

Mayor Skelly called the meeting to order and asked the Clerk to call the roll:

PRESENT: Mayor Skelly, Councillors Dillabough, Fisher,
Kennedy, Powers, Rishe and Skamperle

ABSENT: None

PRESENTATION

1. Prescott Mayor Brett Todd made a presentation to Council regarding the ferry feasibility study. (A copy of the presentation follows these minutes.) Former Senator Bob Runciman provided Council with the background information regarding the ferry project. Councillor Skamperle asked if a resolution from Council is preferred, and Mayor Todd said yes. City Manager Sarah Purdy said she will add the item to the next agenda. Mayor Skelly said the ferry will be nice for both sides of the border. Councillor Kennedy said the ferry and the Major League Fishing event will both put a positive light on Ogdensburg.

2. Laura Pearson, Executive Director Greater Ogdensburg Chamber of Commerce, presented the HGTV contest video to Council. Mrs. Pearson thanked everyone involved for their assistance with the project.

PERSONAL APPEARANCE

1. David Price said he has been watching the agendas and Council meeting videos. Mr. Price commended Council on working together and coming together with the City Manager and Department Heads. Mr. Price said he is looking forward to watching everyone work together toward common goals and continue the teamwork.

CONSENT AGENDA

Mayor Skelly moved that the claims as enumerated in General Fund Warrant #03-2020 in the amount of \$764,606.82 and Library Fund Warrant #03-2020 in the amount of \$33,472.29 and Capital Fund Warrant #03-2020 in the amount of \$1,649.00 and Community Development Fund Warrant #03-2020 in the amount of \$0.00 and Community Renewal Fund Warrant #03-2020 in the amount of \$0.00 as audited, be and the same are ordered paid and Councillor Skamperle seconded the motion.

The vote was:

CARRIED, AYES ALL

APPOINTMENTS

1. Mayor Skelly moved to appoint Nicholas Friot as Commissioner of Deeds for the period of February 10, 2020 through February 10, 2022, and Councillor Skamperle seconded the motion.

The vote was:

CARRIED, AYES ALL

ITEMS FOR COUNCIL ACTION

1. Councillor Skamperle moved a resolution introducing an ordinance and providing for public notice and public hearing with regard to the sale of City-owned property, and Councillor Kennedy seconded to wit:

RESOLUTION OF CITY COUNCIL INTRODUCING AN ORDINANCE AND
PROVIDING FOR PUBLIC NOTICE AND PUBLIC HEARING

BE IT RESOLVED that Ordinance No. ___ of 2020, entitled “An Ordinance to Offer City-Owned Property for Sale at Public Auction”, be and it hereby is introduced before the City Council of the City of Ogdensburg, New York, and

BE IT FURTHER RESOLVED, that the City Council shall hold a public hearing in the matter of the adoption of the aforesaid ordinance to be held at the Council Chambers in the City of Ogdensburg, New York, on the 24th day of February, 2020 at 7:00 p.m., and

BE IT FURTHER RESOLVED, that the City Clerk give notice of such public hearing by publication in the newspaper at least seven (7) days before the hearing date of a notice setting forth the time and place and describing the proposed ordinance in summary form.

Councillor Rishe asked for the implications of a non-conforming lot/MDR. Director of Planning and Development Andrea Smith explained this parcel is a non-conforming lot because it does not meet the dimensional regulations of our current zoning chapter in the municipal code. Ms. Smith said each zoning district has a prescribed minimal lot size. Ms. Smith explained this could have implications if the property owner wanted to make improvements such as adding a non-existing porch, deck or driveway. Councillor Rishe asked if the property was a conforming lot in the past. Ms. Smith said the dimensional regulations were changed in 1992, and it has been a non-conforming lot since that time. Councillor Rishe questioned a six month clause. Ms. Smith explained a grandfather clause still exists in our Municipal Code which allows a property owner 18 months to rebuild to the foot print following a loss of the property from such instances as fire or other cause.

Councillor Powers ask how much of a delay following this longer process creates. Ms. Smith stated it takes an additional 6 to 8 weeks to sell property this way. City Manager Sarah Purdy stated this process also results in additional expenses of approximately \$400 to \$500 to the City because of the required legal notices.

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Councillor Kennedy questioned why the additional fees vary, and City Clerk Cathy Jock said the publication fees are based on the length of the legal notice. Councillor Kennedy asked for confirmation that there are no extra publication fees to the City when following the streamlined process and City Clerk Cathy Jock said that is correct. Mayor Skelly said we need to sell the property before we are required to make the County whole on the unpaid taxes. Ms. Purdy said the taxable status date is April 1st, and under this procedure method the process will not be completed by that time. Councillor Rishe questioned if the fees noted on the ordinance include attorney fees and filing fees. Ms. Purdy said yes. Councillor Rishe suggested those fees be passed on to the buyer. Ms. Smith explained that has been done in the past, but buyers complained because they did not know what to expect for fees. Councillor Powers asked if the estimated \$400 to \$500 is based on the sale price of \$7,500. Ms. Jock said the fees are based on the class of the property and the sale price. Councillor Fisher questioned why more properties aren't auctioned at one time. Ms. Purdy explained we usually do not have very many people interested in City-owned property. Councillor Fisher questioned how many City-owned properties are available for sale. Ms. Smith said there are approximately sixty parcels, but most are vacant lots. Ms. Smith explained the City has held an auction in the Fall in the past, but it proved not to be cost effective when only two parcels would sell. Councillor Powers asked if the estimated legal fees of \$400 to \$500 Councillor Fisher asked why the assessed value of this particular parcel remained at \$60,000 when the City has to make the County and school district whole if it is only valued at \$7,500. Ms. Smith said she could not speak to assessed values and added the City Assessor may be able to explain when she returns. Councillor Skamperle said that issue has been raised in the past, but he did not recall the reasoning. Ms. Purdy said this parcel was listed for sale by the previous owner for approximately two years prior to the City obtaining ownership, and the assessed value would be amended when the parcel was revalued. Ms. Purdy explained the New York State Office of Real Property will be making a presentation at the next Council meeting, and Council will be able to ask questions.

Councillor Skamperle said a lot of properties have been sold over the last couple of years since implementing the new, streamlined process. Councillor Skamperle explained he will vote yes only because he wants to see this property sold but added he would like to see the streamlined process used in the future to save taxpayers money. Councillor Powers asked if the City is required to remediate properties, and Ms. Purdy said all properties are sold “as is”. Ms. Purdy said Council could discuss overall economic development if a workshop is able to be scheduled. Ms. Purdy said some parcels are not put up for sale intentionally so the City can look at the area as a whole and be strategic. Councillor Powers said he prefers to save resources and will not support the resolution when the buyer can have the property immediately without added time and expense. Councillor Rishe said the City can be sued if the rules and procedures are not followed. Councillor Skamperle said the process is legal.

The vote was:

AYES: Mayor Skelly, Councillors Dillabough, Fisher, Kennedy, Rishe and Skamperle

NAYS: Councillor Powers

CARRIED, 6 TO 1

2. Councillor Powers moved a resolution authorizing the City Manager to request proposals for legal services, and Councillor Rishe seconded to wit:

RESOLUTION AUTHORIZING CITY MANAGER TO SEEK
PROPOSALS FOR LEGAL SERVICES

WHEREAS, the City of Ogdensburg is in need of general municipal legal services;

NOW, THEREFORE, BE IT RESOLVED, that the City Manager is hereby authorized to issue a Request for Proposals for general municipal legal services on a contractual basis.

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Councillor Rishe said he recommended a few changes to the City Manager to make the Request for Proposals more consistent. Councillor Powers asked if a revision to the resolution was required, and Ms. Purdy said no. Councillor Skamperle said he agreed with retaining an attorney in St. Lawrence County but asked why the term “firm” was removed. Councillor Rishe said the City would only be retaining an attorney, not a law firm. Councillor Skamperle said if a proposal came in at the right number, keeping the term “firm” might be beneficial. Councillor Rishe said the proposal calls for a termination agreement, but the City Charter indicates the City Attorney serves at will. Ms. Purdy read §AR-42 of the Administrative Regulations regarding the City Attorney and noted the section does not speak to dismissing the City Attorney. Councillor Powers said that issue can be cleared up in the contract and asked if a copy of the previous contract was available for Council review. Ms. Purdy said she will provide Council with a copy of that contract.

Councillor Skamperle noted the phrase “when so requested” was removed from the scope of work. Councillor Rishe said the Administrative Regulations state the City Attorney attends Council meetings. Councillor Skamperle said the City has saved a lot of money by only making the City Attorney’s attendance necessary when requested and noted the Administrative Regulations can be changed. Mayor Skelly said it is best for the City to save money by only requiring the City Attorney present when needed. Councillor Fisher said we should stick with the Administrative Regulations for now and clean the language up.

**Councillor Rishe left the meeting room.*

The vote was:

CARRIED, AYES ALL

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3. Councillor Skamperle moved a resolution to allow the St. Lawrence County Department of Highways to be held harmless for providing shared services such as paving, signage, road striping, blasting and other routine maintenance activities to the City of Ogdensburg, and Councillor Kennedy seconded to wit:

RESOLUTION HOLDING HARMLESS THE COUNTY OF ST. LAWRENCE
FOR PROVIDING SERVICE FOR THE CITY OF OGDENSBURG

WHEREAS, the City of Ogdensburg is desirous of St. Lawrence County Department of Highways providing shared services such as paving, signage, road striping, blasting, and other routine maintenance activities to the City, and

WHEREAS, both the City of Ogdensburg and the County of St. Lawrence are desirous of promoting partnering efforts for the safety of the traveling public in St. Lawrence County, and

WHEREAS, in this joint cooperative endeavor the City of Ogdensburg and the County of St. Lawrence desires to be reimbursed for their expenditures, and

WHEREAS, the City is aware that the County may incur liability in the providing of the services and wishes to indemnify the County in this regard,

NOW, THEREFORE, BE IT RESOLVED that to the fullest extent permitted by law, the City of Ogdensburg will indemnify and hold harmless the County, their officers, directors, partners, representatives, agents and employees from and against any and all claims, suits, liens, judgments, damages, losses and expenses, including legal fees and all court costs and liability (including statutory liability) arising in whole or in part and in any manner from injury and/or death of person or damage to or loss of any property relating to or arising out of any negligent or intentional acts and/or omissions of the City of Ogdensburg or any of its directors, officers, employees, contractors, representatives, or agents.

BE IT FURTHER RESOLVED that the following request for General Liability (GL) coverage is as follows:

General Liability Insurance on an “Occurrence” basis, with the following limits:

- \$1,000,000 Each Occurrence
- \$3,000,000 General Aggregate
- \$1,000,000 Products Aggregate
- \$1,000,000 Personal Injury
- \$ 50,000 Fire Damage Legal Liability
- \$ 5,000 Medical Payment Expense

BE IT FURTHER RESOLVED, that St. Lawrence County shall be an additional insured on the GL Policy, via ISO endorsement CG 2026.

Date

City of Ogdensburg
By:

The vote was:

AYES: Mayor Skelly, Councillors Dillabough,
Fisher, Kennedy, Powers and Skamperle

NAYS: None

CARRIED, 6 TO 0

**Councillor Rishe returned to the meeting room.*

4. Councillor Fisher moved a resolution to establish a goal to reduce the real property tax rate by five percent (5%) in fiscal year 2021, and Councillor Dillabough seconded to wit:

A RESOLUTION TO ESTABLISH A GOAL TO REDUCE THE REAL
PROPERTY TAX RATE BY FIVE PERCENT (5%) IN FISCAL YEAR 2021

WHEREAS, Ogdensburg, New York has one of the highest tax rates of all 62 New York State cities, and

WHEREAS, Ogdensburg's tax rate is the highest tax rate of all 44 communities in St. Lawrence County, and

WHEREAS, the combined Ogdensburg tax rate is the highest rate out of all communities in the 6 county region that compromises New York's North Country, including Plattsburgh and Watertown, and

WHEREAS, the high tax rate is an impediment to growth; is an undue and unnecessary burden on its taxpayers and businesses; and encourages people to live outside the City, and

WHEREAS, the newly-elected members of this Council ran on a campaign pledge to reduce City taxes, and

WHEREAS, it is imperative to establish a goal now to ensure that tax deductions can be accomplished in the next fiscal year, and

WHEREAS, this can, in-part, be accomplished through attrition by not filling non-critical vacant positions; by implementing the recommendations of the New York State Financial Restructuring Board; by reducing expenditures; and through other cost-saving reductions,

NOW, THEREFORE, BE IT RESOLVED, that this Ogdensburg City Council hereby establishes a goal to reduce the real property tax rate by five percent (5%) for Fiscal Year 2021, and

BE IT FURTHER RESOLVED, that the City Manager's primary goal shall be to accomplish this critical objective prior to the preparation of the 2021 budget, and

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BE IT FURTHER RESOLVED, that the City Manager shall accomplish this goal by implementing cost savings measures, and by making recommendations to this Council to accomplish this goal.

Councillor Skamperle said all members of Council have the same goal to reduce taxes, but it is unfair to throw the responsibility on the City Manager. Councillor Skamperle said it is Council's responsibility to find ways to reduce taxes, not the City Manager's. Councillor Skamperle said if a member of Council can show him where the cuts will be made, he might support the resolution but he doesn't see a reason for it. Mayor Skelly said he believes Council should do the work and find the cuts before passing a resolution. Councillor Kennedy reminded Council it was a struggle to fund the library this past budget season and noted the required \$285,000 for the proposed 5% cut is the amount of the library funding. Councillor Kennedy said the resolution is preemptive to the work that needs to be done.

Mayor Skelly said it is early into the term and fiscal year, but he believes Council can achieve the goal. Mayor Skelly said it is Council's job to find the cuts. Councillor Dillabough said the resolution simply establishes a goal. Councillor Powers disagreed and said the resolution puts the onus on the City Manager. Councillor Powers said the City Manager prepares the budget and Council makes the cuts. Councillor Powers explained he doesn't understand where some members of Council think they are going to find cuts. Councillor Fisher said all the resolution does is give the City Manager direction for the preparation of the budget ten months from now to give the taxpayers a break. Councillor Fisher said the taxpayers don't get a break. Councillor Fisher said at the time that the Financial Restructuring Board recommended the consolidation of dispatch there were only three dispatchers but yet another was hired. Councillor Fisher said in 2018 there were 136,000 calls to St. Lawrence County dispatch and 10,000 in Ogdensburg. Councillor Fisher explained that is 9.4 calls per shift. Councillor Fisher said the City will save \$250,000 by following the Financial Restructuring Board recommendation to consolidate dispatch.

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Councillor Rishe said he believes there is a misconception of the City Manager and Council form of government. Councillor Rishe said the City hires a professional and pays that professional to do this type of work. Councillor Rishe said that is her role, and Council sets direction for the City Manager to follow. Councillor Rishe added the City Manager is at the discretion of Council, and the resolution is simply dictating to her what we want. Councillor Rishe said he doesn't want reassessments, he wants growth. Councillor Rishe added he will not vote for any tax increase. Councillor Rishe said resolutions are passed to give direction to an employee to achieve a goal.

Councillor Skamperle said that proposal is ridiculous if you want to lower taxes and lower assessments without increasing revenues. Councillor Skamperle said the resolution is simply setting the City Manager up for failure. Mayor Skelly said he would like to see Council come up plans to bring taxes down and increase growth. Mayor Skelly explained we need to get City taxes, school taxes and County taxes all under control.

Mayor Skelly said he believes there are some properties that have not been reassessed in some time. City Manager Sarah Purdy said she previously provided Council documentation that shows every property in the City has been evaluated in the last six years. Councillor Skamperle said that doesn't mean every assessment changed, it simply means every property was evaluated. Councillor Rishe said the City hires a professional manager, sets goals and this resolution is giving a directive to the City Manager. Mayor Skelly said but in the end, it still comes back to Council to find the cuts.

Councillor Dillabough said the City Manager may only come back with a 2% savings. Councillor Skamperle said the resolution puts it on her to find the 5%, noting the resolution states "City Manager shall accomplish this goal".

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Mayor Skelly said we are a financially distressed City, and he would like to see if Council can find the 5%. Mayor Skelly said he believes Council should hold off on passing the resolution until after the savings are found. Councillor Rishe said the directive would simply require the City Manager to do lots of research and work with the Development Authority of the North Country (DANC). Mayor Skelly said the City Manager has already started on that and plans to update Council in the near future. Councillor Fisher said he supports the taxpayers on this issue.

Councillor Powers said in order to cut taxes, services will be cut. Councillor Powers said he is all for cutting taxes, and he is not opposed to ideas. Councillor Powers explained he repeatedly hears from citizens “what am I getting for my high taxes” and said our people are not getting much. Councillor Powers said when taxes are cut by 5%, services will be lost and that is his concern for the citizens. Councillor Powers said it might take some time, and Council can brainstorm instead of putting it on someone who is already burdened with work. Councillor Rishe said if Council doesn’t set the goal now, it won’t be achieved. Councillor Skamperle said he does not disagree with the goal, but he would like to see if it can be done before passing a resolution. Councillor Skamperle asked Ms. Purdy if she believes it can be done, and Ms. Purdy said if it could be done, it would have already been done. Councillor Skamperle said he has seen taxes lowered in the past, but then the tax rate increases the following year. Councillor Skamperle said the purpose of the resolution was political to make someone look good.

The vote was:

AYES: Councillors Dillabough, Fisher and Rishe

NAYS: Mayor Skelly, Councillors Kennedy, Powers and Skamperle

DEFEATED, 3 TO 4

OLD BUSINESS

1. Councillor Skamperle said the Director of Planning and Development has been developing a new zoning code for the City, and he would like to see Council begin working on it. Councillor Skamperle suggested a workshop with an introduction to Council and a goal to pass the new zoning code by summer. Mayor Skelly said different regulations will make the citizens and businesses both happy.

2. Councillor Rishe said Council received correspondence from Mr. Blevins and asked for a status. City Manager Sarah Purdy said she had sent a response to Mr. Blevins, then received information from the Mayor and is currently following up on the matter. Ms. Purdy explained Mr. Blevins is concerned about the expense of a survey without confirmation Council will move forward with the sale of the property. Ms. Purdy noted alienation may be an issue. Ms. Purdy said she will put the matter on the next agenda for discussion.

3. Councillor Rishe said he has members for the Downtown Revitalization Committee and Comprehensive Plan Committee.

4. Councillor Rishe said he had received a complaint that the flags at Groulx Park need to be replaced, but he had forgotten to mention it previously. Recreation Director Matt Curatolo said he would take care of it first thing in the morning.

NEW BUSINESS

1. Mayor Skelly said he received a complaint from a citizen regarding the intersection of Park and Jay Streets following an automobile accident and asked if the Police Department could review the intersection. Mayor Skelly suggested additional signs in the area might help.

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2. Mayor Skelly said he received a call from a business that has a high water bill charge because of a large water meter. Mayor Skelly explained the business only has to maintain the water service because of a boiler system and asked if the water line could be taken to one inch temporarily at no cost to the business owner. Councillor Skamperle said there are a lot of businesses in that same position, and it is a difficult task to address while being fair to everyone.

ITEMS FOR DISCUSSION

1. City Manager Sarah Purdy said she and Police Chief Andrew Kennedy had a conference call with the County regarding the consolidation of dispatch. Ms. Purdy explained our records management system must be the same system the County uses. Ms. Purdy said the County is currently in the process of bringing two other municipalities on to their system but promised to make Ogdensburg a priority. Ms. Purdy explained once the system is installed, training needs to be done before the system can go live. Ms. Purdy noted once we are on the same system with the County, we will not be able to look back to previous records on the new system. Ms. Purdy said DANC may be able to give the City a proposal to analyze the previous data which will position the City and County to better determine if consolidation would be beneficial. Ms. Purdy said she plans to provide Council with an update at the first meeting in March. Councillor Rishe questioned if a resolution is required to accept the Financial Restructuring Board recommendations, and Ms. Purdy said she does not believe a resolution is required.

2. Councillor Skamperle said he saw the long list of requests to the City Manager in an email, noting some weren't too bad but others required a lot of time. Councillor Skamperle questioned if the directives were a violation of the Charter or the Administrative Regulations. Councillor Rishe said the matter had already been discussed. Councillor Rishe said he did not receive the email update regarding the requests. Councillor Powers said the email was sent to everyone on January 17, 2020.

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Councillor Powers said information is vital to everyone, and topics need to be discussed by the entire governing body. Councillor Powers said the list was not shared with everyone when given to the City Manager. City Manager Sarah Purdy noted she has lost half of her office and is doing the best she can with requests. Ms. Purdy explained there are things coming in on a daily basis, and she assumes Council wants her to prioritize the day to day requirements and then research matters from the past as time permits. Councillor Fisher agreed with Ms. Purdy and said he is happy for the information he has received to date. Councillor Fisher said he doesn't ever think it is wrong to ask for information, and he believes he should be able to go to the City Manager and ask for anything. Councillor Fisher said he doesn't feel the need to bring everything to the entire Council. Councillor Fisher said he believes he should be able to seek information on a subject matter to determine if he wishes to bring it before Council. Councillor Fisher said he is not going to ask everyone for permission to seek information. Councillor Skamperle said he sends requests to the City Manager all the time, and she responds to all members of Council. Councillor Skamperle said when a request to the City Manager requires a great deal of time to complete especially without a secretary, the request should come to all of Council. Councillor Fisher said §AR-2.6 of the Administrative Regulations indicates Department Heads can fill Council requests if they have time or the request may go to the City Manager. Councillor Fisher added the section indicates the City Manager may bring the matter to the entire Council.

Councillor Powers said there is nothing wrong with asking questions, but he does have an issue when direction is given to the City Manager to keep requests confidential. Councillor Powers explained that puts the City Manager in a position when she is required to answer to all of Council. Councillor Powers said when a directive is given to the City Manager, it violates the Charter. Councillor Fisher disagreed, adding the section can be read more than one way. Councillor Powers said §C-9 of the City Charter is very clear and read it aloud. Councillor Fisher said it was not an order. Councillor Powers said the City Manager was ordered to keep it confidential. Councillor Rishe said it is a moot point.

Mayor Skelly said there was no longer a need for Executive Session.

On a motion duly made and seconded, the meeting was adjourned.



www.cpcs.ca

Prescott – Ogdensburg Passenger Ferry Study : Final Report

(Client Ref: ED-2018-1)

Presentation to: Town of Prescott and City of Ogdensburg

December 2nd, 2019

CPCS Transcom

Agenda

Overview of Study

Findings

Next Steps

- Purpose of this study:
 - What is the interest level in a ferry service?
 - What are the border requirements?
 - What are the operational needs?
 - What are the costs?

Agenda

Overview of Study

Findings

Next Steps

Findings

- What is the interest level in a ferry service?
 - Local Tourist Attractions = HIGH
 - Biking Community = HIGH
 - Marine Community = MEDIUM
 - Border Agencies = MEDIUM but increasing!

Findings

- What are the border requirements?
 - Ferry should cover CBSA and CBP costs
 - Ferry responsible for PAX with denied entry
 - Ferry should provide CBP/CBSA compliant infrastructures
 - Foot ferry considered as low risk

Findings

- What are the operational needs?
 - TC or USCG compliant vessel (sheltered waters)
 - Docking space at Prescott and Ogdensburg
 - 15 to 50 PAX vessel

Findings

- What are the costs (15 PAX)?

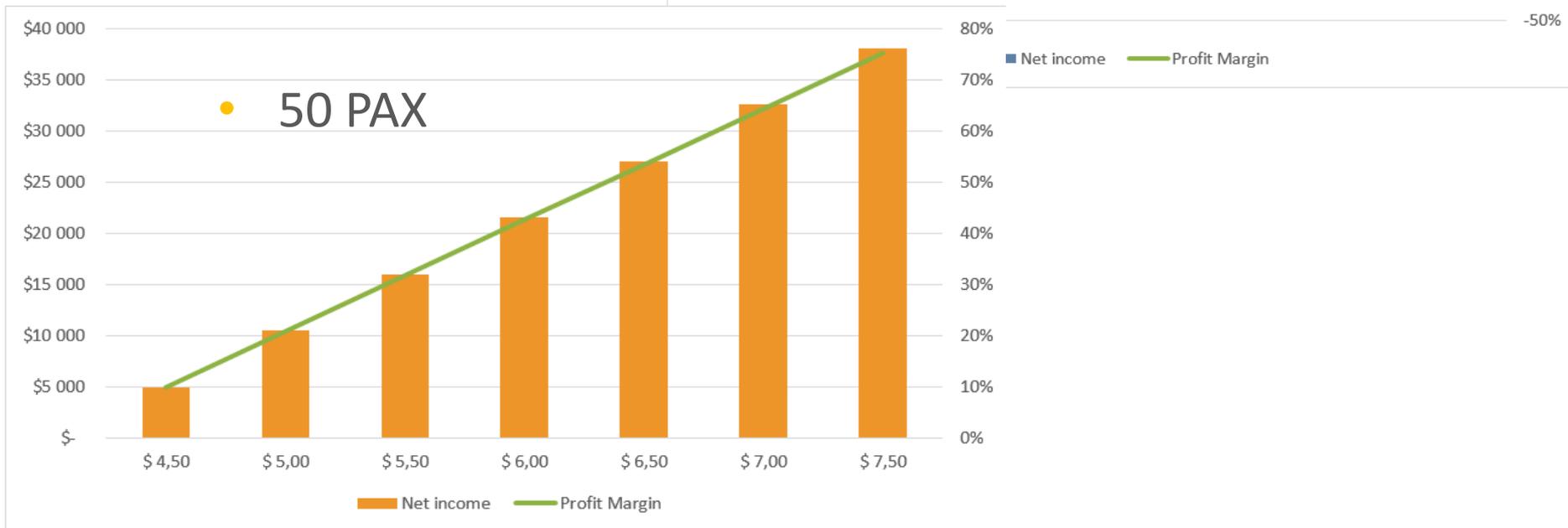
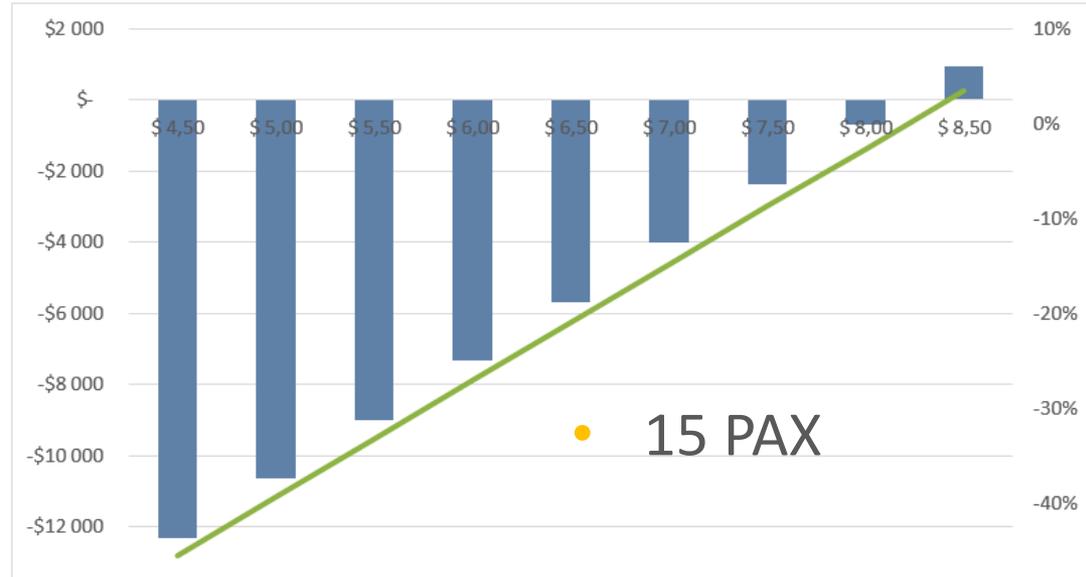
Cost	Days of Operation			
	5	10	15	23
Total Operating Cost	\$23,485	\$24,470	\$25,355	\$27,022
Border Cost	\$9,400	\$18,800	\$28,200	\$43,240
Administration Cost	\$12,300	\$13,560	\$14,820	\$16,836
Ferry Facility Cost	N/A	N/A	N/A	N/A
Total Service Cost	\$45,185	\$56,830	\$68,375	\$87,098

Findings

- What are the costs (50 PAX)?

Cost	Days of Operation			
	5	10	15	23
Total Operating Cost	\$20,786	\$29,072	\$37,358	\$50,616
Border Cost	\$13,600	\$27,200	\$40,800	\$62,560
Administration Cost	\$12,300	\$13,560	\$14,820	\$16,836
Ferry Facility Cost	N/A	N/A	N/A	N/A
Total Service Cost	\$46,686	\$69,832	\$92,978	\$130,012

Findings – Net Income



Findings

- Potential Impacts on Ontario (23 days)?

Category	15 Passenger Service	50 Passenger Service
Total Revenue	\$91,698	\$134,612
GDP	\$121,667	\$190,645
Labour Income	\$91,078	\$158,926
Months of Employment ⁶²	7 months	8 months
Taxes ⁶³	\$33,134	\$53,874

Source: CPCS Analysis using Ontario Ministry of Tourism, Culture, and Sport TREIM Model

Agenda

Overview of Study

Findings

Next Steps

Next Steps

- Implement a Pilot Service

Cost	Days of Operation			
	5	10	15	23
Total Operating Cost	\$20,786	\$29,072	\$37,358	\$50,616
Border Cost	N/A	N/A	N/A	N/A
Administration Cost	\$12,300	\$13,560	\$14,820	\$16,836
Ferry Facility Cost	N/A	N/A	N/A	N/A
Total Service Cost	\$33,086	\$42,632	\$52,178	\$67,452

- 15 PAX

- 50 PAX

Cost	Days of Operation			
	5	10	15	23
Total Operating Cost	\$23,485	\$24,470	\$25,355	\$27,022
Border Cost	N/A	N/A	N/A	N/A
Administration Cost	\$12,300	\$13,560	\$14,820	\$16,836
Ferry Facility Cost	N/A	N/A	N/A	N/A
Total Service Cost	\$35,785	\$38,030	\$40,175	\$43,858

Next Steps

- Risks
 - Border requirements
 - Marine facility availability
 - Inability to recover costs through passenger fares
 - Insufficient market demand
 - Unavailability of the vessel

Next Steps

- Next Steps
 - Finalize Agreements with Border Agencies
 - Comply with Border Agencies Requirements
 - Formalized Quote/RFP from Boat Operator
 - Ferry Service Marketing and Coordination

Questions and Discussion