$15.00**) for an employee required to perform more than two (2) hours overtime work continuous with the end of the regular scheduled shift.

Should the employee be required to complete an additional five (5) hours of continuous employ in excess of the aforementioned two (2) hours, then the employee shall receive an additional meal allowance of ~~fourteen~~ (\$14.00) **fifteen** dollars (**\$15.00**).

**Article 17 Welfare Plan**

**EXISTING LANGUAGE**

17:01 Group Welfare Plan for Permanent and Seasonal employees:

Life Insurance — One and one half times (1 1/2 x) basic annual salary; per the insurer, life insurance coverage will convert to \$10,000 on the day the employee attains age 65 and will terminate on the date the employee attains age 70.

Double Indemnity for Accidental Death and Dismemberment; per the Insurer, AD&D coverage will terminate on the date the employee attains age 65 or employment ceases.

- Green Shield Extended Health Care,

- Vision Care - \$425.00 every twenty-four (24) months (effective January 1<sup>st</sup>, 2020) and \$450.00 (effective January 1<sup>st</sup>, 2022). Vision Care to include laser eye surgery.
- One (1) eye examination by a licensed ophthalmologist or optometrist every twenty-four (24) consecutive months.
- Orthotics & orthopaedic shoes maximum of one (1) pair \$400 per calendar year.
- Pharmacy dispensing fees capped at \$10.00 (effective February 1, 2013 increase to \$11.00) per prescription. No O.T.C. drug coverage with the exception of those deemed by the insurer to be "life sustaining".  
Hearing Aides \$400.00  
Ward Hospital Coverage

Paramedical Benefit:

Maximum of \$1,100 (effective January 1<sup>st</sup>, 2021) per calendar year for any combination of the following services: Physiotherapist, Clinical Psychologist or Marriage & Family Therapist, Massage Therapist, Speech Pathologist, Chiropractor, Osteopath, Podiatrist, Chiropodist, Naturopath, and Nutritional Counselling by Professional Dietician.

Maximum of \$1000 per calendar year for Psychological Benefit (MSW, Registered Counsellor or Psychologist).

Out of Province Travel Plan:

Overage Dependent Coverage is applied to the Green Shield Extended Health Care and the Dental Plan, 100% of the cost to be paid for by the City.

It is agreed that the full E. I. rebate on premiums shall be retained by the City.

The City shall pay one hundred (100%) percent of the premiums for the employees participating in the above plans.

**AGREED TO LANGUAGE**

17:01 Group Welfare Plan for Permanent and Seasonal employees:

Life Insurance — One and one half times (1 1/2 x) basic annual salary; per the insurer, life insurance coverage will convert to \$10,000 on the day the employee attains age 65 and will terminate on the date the employee attains age 70.

Double Indemnity for Accidental Death and Dismemberment; per the Insurer, AD&D coverage will terminate on the date the employee attains age 65 or employment ceases.

- Green Shield Extended Health Care,
    - Vision Care - \$425.00 **Four hundred and seventy-five dollars (\$475.00)** every twenty-four (24) months (effective **February 1<sup>st</sup>, 2020 2023**) and \$450.00 **five hundred dollars (\$500.00)** (effective **February 1<sup>st</sup>, 2022 2024**). Vision Care to include laser eye surgery.
    - One (1) eye examination by a licensed ophthalmologist or optometrist every twenty-four (24) consecutive months.
    - Orthotics & orthopaedic shoes maximum of one (1) pair \$400 per calendar year.
    - Pharmacy dispensing fees capped at \$10.00 (effective February 1, 2013 increase to \$11.00) per prescription. No O.T.C. drug coverage with the exception of those deemed by the insurer to be "life sustaining".
- Hearing Aides \$400.00  
 Ward Hospital Coverage

Paramedical Benefit:

Maximum of \$1,100 **one thousand five hundred (\$1,500)** (effective **January 1<sup>st</sup>, 2021 February 1<sup>st</sup>, 2023**) per calendar year for any combination of the following services: Physiotherapist, Clinical Psychologist or Marriage & Family Therapist, Massage Therapist, Speech Pathologist, Chiropractor, Osteopath, Podiatrist, Chiropodist, Naturopath, and Nutritional Counselling by Professional Dietician.

Maximum of \$1000 **one thousand five hundred (\$1,500)** per calendar year for Psychological Benefit (MSW, Registered Counsellor, Psychologist **or Marriage and Family Therapist**).

Out of Province Travel Plan:

Overage Dependent Coverage is applied to the Green Shield Extended Health Care and the Dental Plan, 100% of the cost to be paid for by the City.

It is agreed that the full E. I. rebate on premiums shall be retained by the City.

The City shall pay one hundred (100%) percent of the premiums for the employees participating in the above plans.

**\* All benefits will be on a go-forward basis. There will be no retro on benefits.  
 (Only to appear in the MOS)**

## New Language

### **XX.XX Medical Examinations**

Costs for medical examinations which are required by the Ministry of Transportation as a condition of maintaining a specialized class license as a requirement of the position, shall be reimbursed at the rate of \$50 one time during the life of the agreement.

## Article 18:07

### EXISTING LANGUAGE

18:07 No member shall draw during their active service with the City, accumulated sick leave benefits if their absence from work is not due to illness as supported by the approved Certificate of a medical practitioner if required by the department head.

The City shall, effective the 1<sup>st</sup> of the month following ratification of the Memorandum of Settlement by the parties pay up to forty dollars (\$40) (effective Feb. 1, 2014, increase to forty-five dollars (\$45)) for the completion of the City medical form when requested by the employer. The employee shall be required to submit to their supervisor a receipt of payment in order to qualify for reimbursement.

### AGREED TO LANGUAGE

18:07 No member shall draw during their active service with the City, accumulated sick leave benefits if their absence from work is not due to illness as supported by the approved Certificate of a medical practitioner if required by the department head.

The City shall, effective the 1<sup>st</sup> of the month following ratification of the Memorandum of Settlement by the parties pay up to ~~forty dollars (\$40)~~ (effective ~~Feb. 1, 2014, increase to forty five dollars (\$45)~~) **sixty dollars (\$60)** for the completion of the City medical form when requested by the employer. The employee shall be required to submit to their supervisor a receipt of payment in order to qualify for reimbursement.

**The cost of certificates/notes to substantiate absences when an employee has been referred to the Attendance Management Program will not be reimbursed and are the responsibility of the employee.**

**Addition to Schedule "B" and chart of PW Division Line of Sequence and Posted Position Chart of a JC11 – Wastewater Operator – Level 2**

JC7 – Trades Helper (EXISTING) - \*would require successfully meeting the OIT criteria within 1 year.

JC9 – Wastewater Operator (EXISTING) - \*would require successfully meeting the Level 1 certification requirements.

JC 11 (NEW) - \*would require successfully meeting the Level 2 certification requirements.

- The permanent posted position placed above JC9 in the line of sequence chart

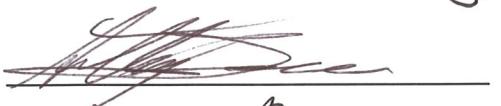
\* Language to appear in the Memorandum of Settlement only

To appear in the notes under the line of sequence chart:

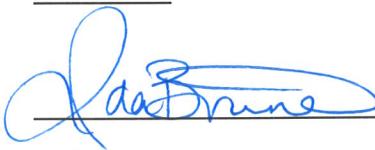
The City shall pay for writing each level of testing twice only. Beyond that, the employee will be responsible for any fees related to testing.

SIGNED AT SAULT STE. MARIE this 2<sup>ND</sup> day of February, 2023

FOR C.U.P.E LOCAL 3


FOR CITY


Sign Off Sheet #7

CUPE Local 3 Public Works

&

The City of Sault Ste. Marie

**Article 14 Hours of Work and Overtime**

**EXISTING LANGUAGE**

14:03 Shift Work

- (a) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 3:30 p.m. and 11:30 p.m. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (b) A shift premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 11:30 p.m. and 7:30 a.m. of the following day. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (c) For other than eight (8) hour shifts, shift premiums will be paid according to the most hours worked on the scheduled shift.
- (d) A premium of one dollar twenty-five cents (\$1.25) (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked on a Sunday. Effective January 2022, the premium will increase to one dollar and thirty cents (\$1.30).
- (e) Where possible, employees will receive two (2) consecutive days off each week.
- (f) In setting up shift schedules, the City will offer to employees by job class seniority, the option to select such schedules. In accepting a shift schedule, the employee agrees to remain on such schedule for the duration of the schedule. If additional employees are required to fill shift schedules, the City will assign junior employees. It is understood that employees must have the ability and qualifications to perform the work when selecting or when assigned to shift schedules.

**AGREED TO LANGUAGE**

14:03 Shift Work

- (a) A shift premium of ~~one dollar twenty-five cents (\$1.25)~~ **one dollar and thirty-five cents (\$1.35)** (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 3:30

p.m. and 11:30 p.m. Effective **February 1<sup>st</sup>, 2024**, the premium will increase to ~~one dollar and thirty cents (\$1.30)~~ **one dollar and forty cents (\$1.40)**. Effective **February 1<sup>st</sup>, 2025**, the premium will increase to **one dollar and forty-five cents (\$1.45)**. Effective **February 1<sup>st</sup>, 2026**, the premium will increase to **one dollar and fifty cents (\$1.50)**. Effective **February 1<sup>st</sup>, 2027**, the premium will increase to **one dollar and fifty-five cents (\$1.55)**.

(b) A shift premium of ~~one dollar twenty-five cents (\$1.25)~~ **one dollar and thirty-five cents (\$1.35)** (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked between 11:30 p.m. and 7:30 a.m. of the following day. Effective **February 1<sup>st</sup>, 2024**, the premium will increase to ~~one dollar and thirty cents (\$1.30)~~ **one dollar and forty cents (\$1.40)**. Effective **February 1<sup>st</sup>, 2025**, the premium will increase to **one dollar and forty-five cents (\$1.45)**. Effective **February 1<sup>st</sup>, 2026**, the premium will increase to **one dollar and fifty cents (\$1.50)**. Effective **February 1<sup>st</sup>, 2027**, the premium will increase to **one dollar and fifty-five cents (\$1.55)**.

(c) For other than eight (8) hour shifts, shift premiums will be paid according to the most hours worked on the scheduled shift.

(d) A shift premium of ~~one dollar twenty-five cents (\$1.25)~~ **one dollar and thirty-five cents (\$1.35)** (effective the first full pay period following ratification of the Memorandum of Settlement by the parties) per hour will be paid for all hours worked on a Sunday. Effective **February 1<sup>st</sup>, 2024**, the premium will increase to ~~one dollar and thirty cents (\$1.30)~~ **one dollar and forty cents (\$1.40)**. Effective **February 1<sup>st</sup>, 2025**, the premium will increase to **one dollar and forty-five cents (\$1.45)**. Effective **February 1<sup>st</sup>, 2026**, the premium will increase to **one dollar and fifty cents (\$1.50)**. Effective **February 1<sup>st</sup>, 2027**, the premium will increase to **one dollar and fifty-five cents (\$1.55)**.

(e) Where possible, employees will receive two (2) consecutive days off each week.

(f) In setting up shift schedules, the City will offer to employees by job class seniority, the option to select such schedules. In accepting a shift schedule, the employee agrees to remain on such schedule for the duration of the schedule. If additional employees are required to fill shift schedules, the City will assign junior employees. It is understood that employees must have the ability and qualifications to perform the work when selecting or when assigned to shift schedules.

## **Article 16 Paid Holidays**

### **EXISTING LANGUAGE**

16:01 The following holidays shall be recognized as time off with pay for all employees:

New Year's Day	Civic Holiday
Family Day (3rd Monday in February)	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

If any of the above holidays falls on a Saturday or Sunday the Friday or the Monday as designated by the CAO shall be considered as the paid holiday for the purposes of this agreement, as well as any additional national or provincial statutory holidays.

Notwithstanding the above provision where either Christmas or Boxing Day falls on a Saturday or Sunday , the designated days may be the two (2) days immediately preceding or following Christmas or Boxing Day. Every employee shall be granted time off with pay at their regular rate of pay in respect to a paid holiday unless:

- (1) they are required to work on a paid holiday and do not work or leaves before the end of their shift without permission from their supervisor or,
- (2) they do not work their last scheduled shift prior to or their first scheduled shift after the paid holiday unless they were off work due to illness or with permission or,
- (4) subject to the Employment standards Act, they are on lay-off on a paid holiday or;
- (5) subject to the Employment standards Act, they are on leave of absence without pay on a paid holiday.

### **AGREED TO LANGUAGE**

16:01 The following holidays shall be recognized as time off with pay for all employees:

New Year's Day	Labour Day
Family Day (3rd Monday in February)	<b>National Truth and Reconciliation Day</b>
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day

Canada Day

Boxing Day

Civic Holiday

If any of the above holidays falls on a Saturday or Sunday the Friday or the Monday as designated by the CAO shall be considered as the paid holiday for the purposes of this agreement, as well as any additional national or provincial statutory holidays.

Notwithstanding the above provision where either Christmas or Boxing Day falls on a Saturday or Sunday , the designated days may be the two (2) days immediately preceding or following Christmas or Boxing Day. Every employee shall be granted time off with pay at their regular rate of pay in respect to a paid holiday unless:

- (1) they are required to work on a paid holiday and do not work or leaves before the end of their shift without permission from their supervisor or,
- (2) they do not work their last scheduled shift prior to or their first scheduled shift after the paid holiday unless they were off work due to illness or with permission or,
- (4) (3) subject to the Employment standards Act, they are on lay-off on a paid holiday or;
- (5) (4) subject to the Employment standards Act, they are on leave of absence without pay on a paid holiday.

## **Article 20 Tools, Equipment and Work Clothing**

### **EXISTING LANGUAGE**

20:01 The City will provide all tools with the exception of "Mechanics" small tools. Mechanics will be provided with an annual tool allowance of two hundred fifty dollars (\$250.00) (effective 1st of month following ratification for the Memorandum of Settlement by the parties) and increase tool allowance to two hundred and seventy-five dollars (\$275) effective Feb. 1, 2017. All employees will be provided with an annual safety footwear allowance of two hundred dollars (\$200.00) (effective 1st of month following ratification for the Memorandum of Settlement by the parties) for the purchase of one (1) pair of C.S.A. approved safety boots, to be paid the first pay in June.

Electronics — Electrical Repairperson, Boiler Operator - Handyperson, Sign Painter and Serviceperson will have broken tools replaced as necessary. The City will supply rubber coats, pants, boots and rubber gloves for those engaged in work where such clothing is necessary. The City shall provide two (2) changes of coveralls each week to the following employees: mechanics, welders and servicepersons.

All other employees shall be provided by the City annually with a voucher to obtain one (1) pair of coveralls at a supplier designated by the City. Such

employees are responsible for having at work and wearing the coveralls where required for the work assigned. Further, such employees are responsible for maintaining the coveralls in a condition suitable to the City.

Household Hazardous Waste (HHW) shall be provided a shop coat once a year.

#### **AGREED TO LANGUAGE**

20:01 The City will provide all tools with the exception of "Mechanics" small tools. Mechanics will be provided with an annual tool allowance of ~~two hundred fifty dollars (\$250.00)~~ **three hundred dollars (\$300.00)**(effective 1st of month following ratification for the Memorandum of Settlement by the parties) and increase tool allowance to ~~two hundred and seventy-five dollars (\$275)~~. All employees will be provided with an annual safety footwear allowance of ~~two hundred dollars (\$200.00)~~ **two hundred and fifty dollars (\$250)** (effective 1st of month following ratification for the Memorandum of Settlement by the parties) for the purchase of one (1) pair of C.S.A. approved safety ~~boots~~ **footwear**, to be paid the first pay in June.

Electronics — Electrical Repairperson, Boiler Operator - Handyperson, Sign Painter and Serviceperson will have broken tools replaced as necessary. The City will supply rubber coats, pants, boots and rubber gloves for those engaged in work where such clothing is necessary. The City shall provide two (2) changes of coveralls each week to the following employees: mechanics, welders and servicepersons.

#### **Article 23:00 WAGE SCHEDULE**

#### **AGREED TO LANGUAGE**

Year 1 - \$1.20

Year 2 – 3%

Year 3 – 3%

Year 4 – 2.75%

Year 5 – 3.75%

#### **Article 24:00 TERM OF AGREEMENT**

#### **AGREED TO LANGUAGE**

24:01 This agreement shall continue in force ~~in and~~ effect from February 1<sup>st</sup>, 2023 until January 31<sup>st</sup>, 2028. Either party to this agreement may not more than ninety (90)

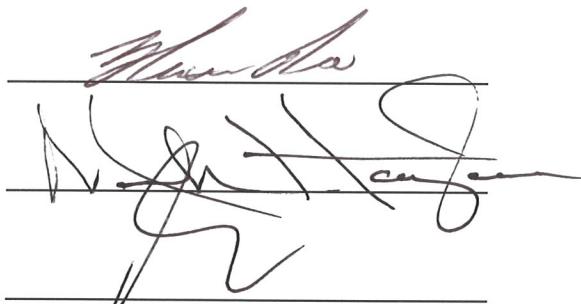
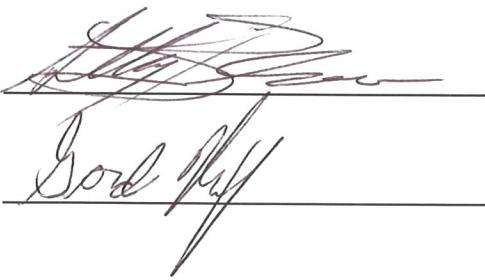
days and not less than thirty (30) days prior to January 31<sup>st</sup>, 2028 present to the other part in writing, proposed amendments to this agreement. The parties agree to arrange a meeting during the above mentioned period to exchange proposed contract amendments. Failing agreement by January 31<sup>st</sup>, 2028 this agreement and all its terms shall continue in force until a new agreement is executed.

LOU 3 to be moved in between Articles 9:00 and 10:00 in the Collective Agreement.

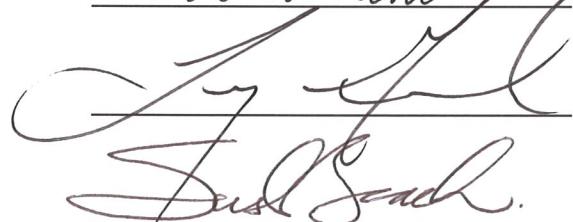
LOU 8 to be added to Article 15:08 in the Collective Agreement.

SIGNED AT SAULT STE. MARIE this 2<sup>nd</sup> day of February, 2023

FOR C.U.P.E LOCAL 3

FOR CITY


**LETTER #1**

**LETTER OF UNDERSTANDING**

**Between**

**THE CITY OF SAULT STE. MARIE**

**AND**

**LOCAL 3 C.U.P.E. – P.W.T.**

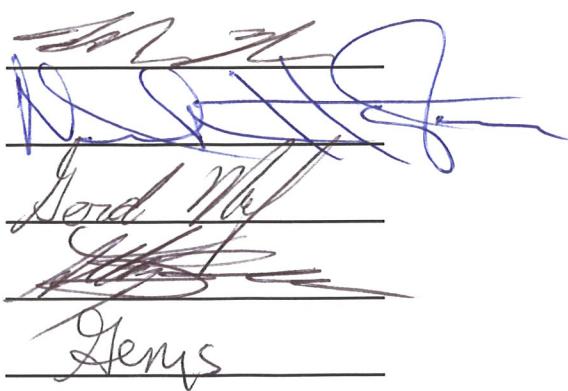
**RE: SUBSIDIZED WORK PROGRAMS**

Local 3 C.U.P.E. hereby agrees to the participation by the City in the above programs in areas of its jurisdiction subject to the following conditions:

- (i) The participation in such programs will in no case displace an employee under the jurisdiction of Local 3 C.U.P.E.
- (ii) Local 3 C.U.P.E. will be given advance notice of such programs including work location, type of work and the term of the program.
- (iii) Persons engaged in such programs shall not be covered by any term of the collective agreement and shall not acquire any right to a position included in the collective agreement.
- (iv) This understanding may be cancelled at any time upon providing 30 days notice in writing of such cancellation.

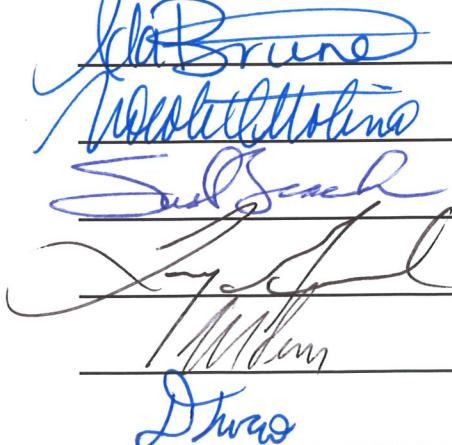
Signed at Sault Ste. Marie this 11<sup>th</sup> day of January, 2023.

FOR C.U.P.E LOCAL 3



A handwritten signature in blue ink, appearing to read "M. J. Garry". Below it are two other signatures: "Lord May" and "Garry".

FOR CITY



A handwritten signature in blue ink, appearing to read "John Bruno". Below it are four other signatures: "Mark Molina", "Sue Beach", "Troy Johnson", and "Dwight".

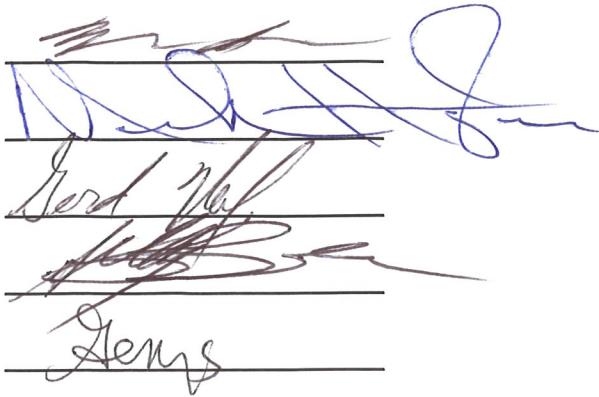
**LETTER #2**  
**LETTER OF UNDERSTANDING**  
**Between**  
**THE CITY OF SAULT STE. MARIE**  
**AND**  
**LOCAL 3 C.U.P.E. – P.W.T.**

The parties agree to the following procedures in the case of a first conviction and loss of driver's licence for impaired driving.

- 1) Each case will be judged in its merits and will be at the discretion of the City.
- 2) The employee will exercise his seniority rights in the labour pool in accordance with the collective agreement.
- 3) In the event the employee does not have sufficient seniority he will be placed on lay-off.
- 4) The provisions of Articles 12:07 and 12:21 will be waived for the period of time an employee's licence is suspended.
- 5) On reinstatement of the driver's licence the employee will be returned to his former position in accordance with seniority standing at the time the driver's licence was suspended
- 6) The provisions of Articles 12:07 and 12:21 will apply for any subsequent conviction for impaired driving and loss of driver's licence.

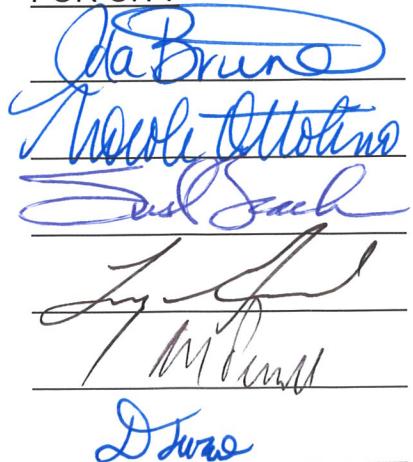
Signed at Sault Ste. Marie this 11<sup>th</sup> day of January, 2023.

FOR C.U.P.E LOCAL 3



Handwritten signatures of Local 3 members, including Jim, Jerry, and Dennis, written over several horizontal lines.

FOR CITY



Handwritten signatures of City officials, including Da Bruno, H. O. Ottolino, Sue Sack, T. M. Gundlach, and D. Dowse, written over several horizontal lines.

**LETTER #9**

**LETTER OF CLARIFICATION**

**Between**

**THE CITY OF SAULT STE. MARIE**

**AND**

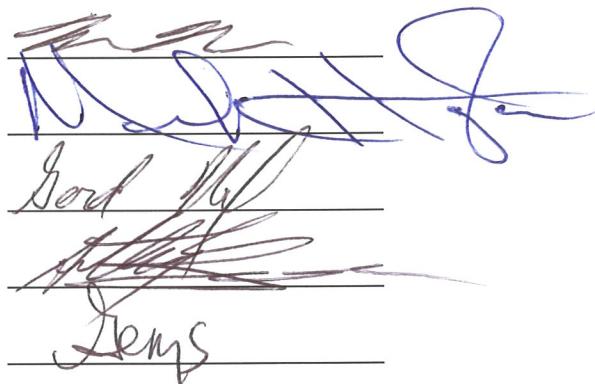
**LOCAL 3 C.U.P.E. – P.W.T.**

**RE: WELFARE PLAN**

The parties agree to meet during the term of the Collective Agreement to discuss welfare benefits and methods by which to contain the escalating cost of these benefits.

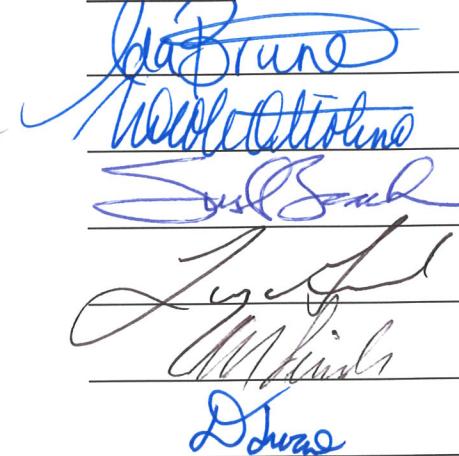
Signed at Sault Ste. Marie this 11<sup>th</sup> day of January, 2023.

FOR C.U.P.E LOCAL 3



Handwritten signatures for C.U.P.E Local 3, including Gord Hill, Dennis, and others.

FOR CITY



Handwritten signatures for the City, including Bob Brune, Michael Attolini, Paul Sand, Lynn, and Diane.

LETTER #10

LETTER OF CLARIFICATION

Between

THE CITY OF SAULT STE. MARIE

AND

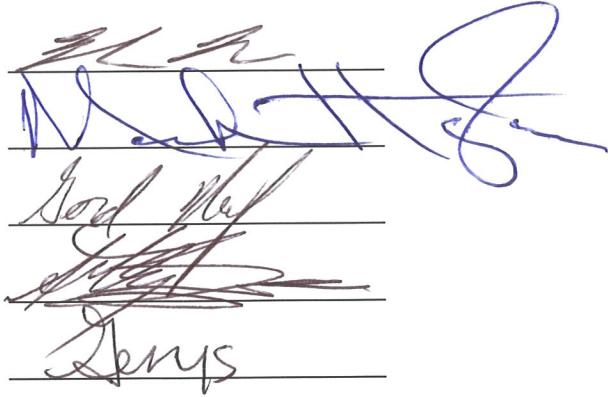
LOCAL 3 C.U.P.E. – P.W.T.

RE: ARTICLE 2:03

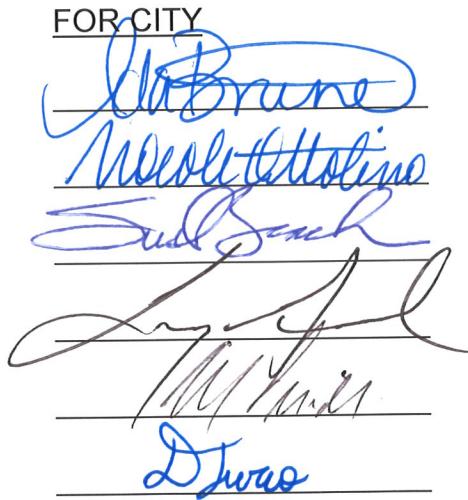
It is understood by the parties with respect to Temporary Supervisors, that their primary focus will be the supervision of employees. However, it is further understood that such Temporary Supervisors can perform the work of the bargaining unit such as operating equipment and performing various labour duties. It is further understood that such work may be performed as required from time to time to assist in the flow of work.

Signed at Sault Ste. Marie this 11<sup>th</sup> day of January, 2023.

FOR C.U.P.E LOCAL 3



FOR CITY



**LETTER #12**

**LETTER OF UNDERSTANDING**

**Between**

**THE CITY OF SAULT STE. MARIE**

**AND**

**LOCAL 3 C.U.P.E. – P.W.T.**

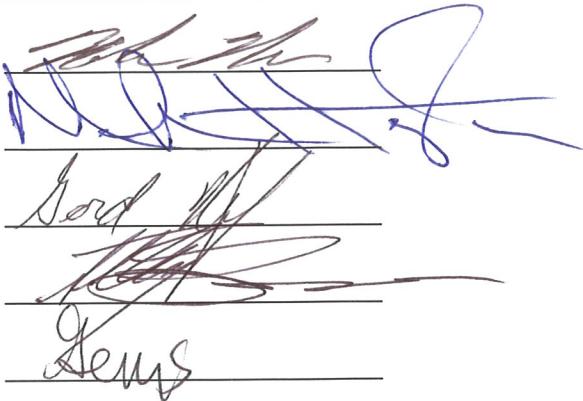
**RE: CONSOLIDATION OF LOCAL 3 CSD COLLECTIVE AGREEMENT**

Whereas the parties agree that it is beneficial to consolidate the Local 3 Community Services Collective Agreement in whole or in part into the Local 3 Public Works and Transportation Collective Agreement the parties agree to form a Committee consisting of Union representatives from Local 3 CSD (3 representatives - one (1) from each of Cemeteries, Parks and Facilities), Local 3 PWT (3 representatives) and representatives of the City for this purpose.

The parties will meet during the term of the collective agreement to endeavour to negotiate and agree upon in the form of a Memorandum of Agreement, the additions, deletions and/or modifications necessary to consolidate the Local 3 CSD agreement into the Local 3 PWT Collective Agreement.

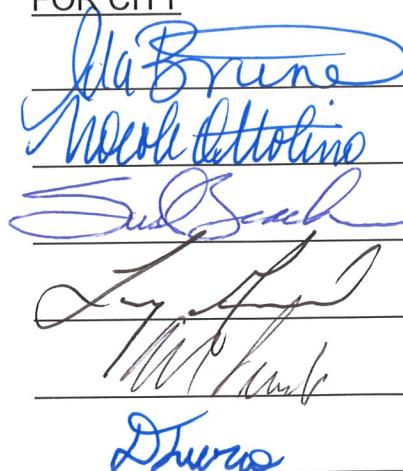
Signed at Sault Ste. Marie this 11<sup>th</sup> day of January, 2023.

FOR C.U.P.E LOCAL 3



Gord Dennis

FOR CITY



Ma Brune  
Nicole Attolini  
Sue Beach  
Tim Clark  
Duran

**LETTER #4**

**MEMORANDUM OF UNDERSTANDING**

**RE: JANITOR POSITION-PROTECTED CLASSIFICATION STATUS**

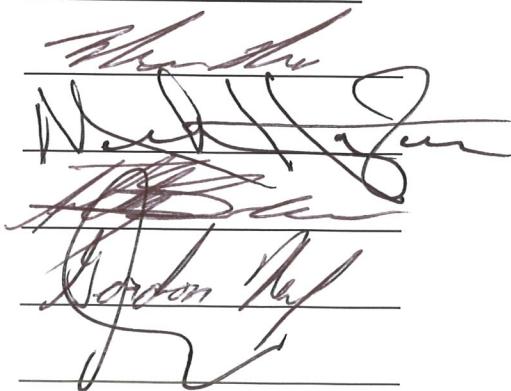
The parties agree that employees permanently assigned to the Janitor position will not be subject to displacement by senior employees from other classifications.

This arrangement will continue subject to the following terms and conditions:

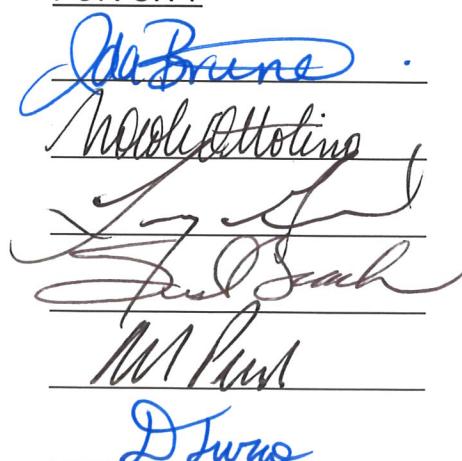
- (i) Permanent vacancies for the position of Janitor will be posted and filled in accordance with Article 11:07 (b) of the agreement
- (ii) Once an employee satisfactorily completes the probation period he will not be subject to displacement by other senior employees except by another more senior Janitor.
- (iii) An established employee in the Janitor position will lose his protected status upon accepting another temporary, seasonal, relief or permanent position in another classification subject to the provisions of Article 11:07.
- (iv) In the event an established Janitor moves to another classification, the vacant position will be posted and the successful applicant will obtain protected status.
- (v) This agreement regarding twelve (12) hours shifts for Janitors may be terminated at any time by either party with thirty (30) days notice in writing to the other party.
- (vi) Unpaid Lieu Day for Statutory Holiday if holiday falls upon Schedule Day Off provided:
  - such lieu day is mutually agreed with the supervisor and
  - is applicable to only one (1) employee for any given Statutory Holiday.

Signed at Sault Ste. Marie this 2<sup>nd</sup> day of February, 2023.

FOR C.U.P.E LOCAL 3



FOR CITY



**LETTER #5**

**Between**

**The Corporation of the City of Sault Ste. Marie**  
**(the “Employer”)**

**-and-**

**CUPE and its Local 3 – PW**  
**(the “Union”)**

**WHEREAS** it is important that we attract Apprentices within the Union Bargaining Unit;

**AND WHEREAS** unpaid Educational Leave is a requirement during which the Apprentice must complete education (in-class) while employed with the Employer;

**NOW THEREFORE**, without admission of liability, without precedent, without prejudice to any other matters, and notwithstanding any provision of the Collective Agreement between the Employer and the Union to the contrary, the parties agree to the following:

1. An Apprentice must notify the Employer of any Educational Leave requirement at least one month in advance.
2. Hours spent while on Educational Leave are unpaid and do not count as active service. However, an Apprentice’s Greenshield Health Care benefits will remain active through periods of Educational Leave.
3. An Apprentice will not have access to any benefits provided through Manulife, including, short and long term disability, AD&D, and life insurance during any period of Educational Leave.

Signed at Sault Ste. Marie this 2<sup>nd</sup> day of February, 2023.

FOR C.U.P.E LOCAL 3

W. N. Miller  
John J. G.  
John R. Ross  
Douglas H.

FOR CITY

Ma. Bruno  
Wolfe Willow  
Long Point  
Sud Beach  
M. Finch  
D. Turew

**LETTER #6**

**LETTER OF UNDERSTANDING**

**Between**

**THE CITY OF SAULT STE. MARIE**

**AND**

**LOCAL 3 C.U.P.E. – P.W.T.**

**RE: ACCOMMODATION & ABSENTEEISM**

Both Parties are concerned with the overall absenteeism and its related costs and causes among this group.

The Parties agree to utilize the Joint Consultation Committee structure to discuss absenteeism with the express purpose of resolving these issues.

The Return-to-Work Coordinator or designate will request the attendance of a Union Representative\* at a meeting required for the accommodation of an employee with:

- a) A permanent disability; or
- b) A temporary disability known at the outset to be for a duration greater than thirty (30) days.
- \*The Union shall designate the representative(s) to deal with disability related matters. Unavailability or non-attendance of the designated Union representative at meetings arranged by the Return-to-Work Coordinator or designate shall not delay the accommodation process.
- Either party may request a re-scheduling of a meeting with notice to the other party within five (5) days of such meeting being scheduled.
- Both parties recognize the benefits of early and safe return to work and the parties endeavor to schedule meetings to deal with such matters as promptly as possible.

The Union can propose alternative accommodations including entry-level positions.

It is understood the employee and Union will be provided with a reasonable amount of time to consider and respond to a proposed permanent disability accommodation.

The Return-to-Work Coordinator or designate will arrange quarterly meetings with the designated Union Representative to review accommodation activity.

Signed at Sault Ste. Marie this 2<sup>ND</sup> day of February, 2023.

FOR C.U.P.E LOCAL 3

Mark McLean  
Mark McLean  
Mark McLean  
Darren McLean  
Mark McLean

FOR CITY

John Bruno  
Mike Attolino  
Tom Gaudet  
Bill Bach  
Marilyn  
DiTuro

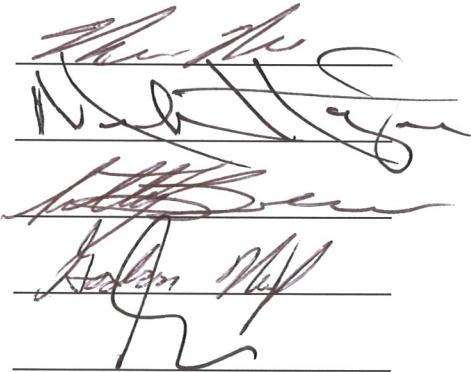
LETTER #7  
LETTER OF UNDERSTANDING  
Between  
THE CITY OF SAULT STE. MARIE  
AND  
LOCAL 3 C.U.P.E. – P.W.T.

**RE: GROUP VICE PRESIDENT – DAY SHIFT**

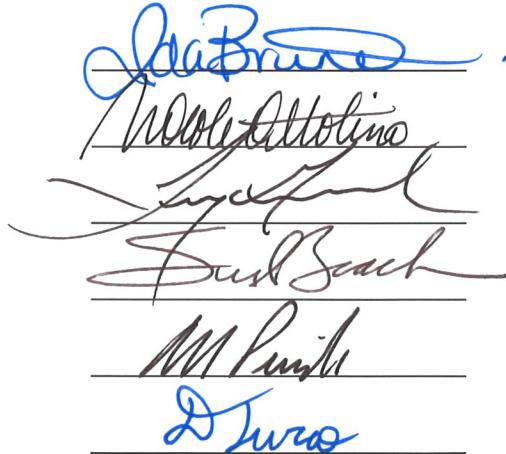
The parties agree that for the term of this collective agreement the Elected Group Vice President of Local 3 PWT **may request to be assigned to day shifts.**

Signed at Sault Ste. Marie this 2<sup>nd</sup> day of February, 2023.

FOR C.U.P.E LOCAL 3



FOR CITY



**LETTER #13**  
**LETTER OF UNDERSTANDING**  
**Between**  
**THE CITY OF SAULT STE. MARIE**  
**AND**  
**LOCAL 3 C.U.P.E. – P.W.T.**

The City agrees to maintain the wages of an employee on Paid Approved Union Leave subject to the following conditions:

~~This Letter of Understanding will provide for a trial period for this process until December 31<sup>st</sup>, 2013 at which time such agreement shall be null and void unless renewed by mutual agreement of the parties.~~

The Union has confirmed that it will provide WSIB coverage for members on Leave for Union Business. The Union shall provide to the City initially and at any time upon request thereafter its WSIB Clearance Certificate to verify it has such valid coverage. The Union shall also provide to the City its WSIB account number. It is the responsibility of the Union to maintain such coverage. ~~Failure of the Union to maintain such coverage shall make this agreement null and void.~~ The City will not be responsible for WSIB coverage when an employee is on such leave.

~~The parties agree to meet during the term of the collective agreement prior to December 31, 2013 to discuss how the arrangement is progressing and address any problems or concerns that may have arisen.~~

~~The agreement shall state that~~ The Union will promptly reimburse the City within thirty (30) days of the date of the invoice for the amounts owing for such leaves.

The City will issue such invoices on a frequency of no greater than once per month

For each employee granted such leave, it will appear as a separate code (Paid Approved Union Leave - P.A.U.L.) on the employee's pay stub and the City shall invoice for reimbursement from the respective Union the amount of wages, Employer Health Tax, City OMERS share, City share of CPP and City share of EI.

For approved leaves of twenty (20) working days or more, the Union shall also reimburse the City the monthly benefit premiums for Extended Health Care, Dental Plan, Life & ADD, and LTD. Also, the City will invoice for the applicable vacation entitlement percentage (2% per week of vacation entitlement) for the period of absence plus a Sick Leave reimbursement amount of 1.5 day's pay for each twenty (20) working days absence.

In addition to the previously noted amounts, the City shall bill the Union on each invoice the amount of two (2) hours at the CUPE 67 Civic JC 12 Level 4 rate for the preparation of such invoice.

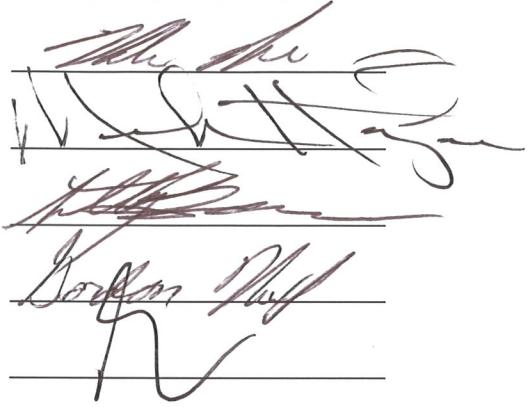
The City shall send the invoice for such reimbursement to the address designated by the Union. The Union has confirmed that invoices for all CUPE Locals will be sent to the one (1) identified address.

**The address is: CUPE, Sault Ste. Marie Area Office, 421 Bay Street, Suite 606,  
Sault Ste. Marie, Ontario, POA 1X3.**

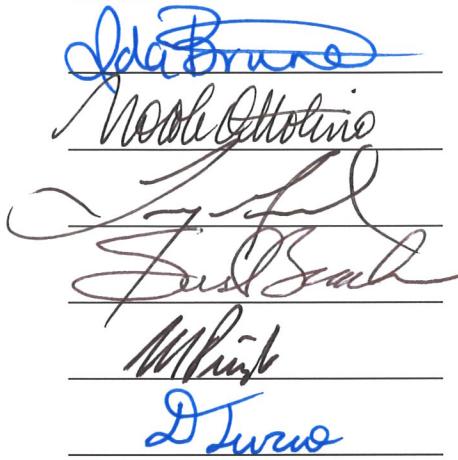
Requests for Leave for Union Business approved by a representative of the Union shall be on a form provided by the City for approval by the respective Department Head and distributed to Accounting Division with a copy to the Human Resources Department.

Signed at Sault Ste. Marie this 2<sup>nd</sup> day of February, 2023.

FOR C.U.P.E LOCAL 3



FOR CITY



**LETTER #14**

**LETTER OF UNDERSTANDING**

**Between**

**THE CITY OF SAULT STE. MARIE**

**AND**

**LOCAL 3 C.U.P.E. – P.W.T.**

**RE: STUDENT EMPLOYEES**

The Corporation and the Union support the hiring of students during regular school vacation periods and recognizes the importance of supporting this practice. This letter is in reference to those student positions, which are created to supplement the regular bargaining unit staff during traditional school summer vacation periods. The number of students employed in the Summer shall not exceed ten (10) without written agreement from the Union. The parties agree to meet annually at the conclusion of the summer season to discuss the continuation of the student program recognizing the work requirements are unique.

**Definition of a Student:**

A student is defined as an employee currently enrolled in an educational institution returning to an educational institution and who is on a regular school summer vacation. The rate of pay for a student will be defined under the Schedule A.

**Collective Agreement:**

The provisions of the Collective Agreement shall not apply to students. Students will be employed once all PWT employees are recalled to work.

**Work Assignment:**

Work performed during or resulting from the hiring of students shall not result in lay off, demotion or displacement of any employee in the bargaining unit. All laid off employees shall be called back to work before students are employed.

Both parties agree that students will be hired to assist the workforce of the City and that part-time employees will be given preference over students for leaves of absence.

Signed at Sault Ste. Marie this 2<sup>nd</sup> day of February 2023.

FOR C.U.P.E LOCAL 3

John Smith  
Mark Johnson  
Mike Green  
David Miller

FOR CITY

Debra Brune  
Wade Johnson  
Gregory L.  
Dan Beach  
M. Paul  
D. Durso