

# **AGENDA**

## **REGULAR MEETING OF CITY COUNCIL**

**2011 12 05**

**4:30 P.M.**

## **COUNCIL CHAMBERS**

### **1. ADOPTION OF MINUTES**

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that the Minutes of the Regular Council Meeting of 2011 11 21 be approved.

### **2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA**

### **3. APPROVE AGENDA AS PRESENTED**

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that the Agenda for 2011 12 05 City Council meeting as presented be approved.

### **4. DELEGATIONS/PROCLAMATIONS**

- a) Diana Taranto, Community Christmas for Children Chair will be in attendance concerning proclamation – Community Christmas for Children.
- b) Councillors Susan Myers and Terry Sheehan, Co-Chairs Celebrate 100! Committee will provide an update on the upcoming Celebrate 100! activities.
- c) Constable Henry Jin, Sault Ste. Marie Police Services, will be in attendance concerning agenda item 6.(8)(a).

- d) Joe Melisek, BDO and Rob Reid, N-Sci Technologies will be in attendance concerning agenda item 6.(8)(c).
- e) Tom Vair, Executive Director – Innovation Centre will be in attendance concerning agenda item 6.(8)(d).

## **PART ONE – CONSENT AGENDA**

### **5. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

Mover: Councillor F. Manzo

Seconder: Councillor P. Christian

Resolved that all the items listed under date 2011 12 05 – Part One – Consent Agenda be approved as recommended.

- a) Correspondence from AMO is attached for the information of Council.

#### **b) Staff Travel**

A report of the Chief Administrative Officer is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Chief Administrative Officer dated 2011 12 05 concerning Staff Travel requests be approved as requested.

#### **c) Council Travel**

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that Councillor Lou Turco be authorized to travel to the Northern Ontario School of Medicine Face to Face Meetings being held in Thunder Bay (2 days in December) and the FONOM Board Meeting being held in North Bay (for 2 day in December) at no cost to the City.

#### **d) Appointment**

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that citizen Robert Chiarello be appointed to the Accessibility Advisory Board Committee from December 5, 2011 to December 31, 2012.

#### **e) Tender for Carpet Replacement – Civic Centre**

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

Mover: Councillor J. Krmpotich  
Seconder: Councillor P. Christian

Resolved that the report of the Manager of Purchasing dated 2011 12 05 be endorsed and that the tender for the Replacement of Carpeting in the Civic Centre required by the Building Services Division of the Engineering and Planning Department be awarded as recommended.

f) **Tender for New Tires and Tire Repairs**

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

Mover: Councillor F. Manzo  
Seconder: Councillor S. Butland

Resolved that the report of the Manager of Purchasing dated 2011 12 05 be endorsed and that the tender for the supply of New Tires & Tire Repairs required by various City Departments and co-operatively PUC Services Inc., be awarded as recommended.

g) **Tenders for Equipment – Public Works and Transportation Department**

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

Mover: Councillor F. Manzo  
Seconder: Councillor P. Christian

Resolved that the report of the Manager of Purchasing dated 2011 12 05 be endorsed and that the tender for the supply and delivery of various pieces of Equipment required by the Public Works and Transportation Department be awarded as recommended.

h) **Tender for Automotive Supplies**

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

Mover: Councillor J. Krmpotich  
Seconder: Councillor S. Butland

Resolved that the report of the Manager of Purchasing dated 2011 12 05 be endorsed and that the tender for the supply of Automotive Supplies required by various City Departments and co-operatively PUC Services Inc., be awarded as recommended.

i) **Property Tax Appeals**

A report of the City Tax Collector is attached for the consideration of Council.

Mover: Councillor J. Krmpotich  
Seconder: Councillor P. Christian

Resolved that Pursuant to Section's 354 and 357 of the Municipal Act, 2001, the adjustments for the tax accounts outlined on the City Tax Collector's report of 2011 12 05 be approved and that the tax records be amended accordingly.

j) **Mayor and Council Travel Expenses – January 1 to September 30, 2011**

A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that the report of the Commissioner of Finance and Treasurer dated 2011 12 05 concerning Mayor and Council Travel Expenses for the period January 1 to September 30, 2011 be received as information.

k) **Borrowing By-laws for 2012**

A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

The relevant By-laws 2011-193 and 2011-194 are listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

l) **Corporate Strategic Plan 2011-2014 – Progress Report #1**

A report of the Deputy City Clerk and Manager of Quality Improvement is attached for the consideration of Council.

The update document is attached under separate cover.

Mover: Councillor F. Manzo

Seconder: Councillor P. Christian

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2011 12 05 concerning Corporate Strategic Plan 2011-2014 – Progress Report #1 be received as information.

m) **St. Mary's Paper Corporation Property Assessment Appeal**

A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Commissioner of Finance and Treasurer dated 2011 12 05 concerning St. Mary's Paper Corporation assessment appeal be received and the recommendation to finance the City cost of the St. Mary's Paper Corporation assessment appeal with the funding from the Contingency Reserve in the amount of \$1,754,638 and the Working Fund Reserve in the amount of \$1,080,000 be approved.

**n) John Rhodes Community Centre – Leasing of Space**

A report of the Commissioner of Community Services is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that the report of the Commissioner of Community Services dated 2011 12 05 concerning leasing of space in the John Rhodes Community Centre be received and the recommendation that staff proceed with issuing a Request for Proposal to lease the main level classroom space for a training facility for the development of athletes that use the facility and report the results to Council be approved.

**o) Roberta Bondar Pavilion – 2012 Winter Programming**

A report of the Commissioner of Community Services is attached for the consideration of Council.

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that the report of the Commissioner of Community Services dated 2011 12 05 concerning use of the Roberta Bondar Pavilion during the winter of 2012 be received and the recommendation that staff proceed with programming including the construction of an outdoor rink, from Bon Soo through to and including the 2012 CARHA Hockey World Cup be approved.

**p) Making Early Childhood Recreation a Municipal Priority**

A report of the Commissioner of Community Services is attached for the consideration of Council.

Mover: Councillor F. Manzo

Seconder: Councillor P. Christian

Resolved that the report of the Commissioners of Community Services Department and Social Services Department dated 2011 12 05 concerning the Best for Kids Committee Report be received and the recommendation that senior staff from the Community Services Department and Social Services Department be included on the committee be approved.

**q) Co-Composting Pilot Study Update**

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

The relevant By-law 2011-196 is listed under item 10 of the Agenda and will be read with all other by-laws listed under that item.

r) **Great Northern Road Environmental Assessment – Extension of Sackville Road from Existing Northern Limit to Third Line**

A report of the Director of Engineering Services is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Director of Engineering Services dated 2011 12 05 concerning Great Northern Road Environmental Assessment – Extension of Sackville Road from Existing Northern Limit to Third Line be accepted and the recommendation to increase the upset limit for engineering fees to \$65,000 be approved.

s) **Environmental Assessment – Second Line Widening – Old Garden River Road to Black Road**

A report of the Director of Engineering Services is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that the report of the Director of Engineering Services dated 2011 12 05 concerning Environmental Assessment – Second Line Widening – Old Garden River Road to Black Road be accepted as information.

t) **Contract 2008-15E – SCADA Automation and Implementation – Consulting Fee Amendment**

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

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that the report of the Land Development and Environmental Engineer dated 2011 12 05 concerning Contract 2008-15E – SCADA Automation and Implementation – Consulting Fee Amendment be received and the recommendation that the consultant fees be increased to an upset limit of \$1,632,000 (excluding HST) be approved.

u) **White Oak Drive Reconstruction – Carmen's Way to North Street Engineering Agreement**

A report of the Director of Engineering Services is attached for the consideration of Council.

The relevant By-law 2011-195 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

v) **Accessibility Regulation and Taxi Cabs**

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

The relevant By-law 2011-200 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

w) **Extension for 3 Years of the Licence of Occupation Between the City and Sault Trailblazers Club of the Staging Area of Strathclair Park**

A report of Corporate Counsel is attached for the consideration of Council.

The relevant By-law 2011-201 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

x) **McNabb/South Market Realignment – Transfer of Property to Shell Canada and Suncor**

A report of Corporate Counsel is attached for the consideration of Council.

The relevant By-law 2011-197 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

y) **Ed Vowels – 1420 Second Line West – Zoning By-law 2011-94**

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

Mover: Councillor F. Manzo

Seconder: Councillor P. Christian

Resolved that the report of the City Solicitor dated 2011 12 05 concerning Ed Vowels – 1420 Second Line West – Zoning By-law 2011-94 be received as information.

z) **Collection Services - POA Division**

A report of the Court Liaison Supervisor is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Court Liaison Supervisor dated 2011 12 05 concerning Collection Services – POA Division be accepted and the recommendation to issue an RFP for professional collection services for the POA Division be approved.

aa) **Winter Maintenance of the Laneway which Abuts the Residence at 32 Blake Street in Highland Park Subdivision**

A report of the Commissioner of Public Works and Transportation is attached for the consideration of Council.

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that the report of the Commissioner of Public Works and Transportation dated 2011 12 05 concerning Winter Maintenance of the Laneway which Abuts the Residence at 32 Blake Street in Highland Park Subdivision be received and that the recommendation that the plowing of this lane be discontinued be approved; and

Further that should the owner of 6 Stevens Street wish the laneway to be plowed that he be allowed to do so at his own expense.

## **PART TWO – REGULAR AGENDA**

### **6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**

- a) Minor Amendment to Signs By-law - Application No. A-21-11-Z.OP – Bushplane Museum – 875 Queen St. E.**

A report of the Planning Division is attached for the consideration of Council.

Mover: Councillor F. Manzo

Seconder: Councillor S. Butland

Resolved that the report of the Planning Division dated 2011 12 05 concerning Minor Amendment to Signs By-law - Application No.A-21-11-Z.OP filed by the Bushplane Museum – 875 Queen Street East be accepted and the recommendation that City Council accept this report as information be approved.

- b) Application No. A-22-11-Z – Robert Ronald Berto – 284 North Street**

A report of the Planning Division is attached for the consideration of Council.

Mover: Councillor F. Manzo

Seconder: Councillor P. Christian

Resolved that the report of the Planning Division dated 2011 12 05 concerning Application No. A-22-11-Z – filed by Robert Ronald Berto – 284 North Street be received and that City Council repeal Special Exception 3, and rezone the subject property from "M2" (Medium Industrial) zone to "M1" (Light Industrial) zone, subject to the 6 special provisions contained in the report.

- (7) PUBLIC WORKS AND TRANSPORTATION**

- (8) BOARDS AND COMMITTEES**

- a) Bridge Dedication for Fallen Officers**

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

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Chief of Police dated 2011 11 24 concerning Bridge Dedication for Fallen Officers

b) **2010 Annual Report – Sault Ste. Marie Police Service**

A report of the Chief of Police is attached for the consideration of Council.  
The 2010 Annual Report is attached under separate cover.

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that the report of the Chief of Police dated 2011 11 24 concerning 2010 Annual Report – Sault Ste. Marie Police Service be received as information.

c) Mover: Councillor S. Butland

Seconder: Councillor P. Christian

Be It Resolved that the recommendations (Page 12-14) as presented in the pre-feasibility study for the "Establishment of a Green Energy Provider in Sault Ste. Marie" be provided to Parker Venture Management Inc. for consideration prior to completion of the comprehensive Alternative Energy Strategy to be presented to Council in January 2012.

d) **Innovation Centre Report – Memorandum of Understanding for Accountability**

A report of the Innovation Centre is attached for the information of Council.  
Report under separate cover.

Mover: Councillor J. Krmpotich

Seconder: Councillor S. Butland

Resolved that the report of the Innovation Centre – Memorandum of Understanding for Accountability dated November 2011 be received as information.

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

a) Mover: Councillor J. Krmpotich

Seconder: Councillor B. Watkins

Whereas the Canadian economic downturn is putting the retirement security of many workers at risk; and

Whereas Canadian cities are directly impacted as they are key front line providers of social services and support programs for older workers and retirees; and

Whereas Ontario cities bear an additional portion of the cost of providing such program; and

Whereas the significant economic downturn in combination with an increased number of employer bankruptcies across various sectors have resulted in under-funded pension plans and the actual and potential loss of promised pension benefits; and

Whereas only one in four private sector workers belong to an employer pension plan and the remaining 3 out of 4 workers must rely more heavily on personal savings to provide for their retirement; and

Whereas the Canadian public pension system including Old Age Security (OAS) and the Guaranteed Income Supplement (GIS) plus the Canadian Pension Plan (CPP) is safe but falls well short of replacing the 50% to 70% of pre-retirement income needed to maintain a decent standard of living;

Therefore Be It Resolved that the City of Sault Ste. Marie, joins with the Federation of Canadian Municipalities (FCM) to support expansion of Canada's public pension system by and at the cost of the Federal Government and not the municipalities;

1. by increasing the Guaranteed Income Supplement (GIS) by 15%, so no senior lives in poverty; and
2. by protecting Canadian pension through a federal system of pension insurance; and

Further Be It Resolved that the City of Sault Ste. Marie supports the FCM call on the federal government to hold a national summit on the issue of pensions and support the expansion of the Canadian Pension Plan.

- b) Mover: Councillor L. Turco  
Seconder: Councillor S. Myers

Whereas there is an opportunity for the City of Sault Ste. Marie to submit a bid to host the 2014 Federation of Northern Ontario Municipalities (FONOM)/ Ministry of Municipal Affairs and Housing (MMAH) Conference which is held annually in May of each year; and

Whereas it is recognized that hosting such a conference in Sault Ste. Marie has an economic impact of over \$150,000 and brings prestige and a high profile exposure to our community; and

Whereas 2008 was the last time Sault Ste. Marie did host this event and the event was deemed to be very successful by the FONOM organization; and

Whereas it is further recognized that there is no cost at this time to submit a bid due to the assistance provided by Tourism Sault Ste. Marie;

Now Therefore Be It Resolved that Council support proceeding with a bid submission for the 2014 Conference; and

Further that if Sault Ste. Marie is selected to host the 2014 FONOM/MMAH Conference that Council directs staff to report on possible sources of funding for the estimated \$8 000 required to fulfill host community responsibilities.

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

**9. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**

**10. CONSIDERATION AND PASSING OF BY-LAWS**

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

**AGREEMENTS**

**a) 2011-195**

A by-law to authorize execution of an agreement between the City and Kresin Engineering Corporation dated the 5<sup>th</sup> day of December, 2011 for the reconstruction of White Oak Drive from Carmen's Way to North Street.

A report from the Director of Engineering Services is on the agenda.

**b) 2011-196**

A by-law to authorize execution of an agreement between the City and AECOM Canada Ltd. dated the 28<sup>th</sup> day of October, 2011 for a co-composting pilot study.

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

**FINANCING**

**c) 2011-193**

A by-law to authorize the borrowing of \$10,000,000 to meet current expenditures until taxes are collected.

A report from the Commissioner of Finance and Treasurer is on the agenda.

**d) 2011-194**

A by-law to authorize the borrowing of \$15,000,000 to finance capital expenditures for short and long term purposes for The Corporation of the City of Sault Ste. Marie and \$6,200,000 for the Public Utilities Commission of the City of Sault Ste. Marie.

A report from the Commissioner of Finance and Treasurer is on the agenda.

**LICENCE OF OCCUPATION**

**e) 2011-201**

A by-law to authorize a licence of occupation between the City and The Sault Trailblazers Snowmobile Club Inc. for the use of lands at Strathclair Park.

A report from Corporate Counsel is on the agenda.

### **LOCAL IMPROVEMENTS**

f) **2011-199**

A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on John Street from Conmee Avenue to Elm Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

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

### **PROPERTY TRANSFER**

g) **2011-197**

A by-law to authorize the conveyance of PIN 31504-0002 PT SEC 33, TWP TARENTORUS; PT 1 PL 1R11700; SAULT STE. MARIE and PIN 31503-0081 PT SEC 4 ST. MARY'S PT 2 1R11700; SAULT STE. MARIE.

A report from Corporate Counsel is on the agenda.

### **TAXIS**

h) **2011-200**

A by-law to amend Taxi By-law 2011-161.

A report from the City Solicitor is on the agenda.

By-laws before Council for THIRD reading which do not require more than a simple majority

### **LOCAL IMPROVEMENTS**

i) **2011-172**

A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on White Oak Drive from Carmen's Way to North Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

j) **2011-173**

A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Euclid Road from Pim Street to Wemyss Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

k) **2011-174**

A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Queen Street East from Pim Street to Simpson Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

**11. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**

**12. ADDENDUM TO THE AGENDA**

**13. ADJOURNMENT**

Mover: Councillor J. Krmpotich

Seconder: Councillor P. Christian

Resolved that this Council now adjourn.

# **MINUTES**

## **REGULAR MEETING OF CITY COUNCIL**

**2011 11 21**

**4:30 P.M.**

## **COUNCIL CHAMBERS**

**Present:** Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers, M. Bruni, J. Krmpotich, B. Watkins, R. Niro, P. Christian, F. Fata, T. Sheehan, F. Manzo, P. Mick

**Officials:** J. Fratesi, M. White, N. Kenny, L. Girardi, N. Apostle, B. Freiburger, J. Dolcetti, D. McConnell

### **1. ADOPTION OF MINUTES**

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the Minutes of the Regular Council Meeting of 2011 11 07 be approved. CARRIED

### **2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA**

### **3. APPROVE AGENDA AS PRESENTED**

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that the Agenda and Addendum #1 for 2011 11 21 City Council meeting as presented be approved. CARRIED

#### **4. DELEGATIONS/PROCLAMATIONS**

- a) Jack O'Neill and members of the Ukrainian Cultural Committee were in attendance to present the booklet "Memories of Bay View" to the City.
- b) Liz Rossnagel, CEO - Sault Ste. Marie Public Library was in attendance concerning the 2012 fundraising calendar.
- c) Bill Therriault, Transportation and Infrastructure Steering Committee and Trevor Woods were in attendance to update Council on the status of the railway and harbour initiatives.
- d) Tom Dodds, CEO – Economic Development Corporation was in attendance concerning agenda item 6.(8)(a).

#### **PART ONE – CONSENT AGENDA**

#### **5. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

Moved by: Councillor F. Fata  
Seconded by: Councillor T. Sheehan

Resolved that all the items listed under date 2011 11 21 – Part One – Consent Agenda and Addendum #1 be approved as recommended. CARRIED

- a) Correspondence from the Municipal Property Assessment Corporation concerning the Provincial 2012 Assessment Update was received by Council.
- b) Correspondence from the Region of Peel (concerning By-stander Cardiopulmonary Resuscitation) was received by Council.
- c) **CAO Performance Appraisal Committee**

Moved by: Councillor M. Bruni  
Seconded by: Councillor S. Myers

Resolved that Mayor Debbie Amaro, Chair, and Councillors Niro and Bruni be appointed to the CAO Performance Appraisal Committee; and  
Further that said committee be charged with overseeing the process for the performance appraisal and setting of Key Result Areas (KRA) for the Chief Administrative Officer. CARRIED

#### **d) Staff Travel**

The report of the Chief Administrative Officer was received by Council.

Moved by: Councillor M. Bruni  
Seconded by: Councillor S. Myers

Resolved that the report of the Chief Administrative Officer dated 2011 11 21 concerning Staff Travel requests be approved as requested. CARRIED

e) **Property Tax Appeal**

The report of the City Tax Collector was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that Pursuant to Section 354 of the Municipal Act, 2001, the adjustments for the tax accounts outlined on the City Tax Collector's report of 2011 11 21 be approved and that the tax records be amended accordingly. CARRIED

f) **Nine Month Financial Report to September 30, 2011**

The report of the Commissioner of Finance and Treasurer was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the Commissioner of Finance and Treasurer dated 2011 11 21 concerning Nine Month Financial Report to September 30, 2011 be accepted as information. CARRIED

g) **Conferences and Major Special Events Committee – 2012 Theatre Ontario**

The report of the Chair – Conferences and Major Special Events Committee was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Chair –Conferences and Major Special Events Committee dated 2011 11 21 concerning Conferences and Major Special Events Committee – 2012 Theatre Ontario be accepted and that the Committee's recommendation that Council authorize municipal financial support in the amount of \$5,000 for the 2012 Theatre Ontario event with funds to come from the 2012 Conferences and Major Special Events fund be approved. CARRIED

h) **Leash Free Dog Park and Gravity Park Update**

The report of the Manager of Recreation and Culture was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor T. Sheehan

Resolved that the report of the Manager of Recreation and Culture dated 2011 11 21 concerning Leash Free Dog Park and Gravity Park Update be accepted as information. CARRIED

i) **Contract 2011-1E – John Street Reconstruction – Revision to Contract Limits**

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

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that the report of the Design and Construction Engineer dated 2011-11-21 concerning Contract 2011-1E – John Street Reconstruction – Revision to Contract Limits be accepted as information. CARRIED

j) **Proposed Municipal Capital Facility Between the City and Soo Greyhounds Inc.**

The report of Corporate Counsel was received by Council.

The relevant By-law 2011-192 is listed under Item 10 of the Minutes.

k) **Licence of Occupation Between the City and Sault Major Hockey Association**

The report of the City Solicitor was received by Council.

The relevant By-law 2011-188 is listed under Item 10 of the Minutes.

l) **Licence of Occupation Between the City and the Sault Figure Skating Club**

The report of the City Solicitor was received by Council.

The relevant By-law 2011-190 is listed under Item 10 of the Minutes.

m) **Licence of Occupation Between the City and Royal Canadian Legion Branch 25**

The report of the City Solicitor was received by Council.

The relevant By-law 2011-189 is listed under Item 10 of the Minutes.

n) **Lease with Child Care Algoma – Part of Parkland Park**

The report of the City Solicitor was received by Council.

The relevant By-law 2011-187 is listed under Item 10 of the Minutes.

o) **Canadian Tire Request for Exemption From Fireworks By-law**

The report of the City Solicitor was received by Council.

The relevant By-law 2011-184 is listed under Item 10 of the Minutes.

p) **Proposal to Declare Surplus Property at the Southwest Corner of Northern Avenue and Grand Boulevard – 135 Northern Avenue**

The report of Corporate Counsel was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of Corporate Counsel dated 2011 11 21 concerning Proposal to Declare Surplus Property at the Southwest Corner of Northern Avenue and Grand Boulevard – 135 Northern Avenue be accepted and the recommendation that 135 Northern Avenue be declared surplus be approved; further that the sale be made subject to an easement for utilities over the entire property. CARRIED

q) **Winter Maintenance of Highway 550 (Second Line) and Highway 565 (Airport Road) Within Prince Township**

The report of the Deputy Commissioner of Public Works and Transportation was received by Council.

Mover: Councillor M. Bruni

Seconder: Councillor T. Sheehan

Whereas the Ontario Ministry of Transportation (MTO) has opted to enter into a contract with Transfield Services for the winter maintenance and snow plowing of Provincial highways immediately outside of Sault Ste. Marie; and

Whereas the City of Sault Ste. Marie is responsible for the winter maintenance and snow plowing of all streets and roadways within City limits, including Provincial highways and is also contracted to provide similar services to the Township of Prince for all of its roadways; and

Whereas because of its new contract with Transfield Services, the Province has given notice to the City that it no longer will be responsible for those portions of Highway 550 and 565 which are within Prince Township; and

Whereas from a cost efficiency, effectiveness and co-ordination point of view, it makes more sense that the same operator take responsibility for the entire roadway system which is located within both the City of Sault Ste. Marie and the Township of Prince; and

Whereas it has already been shown that a variance in standards and timing of snow clearing will be experienced by both the residents of Prince Township and the City of Sault Ste. Marie who reside in the far westerly parts of our City, as a result of the difference operators involved; and

Whereas the cost for Prince Township to continue using the City for the winter maintenance of its roadways, other than Highway 550 and 565 will increase substantially as a result of the City's loss of revenue from MTO for winter maintenance on these two pieces of highway;

Now Therefore Be It Resolved that City Council requests MTO to review and rethink the wisdom of this arrangement and revert back to engaging the City only for the snow plowing and winter maintenance of Highways 550 and 565 in Prince Township to a standard which is acceptable to the Province.

(Copies of this resolution to be forwarded to: Reeve and Council, Prince Township, David Orazietti, MPP and Michael Mantha, MPP. CARRIED

Moved by: Councillor F. Fata  
Seconded by: Councillor T. Sheehan

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2011 11 21 concerning Winter Maintenance of Highway 550 (Second Line) and Highway 565 (Airport Road) Within Prince Township be accepted as information. CARRIED

r) **Winter Maintenance of Red Rock Road (Maki Road)**

The report of the Deputy Commissioner of Public Works and Transportation was received by Council.

The relevant By-law 2011-191 is listed under Item 10 of the Minutes.

s) **Cost Estimate to Upgrade Unpaved and Surface Treated Roadway Within Bellevue Park**

The report of the Commissioner of Public Works and Transportation was received by Council.

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan

Resolved that the report of the Commissioner of Public Works and Transportation dated 2011 11 21 concerning Cost Estimate to Upgrade Unpaved and Surface Treated Roadway Within Bellevue Park be accepted as information, further that the matter be referred to 2012 Budget. CARRIED

t) **Request to Name the North Breakout Room at the Essar Centre In Honour and Recognition of Mr. Angelo Bumbacco**

A report of the Commissioner of Community Services is attached for the consideration of Council.

Mover: Councillor F. Fata  
Seconder: Councillor S. Myers

Resolved that the report of the Commissioner of Community Services dated 2011 11 21 concerning Request to Name the North Breakout Room at the Essar Centre In Honour and Recognition of Mr. Angelo Bumbacco be accepted and the recommendation to rename the room in honour of Mr. Bumbacco be approved. CARRIED

## **PART TWO – REGULAR AGENDA**

### **6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**

#### **a) Application No. A-21-11-Z.OP -- JBG Holdings & Investments**

The report of the Planning Division was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the Planning Division dated 2011 11 21 concerning Application No. A-21-11-Z.OP – filed by JBG Holdings & Investments Inc. be received and that City Council defer the application to a later date in order to facilitate future discussions between City staff and the applicant on the details of the development. DEFERRED

#### **b) Application No. A-22-11-Z – Robert Ronald Berto**

The report of the Planning Division was received by Council.

Mover: Councillor R. Niro

Seconder: Councillor L. Turco

Resolved that City Council defer agenda item 6.(6)(b) – Application No. A-22-11-Z to the December 5, 2011 Council meeting to allow the residents impacted by the rezoning request to meet with City Planning Staff and the ward Councillors. CARRIED

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that the report of the Planning Division dated 2011 11 21 concerning Application No. A-22-11-Z – filed by Robert Ronald Berto be received and that City Council repeal Special Exception 3, and rezone the subject property from "M2" (Medium Industrial) zone to Light Industrial zone, subject to the 6 special provisions contained in the report. CARRIED

**(7) PUBLIC WORKS AND TRANSPORTATION**

**(8) BOARDS AND COMMITTEES**

**a) Report on the Memorandum of Understanding for Accountability**

The report of the CEO – Economic Development Corporation was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor T. Sheehan

Resolved that the report of the CEO – Economic Development Corporation dated 2011 11 21 concerning Report on the Memorandum of Understanding for Accountability be accepted as information. CARRIED

Recorded Vote:

For: Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers, M. Bruni, J. Krmpotich, B. Watkins, R. Niro, P. Christian, F. Fata, T. Sheehan, P. Mick

Against: Councillor F. Manzo

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

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

**9. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**

**10. CONSIDERATION AND PASSING OF BY-LAWS**

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that all by-laws listed under Item 10 of the Agenda under date November 21, 2011 be approved. CARRIED

Moved by: Councillor M. Bruni

Seconded by: Councillor T. Sheehan

Resolved that By-law 2011-184 being a by-law to exempt Canadian Tire from By-law 73-107 being a by-law to prohibit the use of fireworks in the municipality be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-187 being a by-law to authorize the execution of a Lease agreement between the City and Child Care Algoma for property known as Part of Parkland Park be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-188 being a by-law to authorize a License agreement between the City and Sault Major Hockey Association for the use of a portion of the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-189 being a by-law to authorize a License agreement between the City and Royal Canadian Legion Branch 25 for the use of a portion of the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-190 being a by-law to authorize a License agreement between the City and The Sault Figure Skating Club for the use of a portion of the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-191 being a by-law to authorize an agreement between the City and Brookfield Power Wind Prince L.P. for the provision of winter maintenance to the portion of Maki Road/Red Rock Road north of Allard Lake to the City boundary be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

Moved by: Councillor M. Bruni  
Seconded by: Councillor T. Sheehan  
Resolved that By-law 2011-192 being a by-law to authorize a Municipal Capital Facilities agreement between the City and Soo Greyhounds Inc. be Passed in open Council this 21<sup>st</sup> day of November, 2011. CARRIED

**11. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**

**12. ADDENDUM TO THE AGENDA**

**13. ADJOURNMENT**

Moved by: Councillor F. Fata

Seconded by: Councillor T. Sheehan

Resolved that this Council now adjourn. CARRIED

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MAYOR

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CITY CLERK



## AMO BREAKING NEWS

November 29, 2011

### **Waste Diversion should be among the Province's Top Environmental Priorities States Ontario's Environmental Commissioner's Annual Report**

The Environmental Commissioner of Ontario (ECO) Gord Miller released his 2010/2011 Annual Report today, Engaging Solutions. In the report, he called upon the recently elected provincial government to make waste diversion one of its top environmental priorities. This is consistent with AMO's Top 12 Asks. During the election campaign, Premier McGuinty committed to deliver on promoting personal and producer responsibility for waste, AMO's long-standing AMO policy position on Extended Producer Responsibility (EPR).

#### **"What a Waste" Highlights of the ECO Annual Report include:**

- Although residential waste diversion has increased over the past decade, diversion in the industrial, commercial and institutional sectors has decreased, leaving Ontario's overall diversion rate (as calculated in 2008) is still at about 23 per cent – practically the same as it was a decade earlier. This is well below the province's 60 per cent target for 2008. Meanwhile, the amount of waste generated each year has increased over the past decade.
- New and dramatic changes to Ontario's waste diversion framework are needed to move waste reduction and diversion forward.
- According to the ECO, the reasons behind the failures of the current waste diversion system are well known and outlined in four discussion papers and reports by the Ministry of Environment (MOE).
- The report identified several problems that will be of interest to municipal leaders:
  - **The Waste Diversion Act Fails to Prioritize Waste Reduction and Reuse over Recycling:** MOE observed that "while the 3Rs are mentioned in the Act, the Act could be revised to better promote waste reduction, reuse and recycling, in that order. A key policy outcome is greater reduction of waste at the source. Not producing waste in the first place is the best way to move toward zero waste, and provides the greatest environmental benefits and potentially the greatest economic advantages to society."
  - **Skewed Cost Structure Makes Landfill Cheaper than Recycling.** According to MOE, "on average, waste disposal in landfills is one-third to one-half the cost of diversion. However, the long-term environmental costs of landfills are seldom considered when establishing and operating a landfill. The absence of proper accounting for the true costs of waste results in most waste being disposed of in landfills rather than sent for reuse or recycling – the cost structure is not conducive to diverting waste."
  - **Diversion Programs Fail to Cover all Costs.** According to MOE, "the only costs attributable to producers in programs are the costs associated with recycling the material collected within the program. The management costs associated with whatever products and packaging are not collected in an approved waste diversion program are borne elsewhere – either by municipalities and their taxpayers, or by other businesses or consumers."
  - **No Financial Incentives to Reduce Waste.** MOE acknowledges that "current programs under the Act do not encourage producers to focus on waste reduction first, reuse second, and recycling third. Instead, they generally focus on finding the least costly means of collecting and recycling materials." Since steward fees are generally uniform across producers, MOE points out that "there is no direct financial incentive provided to individual producers to reduce their costs through product design, such as designing a product that is easier and cheaper to recycle. The lack of direct financial incentives to improve product design can be an impediment to reducing waste, increasing reuse, and ultimately striving for zero waste."
  - **Lack of Fairness in the Way Costs are Allocated.** Because the Blue Box Program costs are not borne wholly by stewards, but also by municipalities (and therefore taxpayers), MOE observes that "a municipal taxpayer who generates little waste may in fact end up paying into the system more than his or her fair share of the cost of managing the waste he or she generates."

MOE policy proposal have identified a number waste diversion solutions identified such as:

- Shift the basis of Ontario's waste diversion programs from extended producer responsibility (EPR) to individual producer responsibility (IPR), i.e., make individual producers fully responsible for meeting waste diversion requirements for both residential and IC&I waste
  - Ban designated materials from disposal
  - Reduce steward fees proportional to the expansion of the reuse of their products
  - Prohibit producers and retailers from making their environmental management costs (i.e., steward fees) visible as separate charges at point of sale. MOE notes that requiring producers to internalize these costs as another factor of production (which can be mitigated through product design, manufacturing and packaging decisions) acts as an incentive to reduce both the costs and the waste associated with their products
  - Require retailers to take back products at end-of-life
  - Set mandatory waste diversion targets for municipalities
  - Streamline the governance and administration of waste diversion programs by: clarifying the roles and responsibilities; introducing a clearer set of checks and balances; introducing more effective compliance tools and penalties; and expanding the composition of industry funding organization Boards of Directors to include non-industry representatives

Please note that many of these proposals have significant municipal implications which have not been analyzed to date, however they are listed so that readers can get an understanding of the range of potential policy proposals.

As the Environmental Commissioner pointed out, Ontario's current waste diversion strategy has followed over a decade of consultation and reports. Ontario needs a waste management strategy that holds industry responsible for the waste they create, ensures that property taxpayers are not left holding the bag on waste management costs, and prevents dangerous toxins being released into our environment. AMO looks forward to working with the ECO, the provincial government, and stewards on a more active and fairer waste management approach for Ontario. Waste management continues to be one of AMO's key priorities.

Also included in the 2010/11 ECO's Annual Report, were other topics of interest to municipal leaders:

- Land Use Planning – Natural Heritage System Planning, Conservation Authorities
  - Recommendation- that MNR, in association with Conservation Ontario, review and update floodplain maps in Ontario in order to adapt them to impacts from climate change.
  - Recommendation- that MNR develop a coarse-scale, overarching natural heritage system for Southern Ontario.
- Species-at-Risk (ECO is critical of the inadequacy of government response statements)
  - Recommendation- that MNR ensure that government response statements clearly articulate the actions that the Ontario government will and will not take to protect and recover species at risk.
- Source Water Protection Planning
  - Recommendation- that MOE develop Great Lake targets and ensure that Great Lakes policies are included in the source protection planning process.
  - Recommendation- that MOE update the Provincial Water Quality Objective for Total Phosphorus to reflects individual lake sensitivity and watershed-level cumulative effects
- Municipal Water Sustainability Plans – Management of municipal water, wastewater and stormwater services
  - Recommendation- that MOE require stormwater management facility owners or operators to monitor and maintain all stormwater management infrastructure in Ontario.

#### Links:

- [What a Waste: Failing to Engage Waste Reduction Solutions](#)
- [AMO news release of November 29, 2011](#)

AMO Contact: Monika Turner, Director of Policy, e-mail [MTurner@amo.on.ca](mailto:MTurner@amo.on.ca) (416) 971-9856 ext 318.



AMO Policy Update  
December 1, 2011

Ontario One Act

### Ontario One Call Act re-introduced in Legislature

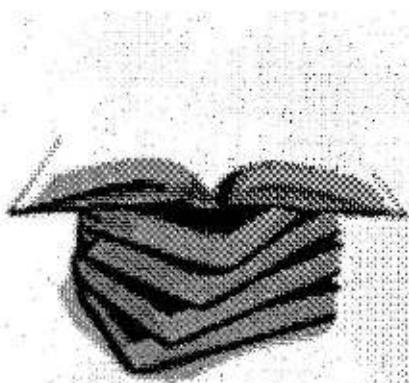
On November 24th, the Member for Sarnia-Lambton, Bob Bailey re-introduced his Private Members Bill, the Ontario One Call Act. The legislation makes it mandatory for Ontarians to contact a call centre to request locations of underground infrastructure such as gas lines, television cables and electrical wires before digging. If passed, municipalities operating any underground infrastructure such as sewers or drinking water distribution pipes would be required to join Ontario One Call.

The Bill, which was incorporated into the Progressive Conservative Party's election platform, designates Ontario One Call as the monopoly call centre responsible for handling locate requests and requires all owners of underground infrastructure such as cable companies, electricity distributors, natural gas suppliers and municipalities to join the organization. Ontario One Call contacts the locate provider for the infrastructure owner or the owner themselves upon receiving a call from a contractor or the public. Locates must be dispatched within a specified time to ensure minimal delays to work. To cover costs, Ontario One Call charges a fee to members for calls received.

Ontario One Call seeks to reduce the duplication for contractors and residents who must now contact each infrastructure owner to request a locate. Municipalities currently offer these services to contractors and residents, frequently integrated with building and water departments. The Bill would replace the first response to calls currently fielded by municipal staff, however the responsibility for providing locates will still reside with the infrastructure owner.

By creating a mandatory call centre, the Ontario One Call Act will impact the municipal sector, however, specific impacts may vary from municipality to municipality depending on the type and extent of underground infrastructure. If made mandatory, Ontario would be the first province in Canada with a province-wide mandatory one call system.

AMO will continue to monitor this Bill and report to membership as information becomes available.



### > *Elected Official Trainings and Workshops*

AMO workshops and sessions are open to all municipal elected officials and staff, unless otherwise specified. AMO is also able to provide any of the workshops listed as in-house sessions developed and personalized for your municipality, and can be opened up to include Council Members, Municipal Staff, Committees, Boards and Chairs.

For more information on the sessions please use the navigations buttons on the left or click on the name of the training below.

Location	Effective Meetings Series	EMCP 2 - Challenges of 2011 & Beyond - An Overview
Clarion Resort - NORTH BAY	Tuesday January 10	Wednesday January 11
Highwayman Inn and Conference Centre - ORILLIA	Thursday January 12	Friday January 13
Location TBD - LONDON	Wednesday January 18	Thursday January 19
Holiday Inn - KINGSTON	Tuesday January 24	Wednesday January 25
Holiday Inn Waterfront - PETERBOROUGH	Thursday January 26	Friday January 27
Travelodge Airlane - THUNDER BAY	Thursday February 2	Friday February 3

Contact Special Events at [events@amo.on.ca](mailto:events@amo.on.ca) or at (416) 971-9856 ext. 330

5(b)

Joseph M. Fratesi, B.A., J.D. (LL.B.)  
Chief Administrative Officer



99 Foster Drive  
P.O. Box 580, Civic Centre  
Sault Ste. Marie, Ontario  
Canada, P6A 5N1  
(705) 759-5347  
(705) 759-5952 (Fax)  
E-Mail:  
[jfratesi@cityssm.on.ca](mailto:jfratesi@cityssm.on.ca)  
[b.berlingieri@cityssm.on.ca](mailto:b.berlingieri@cityssm.on.ca)

2011 12 05

Mayor Debbie Amaro and  
Members of City Council  
Civic Centre

**RE: STAFF TRAVEL REQUESTS**

Dear Council:

The following staff travel requests are presented to you for approval:

1. **William Freiburger - Finance**  
Northeast Treasurer's Forum  
December, 2011  
Sudbury, Ontario  
Estimated total cost to the City - \$ 376.63  
Estimated net cost to the City - \$ 376.63
  
2. **Peter Liepa – Finance – Tax & Licence Division**  
MPAC's "Partners in Excellence" Session  
January, 2012  
Ajax, Ontario  
Estimated total cost to the City - \$ 692.00  
Estimated net cost to the City - \$ 692.00

Yours truly,

JMF:bb

Joseph M. Fratesi  
Chief Administrative Officer

Tim Gowans  
Manager of Purchasing



Finance Department  
Purchasing Division

Celebrate 100!  
\*1912 - 2012\*

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

#### **RE: TENDER FOR CARPET REPLACEMENT – CIVIC CENTRE**

##### **PURPOSE**

Attached hereto for your information and consideration is a summary of the tenders received for the Replacement of Carpeting in the Civic Centre as required by the Building Services Division of the Engineering & Planning Department.

##### **BACKGROUND**

The tender was publicly advertised and tender documents forwarded to all firms on our bidders lists. A public opening of the tenders was held November 24, 2011 with City Clerk, Malcolm White, present.

##### **ANALYSIS**

The tenders received have been thoroughly evaluated and reviewed with Mr. Roger Caron, Supervisor of Building Services, and the low tendered price, meeting specifications, has been indicated on the attached summary.

##### **IMPACT**

The 2011 Supplementary Budget allocated \$50,000.00 for this project.

##### **STRATEGIC PLAN**

This replacement is listed in the Strategic Plan as an activity in Strategic Direction 1 Objective 1C.

##### **RECOMMENDATION**

It is therefore my recommendation that the tender for the Replacement of Carpeting at the Civic Centre, be awarded to Superior Tile & Floor Coverings (Sault) Ltd., Sault Ste Marie, at their low tendered price of \$47,791.09, including HST.

-More-

5(e)

2011 12 05  
Page 2

This report is submitted for Council's approval.

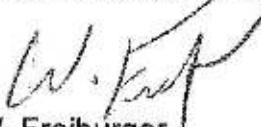
Respectfully submitted,

  
Tim Gowans

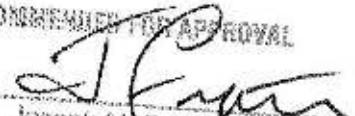
Manager of Purchasing

TG:nt  
Attach.

Recommended for approval,

  
W. Freiburger

Commissioner of Finance & Treasurer

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fazio  
Chief Administrative Officer

SUMMARY OF TENDERS  
CARPET REPLACEMENT - CIVIC CENTRE

Firm	Tendered Prices per Area - Taxes Extra					Total Tendered Price (inc. H.S.T.)	Remarks
	Level 3 Council Chambers	Level 3 Common Areas	Level 4 Common Areas	Level 5 Common Areas			
Dionisi & Sons Sault Ste. Marie, ON	\$15,900.00	\$22,200.00	\$9,800.00	\$5,340.00	\$60,161.20	Meets Specifications Supply & Installation - 75 w/days	
Floorman Sault Ste. Marie, ON	\$16,825.00	\$22,700.00	\$17,300.00	\$13,100.00	\$81,275.25	Meets Specifications Supply & Installation - 90 w/days	
House of Broadloom Sudbury, ON	\$16,486.00	\$31,788.00	\$12,486.00	\$7,495.00	\$77,107.81	Meets Specifications Supply & Installation - 45 w/days	
Instyle Floor Coverings Sault Ste. Marie, ON	\$13,748.55	\$21,841.83	\$12,308.15	\$7,160.00	\$62,216.14	Meets Specifications Supply & Installation - 12-14 w/days	
Lyons Timbr-Mart Sault Ste. Marie, ON	\$13,889.04	\$19,803.69	\$9,057.58	\$4,537.38	\$53,435.09	Meets Specifications Supply & Installation - 30 w/days	
New Life Bath & Kitchen Sault Ste. Marie, ON	\$17,316.00	\$26,388.60	\$11,419.50	\$6,772.50	\$69,943.05	Meets Specifications Supply & Installation - 45 w/days	
Superior Tile & Floor Coverings Sault Ste. Marie, ON	\$10,859.00	\$17,731.00	\$8,588.00	\$5,115.00	\$47,791.00	Meets Specifications Supply & Installation - 45 w/days	
United Floors Sault Ste. Marie, ON	\$15,722.00	\$23,073.00	\$11,835.00	\$8,600.00	\$64,669.00	Meets Specifications Supply & Installation - 90 w/days	

NOTE: The low tendered price, meeting specifications is boxed above.  
It is my recommendation that the low tendered price, meeting specifications, as submitted by Superior Tile & Floor Covering be accepted.

Tim Gowans  
Manager of Purchasing

**Tim Gowans**  
**Manager of Purchasing**



**Finance Department**  
**Purchasing Division**

*Celebrate 100!*  
*\*1912 ~ 2012\**

2011 12 05

Mayor Debbie Amaroso and  
 Members of City Council

### **RE: TENDER FOR NEW TIRES & TIRE REPAIRS**

#### **PURPOSE**

Attached hereto for your information and consideration are summaries of the tenders received for the supply of New Tires & Tire Repairs as required by the various City Departments and cooperatively for PUC Services Inc., for the year 2012.

#### **BACKGROUND**

The tender was publicly advertised and tender documents mailed to all firms on our bidders lists. A public opening of the tenders received was held November 2, 2011 with Councillor Lou Turco representing City Council.

#### **ANALYSIS**

Each tendered proposal has been carefully evaluated and analyzed as to quality, availability of supply, dependability of vendor and price. Summary sheets have been prepared illustrating the weighted cost ratings, various pricing methods and discounts which will more readily assist you in identifying the proposals offering the lowest cost and greatest value.

#### **IMPACT**

Funding for these parts comes from various Departments Inventory & Maintenance accounts.

#### **STRATEGIC PLAN**

Replacement and maintenance parts are not listed as an activity in the Strategic Plan.

#### **RECOMMENDATION**

The tenders providing the lowest cost rating or prices and offering the greatest value have been identified on their respective summary sheets and are recommended to you for acceptance as follows:

-More-

2011 12 05

Page 2

<u>Tender</u>	<u>Firm</u>	<u>Price/Cost Rating</u>
New Tires & Tire Repairs	Royal Tire Service	\$94,890.35 Cost Rating
New Bus Tires & Tire Repairs	Kal Tires	\$34,594.80 Cost Rating

This report is submitted for Council's approval.

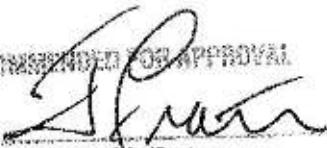
Respectfully submitted,

  
Tim Gowans  
Manager of Purchasing

Recommended for approval,

  
W. Freiburger  
Commissioner of Finance & Treasurer

TG:nt  
Attach.

  
RECOMMENDED FOR APPROVAL  
Joseph M. Frates  
Chief Administrative Officer

FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Multi Department Inventory & Maintenance Charge Out Items

RECEIVED: November 1, 2011  
FILE: #2011WA24

SUMMARY OF TENDERS  
NEW TIRES AND TIRE REPAIRS

G.C.R. TIRE CENTRES SSM, ON							KAL TIRE SSM, ON							ROYAL TIRE SERVICE SSM, ON						
NEW TIRES	QTY	UNIT LIST	DISC.	UNIT NET	TOTAL	UNIT LIST	DISC.	UNIT NET	TOTAL	UNIT LIST	DISC.	UNIT NET	TOTAL	UNIT LIST	DISC.	UNIT NET	TOTAL			
LT225/75 R16 HT	28	327.00	48.00%	170.04	4,761.12	327.00	48.00%	170.04	4,761.12	265.30	12.00%	222.64	6,292.36	258.00	12.00%	227.04	6,545.60			
LT225/75 R16 AT	20	337.00	48.00%	175.24	3,504.80	337.00	48.00%	175.24	3,504.80	271.00	12.00%	239.48	4,776.96	271.00	12.00%	221.76	1,774.08			
LT225/75 R16 Winter	2	413.00	48.00%	214.76	429.52	413.00	48.00%	214.76	429.52	252.00	12.00%	221.68	1,008.72	274.00	12.00%	195.36	1,562.88			
P245/70R17 AT	8	320.00	48.00%	166.40	1,331.20	320.00	48.00%	166.40	1,331.20	286.00	12.00%	251.68	1,008.72	274.00	12.00%	232.00	1,224.88			
P245/70R17 Winter	4	417.00	48.00%	216.84	867.36	417.00	48.00%	216.84	867.36	254.00	12.00%	223.52	1,585.64	274.00	12.00%	221.76	1,774.08			
P236/70R16 AT	8	274.00	48.00%	142.48	1,139.84	274.00	48.00%	142.48	1,139.84	232.00	12.00%	204.16	1,224.88	274.00	12.00%	221.76	1,774.08			
P235/70R16 Winter	6	379.00	48.00%	197.08	1,182.48	379.00	48.00%	197.08	1,182.48	254.00	12.00%	223.52	1,585.64	274.00	12.00%	221.76	1,774.08			
LT215/85R16 AT	7	322.00	48.00%	167.44	1,172.08	322.00	48.00%	167.44	1,172.08	254.00	12.00%	223.52	1,585.64	274.00	12.00%	221.76	1,774.08			
P205/55R16	2	181.00	48.00%	94.12	188.24	181.00	48.00%	94.12	188.24	176.00	12.00%	156.64	913.28	149.00	12.00%	131.12	202.24			
P195/60R15	2	166.00	48.00%	86.32	172.64	166.00	48.00%	86.32	172.64	141.00	12.00%	124.08	196.32	141.00	12.00%	124.08	196.32			
P195/65R15	4	152.00	48.00%	79.04	316.16	152.00	48.00%	79.04	316.16	15.065.44	15.065.44	15.065.44	15.065.44	15.065.44	15.065.44	15.065.44	15.065.44			
Sub Total:																				
11R22.5 G	20	801.00	37.00%	504.63	10,092.60	801.00	37.00%	504.63	10,092.60	785.00	47.00%	476.08	8,531.00	905.00	47.00%	426.68	7,283.00			
11R22.5 H	17	834.00	37.00%	525.42	8,832.14	834.00	37.00%	525.42	8,832.14	1,232.00	47.00%	652.96	15,671.04	839.00	47.00%	534.77	5,347.73			
315/80R22.5	24	912.00	37.00%	574.56	13,789.44	912.00	37.00%	574.56	13,789.44	1,140.00	47.00%	604.20	2,416.00	854.00	47.00%	3,540.00	3,540.00			
12R22.5 16	10	839.00	37.00%	528.57	5,285.70	839.00	37.00%	528.57	5,285.70	8,540.00	0.00%	3,540.00	3,540.00	45.051.84	45.051.84	45.051.84	45.051.84			
385/65 R22.5	4	1143.00	37.00%	720.09	2,880.36	1143.00	37.00%	720.09	2,880.36	1,140.00	47.00%	604.20	2,416.00	1,232.00	47.00%	652.96	15,671.04			
23.5R25	1	6264.00	35.00%	4,071.60	4,071.60	6264.00	35.00%	4,071.60	4,071.60	9.000.00	9.000.00	9.000.00	9.000.00	9.000.00	9.000.00	9.000.00	9.000.00			
Sub Total:																				
BETREADING		UNIT LIST	DISC.	UNIT NET	TOTAL		UNIT LIST	DISC.	UNIT NET	TOTAL		UNIT LIST	DISC.	UNIT NET	TOTAL		UNIT LIST	DISC.	UNIT NET	TOTAL
11R22.5 DR TRAC DEEP	100	475.84	55.00%	214.13	21,412.80	Pricing Not Provided					393.30	47.00%	176.49	17,649.00	95.00	0.00%	95.00	9,500.00		
Casing	100	90.00	0.00%	90.00	9,000.00	90.00	0.00	90.00	9,000.00	9.000.00	0.00%	9.000.00	9.000.00	9.000.00	0.00%	9.000.00	9.000.00	9.000.00	27,149.00	
Sub Total:																				
FLAT REPAIRS		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL
Passenger & Light Trucks	110		7.00		770.00			20.00		2,200.00			6.00		660.00			7.50		300.00
Trucks to 50,000 GVW	40		9.00		360.00			40.00		1,600.00			20.00		300.00			20.00		1,200.00
Graders & Loaders	15		14.00		210.00			60.00		1,200.00			5.00		5,000.00			5.00		5,000.00
Sub Total:																				
MOUNT/DISMOUNT		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL		UNIT PRICE		UNIT PRICE	TOTAL
Passenger & Light Trucks	400		5.00		2,000.00			5.00		2,000.00			5.00		2,000.00			7.50		1,875.00
Trucks to 50,000 GVW	250		8.00		2,000.00			15.00		3,750.00			20.00		600.00			20.00		4,375.00
Graders & Loaders	30		14.00		420.00			80.00		2,400.00			8.150.00		8.150.00			8.150.00		8.150.00
Sub Total:																				
TOTAL:					\$96,290.08 (H.S.T. extra)					Incomplete (H.S.T. extra)										\$94,980.36 (H.S.T. Extra)

REMARKS

Incomplete Pricing

NOTE: The low tendered prices, meeting specifications, are boxed above.

It is my recommendation that the low tendered prices, meeting specifications, submitted by Royal Tire Service, be accepted for a one (1) year period.

Tim Gowans  
Manager of Purchasing

51

FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Inventory & Maintenance Charge Out Items

RECEIVED: November 1, 2011  
FILE: #2011WA24

SUMMARY OF TENDERS  
NEW BUS TIRES AND RETREADING

G.C.R. TIRE CENTRES SSM, ON					KAL TIRE SSM, ON			ROYAL TIRE SERVICE SSM, ON		
NEW BUS TIRES	QTY	BRAND	UNIT PRICE	TOTAL	BRAND	UNIT PRICE	TOTAL	BRAND	UNIT PRICE	TOTAL
305/70 R22.5 18 PLY	6	BSR 192	669.50	4,017.00	Con. HSU1	625.00	3,750.00	Goodyear MCS	520.00	3,120.00
12 R22.5 R192 16 PLY	14	BSR 192	705.25	9,873.50	Con. HSR2	540.00	7,560.00	Goodyear G152	595.00	8,330.00
Sub Total:				<u>13,890.50</u>			<u>11,310.00</u>			<u>11,450.00</u>
<b>RETREADING</b>			<b>UNIT PRICE</b>	<b>TOTAL</b>	<b>UNIT PRICE</b>			<b>UNIT PRICE</b>		
12R 22.5 16 PLY	30		202.00	6,060.00		205.00	6,150.00		199.50	5,985.00
305/70 R22.5 18 PLY	76		225.00	17,100.00		199.80	15,184.80		199.50	15,162.00
305/70 R22.5 Casings	26		25.00	650.00		75.00	1,950.00		100.00	2,600.00
Sub Total:				<u>23,810.00</u>			<u>23,284.80</u>			<u>23,747.00</u>
<b>TOTAL:</b>				<u>\$37,700.50</u>			<u>\$34,594.80</u>			<u>\$35,197.00</u>
<b>REMARKS</b>			Does not meet Requirements New Tire Supply cannot be guaranteed for 2012			Meets Requirements			Meets Requirements	

NOTE: The low tendered prices, meeting specifications, are boxed above.

It is my recommendation that the low tendered prices, meeting specifications, submitted by KAL Tire, be accepted for a one (1) year period.

Tim Gowans  
Manager of Purchasing

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**Tim Gowans**  
**Manager of Purchasing**



**Finance Department**  
**Purchasing Division**

2011 12 05

Mayor D. Amaroso and  
 Members of City Council

**RE: TENDERS FOR EQUIPMENT – PUBLIC WORKS & TRANSPORTATION DEPT.**

**PURPOSE**

Attached hereto for your information and consideration are the summaries of the tenders received for the supply and delivery of various pieces of equipment required by the Public Works and Transportation Department.

**BACKGROUND**

The tenders were publicly advertised and tender documents forwarded to all firms on our bidders list. A public opening of the tenders received was held November 16, 2011, with Councillor M. Bruni, representing City Council.

**ANALYSIS**

The tenders received have been thoroughly evaluated and reviewed with the Finance Department and with Mr. M. Blanchard, Manager - Equipment/Building Maintenance, and the low tendered prices, meeting specifications, have been identified on their respective summaries.

**IMPACT**

The 2011 P.W.&T. Equipment Reserve Budget allocates \$115,000.00 for the purchase of the Dump Truck and Hoist. The 2011 Cemeteries Reserve Budget allocates \$15,000.00 for the purchase of the Hydraulic Breaker. The total purchase price for all three pieces of equipment is \$103,762.70.

**STRATEGIC PLAN**

This equipment replacement is not an activity listed in the Corporate Strategic Plan.

**RECOMMENDATION**

It is therefore my recommendation that the tenders for equipment be awarded as follows:

-More-

2011 12 05  
Page 2

<u>Item</u>	<u>Supplier</u>	<u>Amount</u>
<i>One (1) 13,500 GVW Crew Cab Dump Truck – Gasoline Powered</i>	<i>Maitland Ford Lincoln</i>	<i>\$55,404.63</i>
<i>One (1) Flatbed Hoist for Truck Mounting</i>	<i>On-Trux Ltd.</i>	<i>\$38,696.57</i>
<i>One (1) Hydraulic Breaker for Backhoe</i>	<i>Primary Equipment Ltd.</i>	<i>\$ 9,661.50</i>

This report is submitted for Council's approval.

Respectfully submitted,

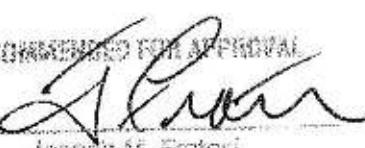
  
Tim Gowans

Manager of Purchasing

TG:nt  
Attach.

Recommended for approval,

  
W. Freiburger  
Commissioner of Finance & Treasurer

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratesi  
Chief Administrative Officer

FINANCE DEPARTMENT  
PURCHASING DIVISION  
Budget Amount: \$65,000.00

Received: November 16, 2011  
File: 2011WA25

**SUMMARY OF TENDERS**  
**ONE (1) 13500 GVW CREW CAB DUMP TRUCK - GASOLINE POWERED**

<u>Firm</u>	<u>Make &amp; Model</u>	<u>Warranty</u>	<u>Total Tendered Price after Trade-In &amp; Taxes</u>	<u>Remarks</u>
Maitland Ford Lincoln Sault Ste. Marie, ON	2012 Ford F450 Twin Equip. Crysteel Deuce	3 yr/60,000 km 3 years plus 2	\$55,404.63	Meets Specifications

Note: The low tendered price, meeting specifications, is boxed above.

Although only one tender was received, it is deemed to be fair and equitable.

It is my recommendation that the low tendered price, meeting specifications, submitted by Maitland Ford Lincoln, be accepted.

Tim Gowans  
Manager of Purchasing

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**FINANCE DEPARTMENT  
PURCHASING DIVISION  
Budget Amount: \$50,000.00**

**Received: November 16, 2011  
File: 2011WA26**

**SUMMARY OF TENDERS  
ONE (1) FLATBED HOIST FOR TRUCK MOUNTING**

<b>Firm</b>	<b>Make &amp; Model</b>	<b>Delivery</b>	<b>Warranty</b>	<b>Total Tendered Price (Including taxes)</b>	<b>Remarks</b>
DEL Equipment Limited Toronto, ON	2011 Swaploader SL-400	20 w/days	4 yr Parts 1 yr Labour	\$45,720.93	Meets Specifications
Lakeway Truck Centre Ltd. Sault Ste. Marie, ON	2011 Swaploader SL-400	25 w/days	4 yr Parts 1 yr Labour	\$47,980.93	Meets Specifications
On-Trux Ltd. Ayr, ON	2011 Stellar Slider 40	50 w/days	1-4 yrs Parts 1 yr Labour	\$38,696.57	Meets specifications

Note: The low tendered price, meeting specifications, is boxed above.

It is my recommendation that the tendered price which includes H.S.T. at 13%, submitted by On-Trux Ltd., be accepted.

**Tim Gowans  
Manager of Purchasing**

(PJC)

FINANCE DEPARTMENT  
PURCHASING DIVISION  
Budget Amount: \$15,000.00

Received: November 16, 2011  
File: 2011WA27

SUMMARY OF TENDERS  
ONE (1) HYDRAULIC BREAKER FOR BACKHOE

Firm	Make & Model	Delivery	Warranty	Total Tendered Price <u>(Including taxes)</u>	Remarks
Equipment World Inc. Sault Ste. Marie, ON	2011 Kent EB150	15 w/days	1 year	\$19,944.50	Does not meet Specifications Weight of Breaker higher than specified Does not include Installation
HD Equipment Sault Ste. Marie, ON	2011 Atlas Copco PB 310	15 w/days	1 year	\$11,074.00	Meets Specifications
NORTRAX Canada Inc. Lively, ON	2011 NPK GH3	20 w/days	1 year	\$19,882.35	Meets Specifications
Primary Equipment Ltd. Sudbury, ON	2011 Jackal S50	5 w/days	1 year/ 1500 hrs	\$9,661.50	Meets Specifications
STRONGCO Ltd. Mississauga, ON	2011 Allied HR290	14-21 w/days	1 year	\$13,503.50	Meets Specifications
Toromont CAT Sault Ste. Marie, ON	2011 CAT H90CSFT	7 w/days	1 year	\$28,101.97	Does not meet Specifications Weight of Breaker higher than specified Working Tool Diameter greater than specified
Tracks & Wheels Equip. Brokers Sault Ste. Marie, ON	2012 General GB 3T	90 w/days	1 year	\$17,378.27	Meets Specifications
Alt.	2009 General GB 3T	7-14 w/days	none	\$15,875.37	Does not meet Specifications Demonstrator - No Warranty

Note: The low tendered price, meeting specifications, is boxed above.

It is my recommendation that the tendered price which includes H.S.T. at 13%, submitted by Primary Equipment Ltd., be accepted.

Tim Gowans  
Manager of Purchasing

(675)

Tim Gowans  
Manager of Purchasing



Finance Department  
Purchasing Division

Celebrate 100!  
\*1912 - 2012\*

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

### **RE: TENDER FOR AUTOMOTIVE SUPPLIES**

#### **PURPOSE**

Attached hereto for your information and consideration are summaries of the tenders received for the supply of Automotive Supplies as required by the various City Departments and cooperatively for PUC Services Inc., for the year 2012.

#### **BACKGROUND**

The tender was publicly advertised and tender documents mailed to all firms on our bidders lists. A public opening of the tenders received was held November 2, 2011 with Councillor Susan Myers representing City Council.

#### **ANALYSIS**

Each tendered proposal has been carefully evaluated and analyzed as to quality, availability of supply, dependability of vendor and price. Summary sheets have been prepared illustrating the weighted cost ratings, various pricing methods and discounts which will more readily assist you in identifying the proposals offering the lowest cost and greatest value.

#### **IMPACT**

Funding for these parts comes from various Departments Inventory & Maintenance accounts.

#### **STRATEGIC PLAN**

Replacement and maintenance parts are not listed as an activity in the Strategic Plan.

#### **RECOMMENDATION**

The tenders providing the lowest cost rating or prices and offering the greatest value have been identified on their respective summary sheets and are recommended to you for acceptance as follows:

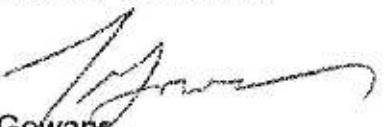
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Page 2

<u>Tender</u>	<u>Firm</u>	<u>Price/Cost Rating</u>
Automotive Fasteners	Rastall Nuts & Bolts	\$368.15 Cost Rating
Automotive Lamps	Atlas Auto Parts	\$ 61.67 Cost Rating
Automotive Filters	Lakeway Truck Centre	\$127.99 Cost Rating
Automotive Belts & Hoses	Lakeway Truck Centre	\$258.97 Cost Rating
Protective Lighting	Lakeway Truck Centre	\$231.60 Cost Rating
Automotive Batteries	Partsource	\$710.92 Cost Rating
Floor Dry Compound	Traction	\$0.3995 per lb.

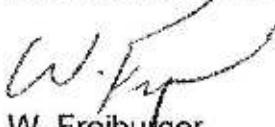
This report is submitted for Council's approval.

Respectfully submitted,

  
Tim Gowans  
Manager of Purchasing

TG:nt  
Attach.

Recommended for approval,

  
W. Freiburger  
Commissioner of Finance & Treasurer

RECOMMENDED FOR APPROVAL  
  
Joseph M. Frakus  
Chief Administrative Officer

**FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Multi Department Inventory & Maintenance Charge Out Items**

**RECEIVED: November 2, 2011  
FILE: 2011WA23**

**SUMMARY OF TENDERS  
AUTOMOTIVE FASTENERS AND RELATED ITEMS**

<b>DESCRIPTION</b>	<b>Barnes Distribution Cleveland, OH</b>			<b>Rastall Nut &amp; Bolt Sault Ste. Marie, ON</b>		
	<b>Net List</b>	<b>Disc.</b>	<b>Net/100</b>	<b>Net List</b>	<b>Disc</b>	<b>Net/100</b>
1/4" x 1" NF Gr.5 Cap Screw	\$11.81	73.98%	\$3.07	\$3.65	10.00%	\$3.29
1/4" x 1-1/2" NF Gr. 5 Cap Screw	\$23.44	67.25%	\$7.68	\$5.84	10.00%	\$5.26
1/4" NF Gr. 5 Hex Nut	\$17.11	93.60%	\$1.10	\$1.05	10.00%	\$0.95
5/16" x 1" NF Gr.5 Cap Screw	\$16.50	74.56%	\$4.20	\$5.10	10.00%	\$4.59
5/16" x 1-1/2" NF Gr.5 Cap Screw	\$25.19	67.25%	\$8.25	\$8.78	10.00%	\$7.90
5/16" NF Gr. 5 Hex Nut	\$20.59	89.67%	\$2.13	\$1.50	10.00%	\$1.32
7/8" x 2" NF Gr.5 Cap Screw	\$392.79	69.80%	\$118.62	\$116.95	10.00%	\$105.26
7/8" x 3" NF Gr.5 Cap Screw	\$478.02	76.49%	\$112.38	\$122.40	10.00%	\$110.16
7/8" NF Gr. 5 Hex Nut	\$297.58	92.91%	\$21.10	\$31.75	10.00%	\$28.58
3/8" x 1-1/2" Carriage Gr.5	\$42.96	86.08%	\$5.98	\$8.10	10.00%	\$7.29
3/8" NC Gr. 5 Hex Nut	\$25.92	93.60%	\$1.66	\$2.10	10.00%	\$1.89
5/8" x 2" Gr. 8 FL Plow Bolt	\$195.22	78.87%	\$41.25	\$42.75	10.00%	\$38.48
5/8" x 2-1/2" Gr. 8 FL Plow Bolt	\$233.83	79.60%	\$47.70	\$45.60	10.00%	\$41.04
5/8" NF Gr. 8 Hex Nut	\$97.86	91.84%	\$7.99	\$13.45	10.00%	\$12.13
	<b>\$383.11</b>			<b>\$368.15</b>		

Does not meet specifications  
Incomplete Pricing Schedule  
Provided

Meets Specifications

Note: The low tendered prices (H.S.T. extra) are boxed above.

It is my recommendation that the low tendered prices, submitted by Rastall Nut & Bolt, be accepted.

Tim Gowans  
Manager of Purchasing

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**FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Multi Department Inventory & Maintenance Charge Out Items**

**RECEIVED: November 2, 2011  
FILE: 2011WA23**

**SUMMARY OF TENDERS  
AUTOMOTIVE LAMPS & MINI BULBS**

<b>Atlas Auto Parts</b> <b>Sault Ste. Marie, ON</b>			
G.E.	Jobber	Disc.	Net
57	\$0.59	30%	\$0.41
194	\$0.61	30%	\$0.43
1003	\$0.88	30%	\$0.62
1004	\$0.86	30%	\$0.60
1156	\$0.48	30%	\$0.34
1157	\$0.48	30%	\$0.34
3057NA	\$1.99	30%	\$1.39
3156	\$1.22	30%	\$0.85
3157	\$1.00	30%	\$0.70
4413	\$9.09	30%	\$6.36
4415A	\$9.86	30%	\$6.90
4570	\$16.52	30%	\$11.56
H4651	\$10.32	30%	\$7.22
H4656HO	\$14.82	30%	\$10.37
H6054	\$11.11	30%	\$7.78
9004LL	\$8.28	30%	\$5.80
			<b>\$61.67</b>
Meets Specifications			

<b>Lakeway Truck Centre</b> <b>Sault Ste. Marie, ON</b>			
G.E.	List	Disc.	Net
57	\$0.40	26%	\$0.30
194	\$0.33	26%	\$0.24
1003	\$0.83	26%	\$0.61
1004	\$0.87	26%	\$0.64
1156	\$0.62	26%	\$0.46
1157	\$0.49	26%	\$0.36
3057A	\$1.84	26%	\$1.36
1156	\$0.62	26%	\$0.46
1157	\$0.49	26%	\$0.36
4413	\$9.95	26%	\$7.36
4415A	\$12.40	26%	\$9.18
4570	\$18.60	26%	\$13.76
H4651	\$8.43	26%	\$6.24
H4656HO	\$14.94	26%	\$11.06
H6054	\$10.28	26%	\$7.61
9004LL	\$6.08	26%	\$4.50
			<b>\$64.50</b>
Meets Specifications			

<b>Traction</b> <b>Sault Ste. Marie, ON</b>			
G.E.	List	Disc.	Net
57	\$0.97	49%	\$0.49
194	\$0.65	49%	\$0.33
1003	\$1.55	49%	\$0.79
1004	\$1.61	49%	\$0.82
1156	\$0.90	49%	\$0.46
1157	\$0.90	49%	\$0.46
3057A	\$3.50	49%	\$1.79
3156	\$2.08	49%	\$1.06
3157	\$1.65	49%	\$0.84
4413	\$20.83	49%	\$10.62
4415A	\$21.55	49%	\$10.99
4570	\$35.01	49%	\$17.86
H4651	\$13.35	49%	\$6.81
H4656HO	\$25.68	49%	\$13.10
H6054	\$16.04	49%	\$8.18
9004LL	\$12.13	49%	\$6.19
			<b>\$80.79</b>
Meets Specifications			

Note: The low tendered prices (H.S.T. extra) are boxed above.  
It is my recommendation that the low tendered prices, as submitted by Altas Auto Parts  
Truck Centre, be accepted.

Tim Gowans  
Manager of Purchasing

(5h)

**FINANCE DEPARTMENT**  
**PURCHASING DIVISION**  
**BUDGET: Multi Department Inventory & Maintenance Charge Out Items**

RECEIVED: November 2, 2011  
FILE: 2011WA23

**SUMMARY OF TENDERS**  
**AUTOMOTIVE AIR & OIL FILTERS**

Atlas Auto Parts Sault Ste. Marie, ON				Lakeway Truck Centre Sault Ste. Marie, ON				TMS Sault Ste. Marie, ON				Traction Sault Ste. Marie, ON			
Wix	List	Disc	Net	Fleetguard	List	Disc	Net	Donaldson	List	Disc	Net	Donaldson	List	Disc	Net
51971	\$17.86	33%	\$11.97	LF 3020	\$18.74	74%	\$4.87	P55 2100	\$20.40	40%	\$12.24	P55 2100	\$20.40	65%	\$7.14
51749	\$21.88	33%	\$14.65	LF 777	\$26.41	74%	\$6.87	P55 0777	\$25.28	40%	\$15.17	P55 0777	\$25.28	65%	\$8.85
51791MP	\$10.66	33%	\$7.14	LF 687	\$11.96	74%	\$3.08	P55 4004	\$11.50	40%	\$6.90	P55 3191	\$12.02	65%	\$4.21
51970MP	\$19.14	33%	\$12.82	FF 3223	\$23.68	74%	\$6.16	P55 1670	\$21.82	40%	\$13.09	P55 1670	\$21.82	65%	\$7.64
33630	\$33.52	33%	\$22.46	FS 19521	\$42.65	74%	\$11.08	P55 0436	\$36.12	40%	\$21.67	P55 0436	\$36.12	65%	\$12.64
33626	\$15.20	33%	\$10.18	FF 5321	\$14.91	74%	\$3.88	P55 1315	\$15.48	40%	\$9.29	P55 1315	\$15.48	65%	\$5.42
33118	\$9.60	33%	\$6.43	FF 5207	\$9.62	74%	\$2.50	P55 6915	\$10.04	40%	\$6.02	P55 6915	\$10.04	65%	\$3.51
33120	\$9.60	33%	\$6.43	FF 5206	\$9.80	74%	\$2.50	P55 6916	\$10.02	40%	\$6.01	P55 6916	\$10.02	65%	\$3.51
51731	\$88.63	33%	\$59.38	HF 6586	\$108.02	74%	\$26.09	P18 5659	\$93.53	40%	\$56.12	P18 5659	\$93.53	65%	\$32.74
R20C10B			\$0.00	HF 55209	\$34.29	74%	\$8.92	P17 1539	\$45.88	40%	\$27.53	P17 1539	\$45.88	65%	\$16.06
46390	\$20.60	33%	\$13.80	AF 1818	\$14.50	74%	\$3.77	P53 6433	\$16.97	40%	\$10.18	P53 6433	\$16.97	65%	\$5.94
42966	\$52.81	33%	\$35.38	AF 863	\$68.54	74%	\$16.22	P18 1007	\$59.88	40%	\$35.93	P18 1007	\$59.88	65%	\$20.96
46883	\$71.09	33%	\$47.63	AF 1963	\$68.82	74%	\$17.89	P15 3551	\$78.72	40%	\$47.23	P15 3551	\$78.72	65%	\$27.65
46744	\$45.27	33%	\$30.33	AF 25667	\$50.71	74%	\$13.18	P53 2966	\$52.44	40%	\$31.46	P53 2966	\$52.44	65%	\$18.35
			<u>\$278.60</u>				<u>\$127.99</u>				<u>\$298.84</u>				<u>\$174.52</u>
Incomplete Pricing				Meets Specifications				Meets Specifications				Meets Specifications			

Note: The low tendered prices are boxed above.

Pricing showing does not include applicable H.S.T. & Stewardship Ontario Levies.  
It is my recommendation that the low tendered prices, submitted by Lakeway Truck  
Centre, be accepted.

Tim Gowans  
Manager of Purchasing

5(h)

## FINANCE DEPARTMENT

## PURCHASING DIVISION

BUDGET: Multi Department Inventory &amp; Maintenance Charge Out Items

RECEIVED: November 2, 2011

FILE: 2011WA23

**SUMMARY OF TENDERS**  
**AUTOMOTIVE BELTS & HOSES**

Atlas Auto Parts Sault Ste. Marie, ON				Lakeway Truck Centre Sault Ste. Marie, ON				Partsource # 797 Sault Ste. Marie, ON				TMS Sault Ste. Marie, ON				Traction Sault Ste. Marie, ON			
Dayco	List	Disc.	Net	Goodyear	List	Disc.	Net	Goodyear	Jobber	Disc.	Net	Dayco	Jobber	Disc.	Net	Goodyear	List	Disc.	Net
15500	\$14.08	23%	\$10.84	15520	\$12.50	41%	\$7.38	15506	\$14.18	30%	\$9.93	15500	\$14.08	10%	\$12.67	15506	\$27.24	55%	\$12.28
15595	\$17.78	23%	\$13.68	15545	\$14.50	41%	\$5.56	15595	\$16.37	30%	\$11.46	15590	\$18.26	10%	\$14.63	15595	\$31.44	55%	\$14.15
17340	\$14.69	23%	\$11.31	L17341	\$19.74	41%	\$7.16	L17341	\$15.01	30%	\$10.51	17340	\$14.69	10%	\$13.22	L17341	\$28.83	55%	\$12.97
17660	\$22.12	23%	\$17.03	L17661	\$26.54	41%	\$10.07	L17661	\$22.41	30%	\$15.89	17660	\$22.12	10%	\$19.91	L17661	\$43.03	55%	\$19.36
24490	\$14.94	23%	\$11.50	24493	\$18.95	41%	\$7.18	24493	\$21.01	30%	\$14.71	24490	\$20.64	10%	\$18.58	24493	\$40.36	55%	\$18.10
L443	\$32.83	75%	\$9.21	84430	\$12.95	41%	\$7.64	84430	\$12.39	30%	\$8.67	L443	\$32.83	10%	\$29.55	84430	\$26.45	55%	\$11.90
L535	\$34.87	75%	\$8.72	85350	\$16.50	41%	\$6.74	85350	\$13.93	30%	\$9.75	L535	\$34.87	10%	\$31.38	85350	\$29.75	55%	\$13.39
L557	\$53.30	75%	\$13.33	L85570	\$27.50	41%	\$10.20	L85570	\$21.22	30%	\$14.85	L557	\$53.30	10%	\$47.97	L85570	\$45.31	55%	\$20.39
5060735	\$26.76	23%	\$22.15	4060735	\$27.01	41%	\$16.47	4060735	\$28.98	30%	\$20.29	5060735	\$28.76	10%	\$25.88	4060735	\$55.64	55%	\$25.04
5060875	\$38.09	23%	\$29.33	4060872	\$31.94	41%	\$18.74	4060872	\$34.81	30%	\$24.37	5060875	\$38.09	10%	\$34.29	4060872	\$66.85	55%	\$30.08
5060970	\$26.98	23%	\$20.77	4060970	\$34.50	41%	\$20.36	4060970	\$27.38	30%	\$19.17	5060970	\$26.98	10%	\$24.39	4060970	\$52.61	55%	\$23.67
5061030	\$31.84	23%	\$24.52	4061030	\$46.55	41%	\$26.30	4061030	\$32.45	30%	\$22.72	5061030	\$31.84	10%	\$28.66	4061030	\$62.33	55%	\$28.05
5080620	\$43.56	23%	\$38.54	L4080620	\$38.02	41%	\$16.53	4080620	\$42.53	30%	\$29.77	5080620	\$43.58	10%	\$39.20	4080620	\$81.70	55%	\$36.77
5080630	\$40.78	23%	\$31.40	L4080630	\$61.86	41%	\$37.70	L4080630	\$41.40	30%	\$28.98	5080630	\$40.78	10%	\$36.70	4080630	\$79.51	55%	\$35.78
5080990	\$46.52	23%	\$35.82	L4080990	\$74.88	41%	\$44.19	L4080990	\$48.45	30%	\$33.92	5080990	\$46.52	10%	\$41.87	4080990	\$93.05	55%	\$41.87
			\$292.15				\$258.97												\$343.84
				Meets Specifications				Meets Specifications				Meets Specifications				Meets Specifications			

Note: The low tendered prices (H.S.T. &amp; Stewardship Ontario Fees extra) are boxed above.

It is my recommendation that the low tendered prices, submitted by Lakeway Truck Centre, be accepted.

Tim Gowans  
Manager of Purchasing

5/25

SUMMARY OF TENDERS  
AUTOMOTIVE PROTECTIVE LIGHTING

Atlas Auto Parts Sault Ste. Marie, ON				Lakeway Truck Centre Sault Ste. Marie, ON				TMS Sault Ste. Marie, ON				Traction Sault Ste. Marie, ON			
Grote	Jobber	Disc	Net	Grote	List	Disc	Net	Grote	Jobber	Disc	Net	Grote	List	Disc	Net
12020	\$57.50	30%	\$40.25	12020	\$79.06	51%	\$38.74	12020	\$57.50	20%	\$46.00	12020	\$66.34	40%	\$39.80
12183	\$19.50	30%	\$13.65	12183	\$18.86	51%	\$9.00	12183	\$19.50	20%	\$15.60	12183	\$17.15	40%	\$10.29
44710	\$20.90	30%	\$14.63	44710	\$16.70	51%	\$8.16	44710	\$20.90	20%	\$16.72	44710	\$18.68	40%	\$11.21
45812	\$2.07	30%	\$1.45	45812	\$2.22	51%	\$1.39	45812	\$2.07	20%	\$1.66	45812	\$2.02	40%	\$1.21
50862	\$8.25	30%	\$5.78	50862	\$10.94	51%	\$5.36	50862	\$8.25	20%	\$6.60	50862	\$9.91	40%	\$5.95
52772	\$6.20	30%	\$4.34	52772	\$5.86	51%	\$2.67	52772	\$6.20	20%	\$4.96	52772	\$5.62	40%	\$3.37
52892	\$9.75	30%	\$6.83	52892	\$9.02	51%	\$4.42	52892	\$9.75	20%	\$7.80	52892	\$10.04	40%	\$6.02
53103	\$8.15	30%	\$5.71	53103	\$10.54	51%	\$5.16	53103	\$8.15	20%	\$6.52	53103	\$9.79	40%	\$5.87
53712	\$34.00	30%	\$23.80	53712	\$45.06	51%	\$22.08	53712	\$34.00	20%	\$27.20	53712	\$40.84	40%	\$24.50
53762	\$36.15	30%	\$25.31	53762	\$47.90	51%	\$23.47	53762	\$36.15	20%	\$28.92	53762	\$43.43	40%	\$26.06
64271	\$100.00	30%	\$70.00	64271	\$132.54	51%	\$64.94	64271	\$100.00	20%	\$80.00	64271	\$125.27	40%	\$75.16
73040	\$35.50	30%	\$24.85	73040	\$32.76	51%	\$16.05	73040	\$35.50	20%	\$28.40	73040	\$30.77	40%	\$18.46
82-1010	\$10.40	30%	\$7.28	82-1010	\$8.98	51%	\$4.40	82-1010	\$10.40	20%	\$8.82	82-1010	\$7.69	40%	\$4.61
82-1015	\$13.50	30%	\$9.45	82-1015	\$19.04	51%	\$9.33	82-1015	\$13.50	20%	\$10.80	82-1015	\$16.91	40%	\$10.15
82-1020	\$8.30	30%	\$5.81	82-1020	\$11.42	51%	\$5.69	82-1020	\$8.30	20%	\$6.64	82-1020	\$8.13	40%	\$4.88
82-1021	\$6.05	30%	\$4.24	82-1021	\$8.32	51%	\$4.08	82-1021	\$6.05	20%	\$4.84	82-1021	\$5.60	40%	\$3.36
82-1030	\$3.00	30%	\$2.10	82-1030	\$3.14	51%	\$1.64	82-1030	\$3.00	20%	\$2.40	82-1030	\$2.97	40%	\$1.78
90303	\$1.45	30%	\$1.02	90303	\$1.94	51%	\$0.95	90303	\$1.45	20%	\$1.16	90303	\$1.81	40%	\$1.09
91302	\$12.05	30%	\$8.44	91302	\$2.62	51%	\$1.28	91302	\$12.05	20%	\$9.64	91302	\$14.47	40%	\$8.68
91950	\$5.30	30%	\$3.71	91950	\$4.24	51%	\$2.08	91950	\$5.30	20%	\$4.24	91950	\$4.84	40%	\$2.90
			\$278.65				\$231.60				\$318.42				\$265.35
Meets Specifications				Meets Specifications				Meets Specifications				Meets Specifications			

Note: The low tendered prices (H.S.T. extra) are boxed above.

It is my recommendation that the low tendered prices, submitted by Lakeway Truck Centre, be accepted.

Tim Gowans  
Manager of Purchasing

5(h)

**FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Multi Department Inventory & Maintenance Charge Out Items**

RECEIVED: November 2, 2011  
FILE: 2011WA23

**SUMMARY OF TENDERS  
AUTOMOTIVE BATTERIES**

Atlas Auto Parts Sault Ste. Marie, ON				Lakeway Truck Centre Sault Ste. Marie, ON				Paraiso Corp & 797 Sault Ste. Marie, ON				TMS Sault Ste. Marie, ON				Traction Sault Ste. Marie, ON			
Transcanada	Net	Disc	Net	Exide	List	Disc	Net	Magnacharge	Net	Disc	Net	Interstate	Retail	Disc	Net	East Penn/HD	Net	Disc	Net
30H90	\$80.57	0%	\$80.57	INTHP31DW	\$130.67	30%	\$91.47	30H650	\$82.00	0%	\$82.00	20H-VHD	\$149.95	15%	\$127.40	315/31P	\$98.15	0%	\$98.15
8D115	\$179.95	0%	\$179.95	COM8DPC	\$241.09	30%	\$168.78	8D1250	\$155.50	0%	\$155.50	8D-MHD	\$267.95	15%	\$244.76	8DHD	\$225.00	0%	\$225.00
24F75	\$66.97	0%	\$66.97	78DTB4SZC	\$126.57	30%	\$98.60	24F900	\$74.86	0%	\$74.86	C24F-XHD	\$195.95	15%	\$155.56	24MF	\$82.00	0%	\$82.00
27F70	\$70.74	0%	\$70.74	27F60W	\$102.54	30%	\$71.78	27F900	\$79.26	0%	\$79.26	C27F-XHD	\$146.95	15%	\$124.91	DT24/74	\$107.35	0%	\$107.35
8D140	\$199.56	0%	\$199.56	COMRDC312	\$256.46	30%	\$179.52	8D160083T	\$173.95	0%	\$173.95	8D-MHD & TERM-P30	\$307.90	15%	\$261.72	6DHD5	\$225.00	0%	\$225.00
40110	\$151.85	0%	\$151.85	COM4DPC	\$229.92	30%	\$160.94	401280	\$186.25	0%	\$186.25	4D-XHD	\$246.95	15%	\$209.91	40HD	\$160.41	0%	\$160.41
					\$729.66		\$761.07								\$1,054.82				\$897.91

Note: The low tendered prices (H.S.T. extra), meeting requirements for acceptable product, are boxed above. It is my recommendation that the low tendered prices, submitted by Pergiswco, be accepted.

**Meets Requirements**      **Meets Requirements**

Tim Gowans  
Manager of Purchasing

三

**FINANCE DEPARTMENT  
PURCHASING DIVISION  
BUDGET: Multi Department Inventory & Maintenance Charge Out Items**

**RECEIVED: November 2, 2011  
FILE: 2011WA23**

**SUMMARY OF TENDERS  
FLOOR DRY COMPOUND (1.0% or Less Crystalline Silica Content By Volume)**

Firm	Brand	Price Per Bag & Size	Price Per Pound	Remarks
Atlas Auto Parts Sault Ste. Marie, ON	Qualisorb 628N	7.99/22.7L (20 lbs)	\$0.3995	Meets Requirements Crystalline Silica Content - 1.0% or less
Traction Sault Ste. Marie, ON	HallChem AB630-07	6.10/15 lbs	\$0.4067	Meets Requirements Crystalline Silica Content - 1.0% or less
Weber Sault Ste. Marie, ON	HallChem AB630-07	11.00/15 lbs	\$0.7333	Meets Requirements Crystalline Silica Content - 1.0% or less

Note: The low tendered price (H.S.T. extra) meeting requirements is boxed above.  
It is my recommendation that the low tendered price, submitted by Atlas Auto Parts, be accepted.

Tim Gowans  
Manager of Purchasing

515

Peter A. Liepa  
City Tax Collector



Finance Department  
Tax & Licence Division

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: SUBJECT OF REPORT**  
Property Tax Appeals

**PURPOSE**

Council approval is required pursuant to Section's 354 & 357 of the Municipal Act.

**BACKGROUND**

Listing of applications received for adjustment of realty taxes pursuant to Section 357 of the Municipal Act.

**ANALYSIS**

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

**IMPACT**

There is an annual budget allocation for tax write-offs.

**STRATEGIC PLAN**

Not applicable

**RECOMMENDATION**

That the report of City Tax Collector dated 2011 12 05 pursuant to Section's 354 & 357 of the Municipal Act be approved and that the tax records be amended accordingly.

Respectfully submitted,

Peter A. Liepa  
City Tax Collector

Recommended for approval,

William Freiburger  
Commissioner of Finance & Treasurer

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The Corporation of the City of Sault Ste. Marie  
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1  
Telephone: (705) 759-5269 ~ Fax: (705) 759-1842  
[www.cityssm.on.ca](http://www.cityssm.on.ca) ~ [p.liepa@cityssm.on.ca](mailto:p.liepa@cityssm.on.ca)

RECOMMENDATION FOR APPROVAL

Joseph M. Fratesi

RECOMMENDATION TO STRIKE  
UNCOLLECTABLE TAXES OFF THE ROLL  
PURSUANT TO SECTION 354 OF THE  
MUNICIPAL ACT R.S.O. 2001.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
REALTY TAXES

DATE: 2011 12 05  
PAGE: 1 OF 1

ROLL NUMBER	PROPERTY ADDRESS	REASON	Unit Class	Tax Class	CANCELLATION	Municipal Taxes	Education Taxes	Interest	TOTAL
010-001-081-00-0000-91	280 Elizabeth Street	Previous tenant (Brody's) that was located in the John Rhodes Arena Complex is no longer in business	Commercial	CT	\$	55,949.56	\$ 31,188.16	\$ 9,524.29	\$ 96,662.01

REPORT TOTAL \$ 55,949.56 \$ 31,188.16 \$ 9,524.29 \$ 96,662.01

Certified Correct:

Peter A. Liepa  
City Tax Collector

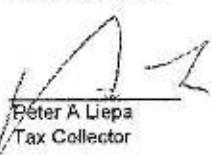
APPLICATION TO COUNCIL TO CANCEL  
OR REFUND PROPERTY TAXES PURSUANT TO SECTION 357  
OF THE MUNICIPAL ACT, 2001

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
PROPERTY TAX APPEALS  
2011

DATE: 12/05/11  
PAGE: 1 of 1

ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	CANCELLATIONS	TOTAL		
						TAXES	INTEREST ADJUSTMENT		
010-004-056	00057 McCrea Street	Welt Jeen	RT	D	11-027	262.74	262.74		
020-030-012	00029 Algoma Avenue	Chin Han	RT/CT	D	11-028	122.22	122.22		
020-037-010	00606 Wellington Street East	Kerns Perry Raymond	RT	C	11-029	525.51	28.05	553.56	
030-045-038	00034 Blake Street	1584904 Ontario Ltd.	RT	D	11-030		-CONFIRMED-		
030-082-050	00974 Old Garden River Road	Public Utilities Commission	RT	D	11-031	880.15		880.15	
040-019-120	00089 Pardae Avenue	Pringle Bruce Samuel	RT	D	11-032	28.34	2.11	30.45	
040-021-151	00293 Bay Street	Algoma Central Properties Inc.	CT/ST	F	11-033	92,908.28		92,908.28	
040-022-060	00120 Andrew Street	Clouthier Robert	RT	D	11-034	114.87		114.87	
050-070-035	00115 Fourth Line East	Stocco Amanda Leigh	CT/RT	A	11-035	182.39	5.10	187.49	
060-022-028	00019 Rushmore Drive	Sageloly Charles Joseph	RT	D	11-036	48.84		48.84	
060-035-121	00080 Ransome Drive	Parniak Kenneth	RT	D	11-037	55.05		55.05	
060-090-006	00158 Alagash Drive	Zuccato Terrance Constance	RT	D	11-038	1,332.50		1,332.50	
						TOTAL	96,460.89	35.26	96,496.15

Certified Correct:



Peter A. Liepa  
Tax Collector

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

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

5(i)

**William Freiburger, CMA**  
 Commissioner of Finance  
 and Treasurer



Finance Department

2011 12 05

Mayor Debbie Amaroso and  
 Members of City Council

**RE: MAYOR AND COUNCIL TRAVEL EXPENSES**  
**JANUARY 1 TO SEPTEMBER 30, 2011**

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**PURPOSE**

To provide a summary of Mayor and Council travel expenses for the period January 1 to September 30, 2011.

**BACKGROUND**

This report is provided annually to Mayor and Council.

**ANALYSIS**

Travel costs are within the approved budget.

**IMPACT**

Not applicable.

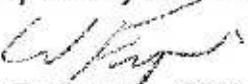
**STRATEGIC PLAN**

This report relates to process management and our performance evaluation system.

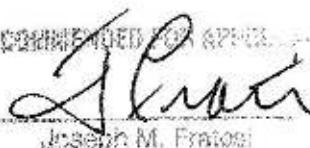
**RECOMMENDATION**

That the report of the Commissioner of Finance and Treasurer concerning Mayor and Council travel expenses for the period January 1 to September 30, 2011 be received as information.

Respectfully submitted,

  
 W. Freiburger, CMA  
 Commissioner of Finance and Treasurer

WF/kl  
 attachment

RECOMMENDED FOR APPROVAL  
  
 Joseph M. Fratoni  
 Chief Administrative Officer

Corporation of the City of Sault Ste. Marie  
Finance Department

**Summary of Mayor and Council Travel Expenses**  
**January 1 – September 30, 2011**

**Mayor**

D. Amaroso	Travel – Conference	1,844.50	
	– Other City Business - Meetings	<u>1,219.00</u>	3,063.50

**Councillors**

M. Bruni	Travel – Conference	1,403.27	
S. Butland	Travel – Conference	1,478.24	
P. Christian	Travel – Conference	1,120.05	
F. Fata	Travel	0.00	
J. Krmpotich	Travel	0.00	
P. Mick	Travel	0.00	
F. Manzo	Travel	0.00	
S. Myers	Travel – Conference	1,713.29	
R. Niro	Travel	0.00	
T. Sheehan	Travel – Conference	1,662.04	
	– Other City Business - Meeting	<u>361.49</u>	2,023.53
L. Turco	Travel – Conference	2,439.93	
	– Executive Meetings	1,750.40	
	– Other City Business - Meeting	<u>152.64</u>	4,342.97
B. Watkins	Travel – Conference	968.76	

**William Freiburger, CMA**  
Commissioner of Finance  
and Treasurer



**Finance Department**

2011 12 05

Mayor Debbie Amaroso  
and Members of City Council

**RE: BORROWING BY-LAWS FOR 2012**

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**PURPOSE**

Each year it is necessary to pass borrowing by-laws for current and capital purposes.

**BACKGROUND**

Borrowing by-laws are required to provide access to financing for operational and capital purposes.

**ANALYSIS**

Short term borrowing to meet current expenditures may be required to provide cash flow between tax due dates and the receipt of Provincial grants. The recommended by-law provides for borrowing sums not to exceed \$10,000,000 to meet current expenditures.

Capital borrowing may be required for short and long term purposes for financing of capital projects. The recommended by-law provides for borrowing of sums not to exceed \$15,000,000 for capital purposes for the City.

For 2011, the City had provided the Public Utilities Commission with a borrowing capacity of \$6,200,000 for capital purposes relating to water infrastructure. The Public Utilities Commission has requested the same borrowing capacity of \$6,200,000 be continued for 2012.

The limits are an approved credit line with the City's Banker that is reviewed annually.

**STRATEGIC PLAN**

Not applicable.

Borrowing By-laws for 2012  
2011 12 05  
Page 2.

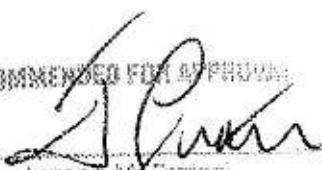
## RECOMMENDATION

By-laws 2011-193 and 2011-194 appear elsewhere on the agenda and are recommended for approval.

Respectfully submitted,

  
W. Freiburger, CMA  
Commissioner of  
Finance and Treasurer

WF/k1

RECOMMENDED FOR APPROVAL  
  
Joseph M. Francis  
Chief Administrative Officer

**Rachel Tyczinski**  
Deputy City Clerk and Manager  
of Quality Improvement



**City Clerk's Department**

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: CORPORATE STRATEGIC PLAN 2011-2014 – PROGRESS REPORT #1**

**PURPOSE**

The 2011-2014 Corporate Strategic Plan was approved by Council on September 26, 2011. Staff will report quarterly as to progress on activities outlined in the plan. The first progress report is attached under separate cover.

**IMPACT**

There is no direct budgetary impact related to updating the Strategic Plan.

**STRATEGIC PLAN**

This is the first progress report of the Strategic Plan.

**RECOMMENDATION**

"That the report of the Deputy City Clerk and Manager of Quality Improvement concerning Progress Report #1 – 2011-2014 Corporate Strategic Plan be received as information."

Respectfully submitted,

Rachel Tyczinski  
Deputy City Clerk and  
Manager of Quality Improvement

Recommended for approval,

Malcolm White  
City Clerk

RECOMMENDED FOR APPROVAL

Joseph M. Frates  
Chief Administrative Officer

**William Freiburger, CMA**  
 Commissioner of Finance  
 and Treasurer



Finance Department

2011 12 05

Mayor Debbie Amaroso and  
 Members of City Council

**RE: ST. MARY'S PAPER CORP. PROPERTY ASSESSMENT APPEAL**

**PURPOSE**

This report is to update Council on the results of an assessment appeal by St. Mary's Paper Corp.

**BACKGROUND**

St. Mary's Paper Corp. appealed their property assessment for the tax years 2006, 2007 and 2008.

On November 28, 2011, the Assessment Review Board issued a Decision that reduced the total assessment from \$12,935,000 to \$3,780,000.

**ANALYSIS**

The reduction for the tax years 2006, 2007 and 2008 also generates a reduction for the tax years 2009, 2010 and 2011 due to the concept of tax capping. The year 2008 was the base valuation for the tax years 2009, 2010 and 2011 and the tax capping provisions limit the tax increases for those years beyond 2008.

The net municipal cost of this assessment appeal is \$3,292,419.

There are additional funds refundable for education taxes but they do not impact the City since education taxes are collected and paid to the School Boards. School Boards are not directly impacted since their funding is based on the number of students.

As a result of this decision, St. Mary's Paper Corp. is entitled to a total refund of \$829,321.09 for both City and Education taxes. For the information of Council, the City will comply with a Court Order from the Superior Court of Justice that "this court orders and declares that Wishart Law Firm LLP is entitled to a solicitor's lien in the amount of \$414,892.88 against any municipal tax refund owing to St. Mary's Corp. from the Corporation of the City of Sault Ste. Marie pursuant to Section 341 of the Municipal Act. S.O. 2001, c. 25."

The balance of \$414,428.21 was paid to St. Mary's Paper Corp.

-More-

St. Mary's Paper Corp. Property Assessment Appeal  
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Page 2.

## IMPACT

The financial impact of this assessment appeal will be a one time cost of \$3,292,419. The on-going cost impact will not be finalized until the 2009, 2010 and 2011 assessment values are settled through the appeal process.

During the 2011 budget process, the City allocated funds to a contingency reserve for such items as assessment appeals. The contingency reserve at December 31, 2010 had a balance of \$2,004,638 of which \$250,000 was allocated to the annual contribution for Sault College and Algoma University.

The Working Fund Reserve had a balance of \$2,161,507 at December 31, 2010 as is maintained for cash flow purposes. Approximately half of the reserve will be allocated to this expenditure.

### Summary of Refund Financing

Balance of Contingency Reserve	\$1,754,638
Working Fund Reserve	1,080,000
Tax write off and allowance accounts	<u>457,781</u>
Total City cost	\$3,292,419

## STRATEGIC PLAN

Not applicable.

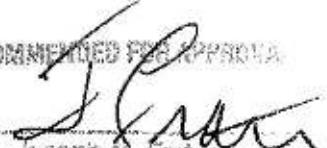
## RECOMMENDATION

That the report of the Commissioner of Finance and Treasurer concerning St. Mary's Paper Corp. assessment appeal be received and the recommendation to finance the City cost of the St. Mary's Paper Corp. assessment appeal, with the funding from the Contingency Reserve in the amount of \$1,754,638 and the Working Fund Reserve in the amount of \$1,080,000 be approved.

Respectfully submitted,

  
W. Freiburger, CMA  
Commissioner of Finance and Treasurer

WF/k1

RECOMMENDED FOR APPROVAL  
  
Joseph M. Frates  
Chief Administrative Officer

NICHOLAS J. APOSTLE  
COMMISSIONER COMMUNITY SERVICES



COMMUNITY SERVICES DEPARTMENT  
Community Centres Division  
Municipal Day Nurseries Division  
Recreation & Culture Division

December 5, 2011

Mayor Debbie Amaroso and  
Members of City Council

## **JOHN RHODES COMMUNITY CENTRE ~ LEASING OF SPACE**

### **PURPOSE**

We have recently received requests from the private sector business community to lease space in the John Rhodes Community Centre to operate a training facility that directly relates to the development of the athletes that use the facility. It is always the intent to find private sector businesses to lease space in the facility for uses that are compatible and complimentary for the users of the facility.

### **BACKGROUND**

A review of the facility was undertaken and it was determined that the classroom off of the pool lobby would be a suitable space to lease for a training facility. Four areas were reviewed:

1. "Games Room" in the restaurant/lounge:  
The "games room" in restaurant/lounge area is presently leased as part of a three-year lease agreement which was entered into with a new proponent (Chilly Willy's). Even if it was separated from the restaurant/lounge, it would conflict with the other amenities in the area such as the Sports Hall of Fame.
2. Meeting room area on the second level of the pool:  
The pool's second floor meeting/viewing area is an important component for special events (swim meets and hockey tournaments) and is also well used by the many organizations/associations that rent time at the municipal recreation facilities. The organizations rely on this space to carry out the many functions that are required to run their organization.
3. Accessibility Advisory Committee office area:  
The Accessibility Advisory Committee office – is occupied by this committee and is not available.
4. Classroom on the main level of the pool:  
Although the main floor classroom is used by many user groups, the majority of their needs can be accommodated through the other areas available to them – the upper meeting/classroom and the tournament office.

## Report to Council - Leasing Space at John Rhodes Community Centre

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As part of the review, the City's Building Division was consulted to see if a training centre would be permitted to occupy space in the John Rhodes Community Centre, and if so, what, if any building code issues might be expected. Don Maki, Chief Building Official, has confirmed that a training centre could be established in the main level classroom and although there are building code issues that would need to be addressed in order for the space to be leased, the issues are not major in nature.

If it is decided to proceed with a training centre project then an RFP (Request for Proposals) document should be developed. The RFP would require the proponent to engage the services of an appropriate professional to conduct a building code review in order to ensure all of the Building Code issues are implemented, by the proponent, prior to occupying the space. In addition, staff believes it is very important that the design of the training space be compatible with the established design of the Centre. This can be achieved by including in the RFP that the architect of record on the John Rhodes Community Centre project, EPOH Inc., be required to review and provide recommendations on the proponent's design; and that the proponent be required to implement those recommendations.

The regular users of the facility are being advised of this report to Council. The other areas of the facility – the upper level meeting room (pool), and the tournament office (arena) - would continue to be available to the user groups for their various needs.

**IMPACT**

It is estimated that the City would expect revenues of \$5,000 - \$6,000 for rent and \$3,000 to \$4,000 in taxes. The City's portion of the taxes is estimated to be \$2,500 - \$3,000. These figures are based on what the leased areas in the Centre are presently generating.

**STRATEGIC PLAN**

Not applicable.

**RECOMMENDATION**

That the report of the Commissioner of Community Services concerning leasing the classroom space in the John Rhodes Community Centre be received, and the recommendation that staff proceed with issuing a Request For Proposals to lease the main level classroom space in the John Rhodes Community Centre for a training facility that directly relates to the development of the athletes that use the facility and report the results to Council be approved.

Respectfully submitted,

Nicholas J. Apostle  
Commissioner Community Services

Printed Report to Council Leasing Space at JRC

RECOMMENDED FOR APPROVAL

Joseph M. Fratesi  
Chief Administrative Officer



December 5, 2011

Mayor Debbie Amaroso and  
Members of City Council

## **ROBERTA BONDAR PAVILION – 2012 WINTER PROGRAMMING**

### **PURPOSE**

Staff would like to program the Roberta Bondar Pavilion for the 2012 winter season from Bon Soo through to the 2012 CARHA Hockey World cup, and is seeking Council's permission to do so.

### **BACKGROUND**

2012 will be host to many milestone anniversaries and events including the following:

- The City's 100<sup>th</sup> Anniversary – Celebrate 100! – The Honorary Community Ambassador is Dr. Roberta Bondar
- The 20<sup>th</sup> Anniversary of Dr. Roberta Bondar's space flight
- The 2012 CARHA Hockey World Cup - March 4 – 11
- The Commemoration of the War of 1812

Bon Soo's Opening Ceremonies are moving back to the Roberta Bondar Pavilion. Also, the CARHA event will be utilizing the Roberta Bondar Pavilion the week of their event for Opening Ceremonies and daily (evening) events for the athletes and public. Dr. Bondar will be welcoming people and participants (via recorded message) at these events.

The concept of having an outdoor skating rink at the Roberta Bondar Pavilion was previously brought to Council by Councillors Sheehan and Caicco; however, for various reasons it did not materialize.

### **ANALYSIS**

As a result of the Roberta Bondar Pavilion being booked in February for Bon Soo and again in early March for CARHA, staff reviewed possible additional uses of the Pavilion for the time period between the two events. The programs that seem to have the most appeal, while not costing any extra, are: providing an outdoor rink, and having weekly entertainment (local).

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The rink would be constructed in the parking lot next to the Farmers' Market location and would be for skating only. It would be approximately 40' by 80', which is about half the size of a regular rink.

The entertainment would be on the stage under the Pavilion and would consist of a variety of local entertainers, similar to what is programmed during the summer months.

#### **IMPACT**

This proposal is being submitted as a one-time occurrence. Departmental programming funds would be rearranged so there would be no impact to the budget.

Local corporations and businesses will be approached for sponsorship of the rink and the entertainment.

#### **STRATEGIC PLAN**

Not applicable.

#### **RECOMMENDATION**

That the report of the Commissioner of Community Services concerning use of the Roberta Bondar Pavilion during the winter of 2012 be received and the recommendation that staff proceed with programming the Roberta Bondar Pavilion, including the construction of an outdoor skating rink, from Bon Soo through to and including the 2012 CARHA Hockey World Cup be approved.

Respectfully submitted,

Nicholas J. Apostle  
Commissioner Community Services

File number: 2011-12-05-000000000000

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratesi  
Chief Administrative Officer



2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

## **MAKING EARLY CHILDHOOD RECREATION A MUNICIPAL PRIORITY**

### **PURPOSE**

This report is in response to the Council resolution dated April 18, 2011:

"Resolved that the report of the Best For Kids Committee be referred to the appropriate staff for review and report back to Council."

### **BACKGROUND**

The document was reviewed individually and collectively by the Commissioner of Social Services and the Commissioner of Community Services. The report from the Best For Kids Committee (attached) addresses numerous areas of concern, and in order to undertake a proper review it meant that issues had to be reviewed with the staff that are responsible for each area that has been identified.

### **ANALYSIS**

The focus of the report from the Best for Kids Committee is on recreational services, specifically physical recreation for parents and children from ages 0 to 6 years.

Although the information is well laid out and the suggestions/recommendations are logical, it is recommended that senior staff from the Community Services Department and Social Services Department be included on the committee, or at least invited to be resource staff to the committee, so that valuable information on what the City is currently doing and what is in the planning stages, can be shared.

The report "recommends that City Council put recreation back in the mandate of Parks and Recreation" and that they support recreational programs in the municipal budget. In response to this statement, over 20 years ago City Council approved a decision to have the Community Services Department get out of direct programming of recreation, and instead, assist the many organizations and associations already in place in our community in providing meaningful recreation for the all ages of citizens. This has worked very well for the City both from a budget standpoint and a service delivery standpoint. More and more communities across the province and country are adopting the same approach.

In addition, the Leisure Services Information Directory is produced by the Community Services Department and updated annually. It is available on the City's website. It contains contact information on a wide variety of recreation and leisure programs that are offered by various organizations, associations, clubs, and agencies. There are approximately 350 contacts and over 500 programs listed.

The City does offer direct programming in only a few select areas, those being swimming instruction and senior citizens programs.

Regarding the "Early Years Report (1999)" section, the City operates three day care centres – Jessie Irving Children's Centre, Maycourt Children's Centre, and Municipal Best Start Program – Holy Family School. These day care programs are provincially licensed and provide a high-quality, well-rounded day care program, which includes physical activity. The program includes lunch, and morning and afternoon snacks, all of which follow the Canada Food Guide.

The report addresses the "Importance of Accessible Recreation"; this is on the City's radar. This is an issue that has been raised by Council and reported on by staff. It is a fairly new area that is important to all communities. The Community Services Department and Social Services Department work together towards addressing this issue. There are some things that are in place such as subsidized user fees, but certainly there is room to grow and improve as this initiative unfolds. Parks and Recreation Ontario, of which the Community Services Department is a member, has been the lead association on this issue. In addition to the summer programs run by the Social Services Department, the City provides free swimming at its two outdoor pools – the V.E. Greco Pool and the Peter G. Manzo Pool. Low cost physical recreational options are available at City facilities including public swimming and public skating for low fees. Furthermore, the City partners with Tim Hortons to provide free swimming and skating over the Christmas holidays at all of the City facilities. In addition, the City administers the Canadian Tire Jump Start Program that provides registration in various recreational programs for those children in need. Many of the local sporting organizations and associations also have their own funding program for children that qualify. As well, the City operates outdoor ice rinks which are located strategically throughout the City. These rinks are open, at no cost, to the public.

There is a variety of green space, parks, trails, playgrounds, and winter rinks located throughout the community that are free of charge that parents and children can access. Many of these are on major bus routes and located throughout residential neighbourhoods. The most notable is the John Rowswell Hub Trail.

## AREAS OF CONSIDERATION

- The Leisure Services Information Directory contains contact information on a wide variety of recreation and leisure programs for all ages that are offered by various organizations, associations, clubs, and agencies. There are approximately 350 contacts and over 500 programs listed. The availability of this document could be communicated to the groups that provide programming to those 0 to 6 years of age.
- Have information about leisure services for families with children 0 to 6 years old in the Leisure Services Information Directory available on the city website as an extract from the Directory. This could include organizations and services that assist parents with costs for programming.
- Facilitate a meeting to map and inventory recreational programs for ages 0 – 6 years old and determine gaps that could be addressed by community organizations and/or the City.
- The Parks and Recreation Master Plan community consultation process could include a focus on services, facilities and programs for families and children 0 to 6 year old.
- Create an inventory and referral service of organizations that provide assistance to families in financial need to help with costs associated with physical recreation programs for families with children 0 to 6 years old to reduce this barrier to participation.
- Create a media program for the education of parents and caregivers on the importance of physical activity and what the free, low-cost options are.
- Engage the Transit Division of the Public Works and Transportation Department as a resource to address issues surrounding public transportation to recreation, education, and day care centres.

## IMPACT

Many of the new initiatives mentioned in this report can be implemented at little or no cost; however, some of the initiatives would require a funding source in order to be implemented. These could be identified and weighed against all of the other city budget items during the city budget deliberations.

**Report to Council – Best for Kids Committee****December 5, 2011****Page 4****STRATEGIC PLAN**

Not applicable

**RECOMMENDATION**

That the report of the Commissioners of the Community Services Department and Social Services Department concerning the Best for Kids Committee Report be received, and the recommendation that senior staff from the Community Services Department and Social Services Department be included on the committee or at least invited to be resource staff to the committee so that valuable information can be shared as to what the City is currently providing and what is in the planning stages, be approved.

Respectfully submitted,

Nicholas J. Apostle  
Commissioner Community Services

Kim Streich-Poser  
Commissioner Social Services

Information used for auto committee review of report

attachment



Sault Ste. Marie Best for Kids Committee  
180 Brock Street, 2<sup>nd</sup> Floor  
Sault Ste. Marie, ON P6A 3B7  
(705) 541-7318



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## An Early Childhood Development Report to Mayor and Council

### Making Early Childhood Recreation a Municipal Priority

**Prepared by the Best for Kids  
Committee**

Submitted March 25, 2011

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*It Takes a Community to Raise a Child*  
Make Children First

## **Best for Kids Committee Report to Mayor and Council**

Submitted March 25, 2011

### **RE: New Corporate Strategic Plan – Quality Improvement Program Making Early Childhood Recreation a Municipal Priority**

The Best For Kids Committee is responding the municipality's call for input in the development of the City's strategic plan for the future. By making early childhood development a high priority in the strategic plan, the City will be investing in a plan with substantial and long-term returns.

Early Childhood Development initiatives fit squarely within our city's mandate: "The Corporation of the City of Sault Ste. Marie will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community."

As a Committee, we have identified that one of the greatest needs in our community is accessible recreation programs. A number of years ago, recreation programming was removed from the mandate of the Department of Parks and Recreation. With all of the knowledge we, as a society, now possess about the importance of recreation, it is time for the City of Sault Ste. Marie to reconsider this decision and to make recreation a priority service for our young residents.

We see a number of barriers that limit access to healthy, active living opportunities and recreation of families in our community. While our City is fortunate to have many associations and groups running outstanding recreational programs, the fact of the matter is, the cost and accessibility of these programs is prohibitive to many families.

The Best For Kids Committee recommends that City Council put recreation back in the mandate of Parks and Recreation and that they support recreational programs in the municipal budget.

Canada's Chief Public Officer, Dr. David Butler-Jones, had this to say on the economic benefits of early years investment:

"There is a growing body of evidence that some of the greatest returns on taxpayers' investments are those targeted to Canada's youngest citizens.

Every dollar spent in ensuring a healthy start in the early years will reduce the long-term social costs associated with health care, addictions, crime, unemployment and welfare.

As well, it will ensure Canadian children become better educated, well adjusted and more productive adults."

Health Canada released a report titled: "Reaching for the Top: A Report by the Advisor on Healthy Children and Youth." The advisor recognized that investing early pays off later.

"It has been repeatedly demonstrated that investments in early childhood pay off in better life and health outcomes later in life. ECD research estimates that every \$1 invested in early childhood development is worth \$3-\$18 later in life.

The benefits of Early Childhood Development have been clearly demonstrated in evidence-based research and include:

- Higher intelligence scores;
- Higher and timelier school enrolment;
- Less grade repetition and lower dropout rates;
- Higher school completion rates;
- Improved nutrition and health status;
- Improved social and emotional behaviour;
- Increased earning potential and economic self-sufficiency as an adult;
- Increased female labour force participation.

The economic and societal benefits of ECD reflect both savings to social services and increased economic productivity. Individuals who complete high school and then pursue further education have an opportunity to contribute more significantly to Canada's economy, and to advance the national interest. The correlations between improved nutrition and health status with decreased use of health care services and social services are well known."

Reaching for the Top: A Report by the Advisor on Healthy Children and Youth [www.hc-sc.gc.ca/hl-vs/pubs/child-enfant](http://www.hc-sc.gc.ca/hl-vs/pubs/child-enfant)

The Municipal government is well equipped to make significant contributions to early childhood development through the administration of social assistance, public housing, public health, education and recreation. The Strategic Plan for every municipality includes the goals of reducing crime and addictions and developing a healthy, productive community. Investments in early childhood development will bring our City closer to these honourable goals.

**The Evidence – Provincial Studies and Reports on Early Childhood Development**

In the last twelve years, three significant studies and reports have been produced for the Province of Ontario on the long-term benefits of investing in early childhood development. The studies focus on children ages 0-6. The three leading reports are:

1999 Early Years Report – by Hon. Margaret Norrie McCain and J. Fraser Mustard

2002 The Early Years Study Three Years Later – This report is an assessment of the Ontario Government's response to the Early Years Study.

2009 "With Our Best Future in Mind" – by Dr. Charles Pascal, Special Advisor of Early Learning

A number of provincial initiatives have occurred as a result of the recommendations of these reports such as Early Years Hubs; full time kindergarten; before and after school programs; in-school literacy programs for pre-schoolers, etc.

#### **"Early Years Report" (1999) - Summary and Highlights**

There is powerful new evidence from neuroscience that the early years of development from conception to age six, particularly for the first three years, set the base for competence and coping skills that will affect learning, behaviour and health throughout life.

There are critical periods when a young child requires appropriate stimulation for the brain to establish the neural pathways in the brain for optimum development. Many of these critical periods are over or waning by the time a child is six years old. These early critical periods include: binocular vision, emotional control, habitual ways of responding, language and literacy, symbols and relative quantity.

There is disturbing evidence that children who do not receive the nutrition and stimulation necessary for good development in the earliest months and years of life may have great difficulty overcoming deficits later. Once the critical periods for brain development are passed, providing the child has not experienced extreme neglect, it is possible to develop the brain's capacity to compensate – but it is difficult to achieve its full potential. Children who receive inadequate or disruptive stimulation will be more likely to develop learning, behavioural or emotional problems in later stages of life (including an increased incidence of juvenile delinquency and crime for males). There is also increasing evidence that many of the risks for health problems later in life (e.g. high blood pressure, Type II diabetes, some mental health problems) are set by the conditions of early life from conception to age five.

There is encouraging evidence that good nutrition, nurturing and responsive care-giving in the first years of life, linked with good early child development programs, improve the outcomes for all children's learning, behaviour and physical and mental health throughout life. Opportunities for a child to learn by solving problems through play drive the development of multiple sensing pathways in the brain. Simple things like reading and telling stories to a child at 18 months, or joining a three-year-old child to play with a bucket, or

helping a four-year-old to throw a ball in the playground, are powerful stimuli for brain development in the early years. They are laying the base of brain development for future learning, behaviour and health. A range of different opportunities is required to meet the unique needs and developmental timetable of each child.

#### Highlights from the Report:

- ✓ It is clear that the early years from conception to age six have the most important influence of any time in the life cycle on brain development and subsequent learning, behaviour and health. The effects of early experience, particularly during the first three years, on the wiring and sculpting of the brain's billions of neurons, last a lifetime.
- ✓ Given that the brain's development is a seamless continuum, initiatives for early child development and learning should also be a continuum. Learning in the early years must be based on quality, developmentally attuned interactions with primary caregivers and opportunities for play-based problem solving with other children that stimulates brain development.
- ✓ The evidence is clear that good early child development programs that involve parents or other primary caregivers of young children can influence how they relate to and care for children in the home, and can vastly improve outcomes for children's behaviour, learning and health in later life. The earlier in a child's life these programs begin, the better. These programs can benefit children and families from all socio-economic groups in society.
- ✓ This period of life (ages 0-6) is as important for an educated, competent population as any other period. Given its importance, society must give at least the same amount of attention to this period of development as it does to the school and post-secondary education periods of human development.

#### The Importance of Accessible Recreation

Recent studies demonstrate that Canadian children are not getting enough exercise and the rates of childhood obesity are on the rise. Children affected by poverty are even more at risk for poor physical fitness.

##### **(a) Obesity and Physical Activity:**

A recent report from Statistics Canada found that 8% of boys and 5% of girls aged six to ten were obese. By ages fifteen to nineteen, 10% of girls were obese. In addition, national data show that 15.2% of 2-5 year olds are overweight and 6.3% are obese. The new Canadian Physical Activity Guidelines indicate that children ages five to eleven and youth ages twelve to seventeen should:

- Accumulate at least 60 minutes of moderate to vigorous intensity physical activity daily;

- Include vigorous-intensity activities at least three days per week;
- Include activities that strengthen muscle and bone at least three days per week.

The Canadian Society for Exercise Physiology (CSEP) states that, "Canadians must add more physical activity to their daily routines to promote and preserve their health and well-being."

**(b) Poverty and Recreation:**

The Canadian Parks and Recreation Association has an initiative called "Everybody gets to play". CPRA recognizes that in Canada, one in six children live in poverty. Although all children and youth have the right to engage in play and recreation opportunities, the social and systemic barriers faced by children and youth in families with low-income means the population that could most benefit from participation are the least likely to participate. Low-income families face many barriers that prevent their children from participating in quality recreation programs – user fees and equipment costs; lack of transportation; family support and awareness of opportunities; isolation; inadequate or no facilities in their communities and lack of safe places to play.

Research indicates that participation in quality recreation opportunities enables children to:

- Develop skills and competencies;
- Be exposed to program leaders and positive adult role models;
- Achieve better physical and emotional health;
- Develop psychosocial skills;
- Improve self-esteem, academic performance, peer and family relationships;
- Acquire pro-social values and develop life skills such as leadership, decision-making and problem solving;
- Form healthy habits that can be transferred into their adult life;
- Participate and take pride in their community; and of course
- Have fun, learn new skills and be with friends.

When low-income families and their children participate in recreation as part of an integrated community strategy to deal with issues resulting from poverty, they show a marked improvement in many areas of their development. The research has shown that recreation pays for itself through reduced use of social and health services.

**(c) Report Card on Physical Activity for Children and Youth (see attachment #1)**

The 2010 report by Active Healthy Kids Canada recognized that the yearly years are a critical period for growth and development. The report had this to say about physical activity and healthy early development:

What we do know about the physical activity and lifestyle patterns in the early years is not promising:

- The National Longitudinal Survey of Children and Youth (NLSCY) indicates that only 36% of 2-3 year-olds and 44% of 4-5 year-olds regularly engage in unorganized sport and physical activity each week.
- A survey of Edmonton parents indicates that only 42% of preschoolers get 90 minutes of physical activity per day.
- In childcare centre settings, one US study shows that 89% of children's time is spent being sedentary.

Whatever the setting, children under five require adequate unstructured play and time outdoors for physical, cognitive and emotional development.

The report goes on to indicate that only 12% of children and youth are meeting Canada's guidelines of 90 minutes of physical activity a day.

#### **(d) Sault Ste Marie Innovation Centre Study of Children's Physical Health**

In addition to the national studies on physical fitness, the city of Sault Ste. Marie has the benefit of a local study from the Innovation Centre entitled: *EDI Domain: Physical Health and Well Being*. The following is an excerpt from the study:

The Early Development Instrument (EDI) is commonly used to get a sense of vulnerability in a population of children. If a child scores below the 10th percentile cut-off of the site/comparison population on any of the five domains, he/she is said to be vulnerable on that scale of development. The lowest 10<sup>th</sup> percentile is of particular interest as vulnerability in kindergarten has been reported to contribute to children's outcomes later in school.<sup>1</sup> For this analysis the Normative II dataset (consisting of all participating neighbourhoods in Canada) has been used to determine vulnerability.

The Physical Health and Well Being domain measures gross and fine motor skills (holding a pencil, running on the playground, motor coordination), adequate energy levels for classroom activities, independence in looking after own needs, and daily living skills. A child below the 10th percentile "has inadequate fine and gross motor skills, is sometimes tired or hungry, is usually clumsy, and may have flagging energy levels".<sup>2</sup>

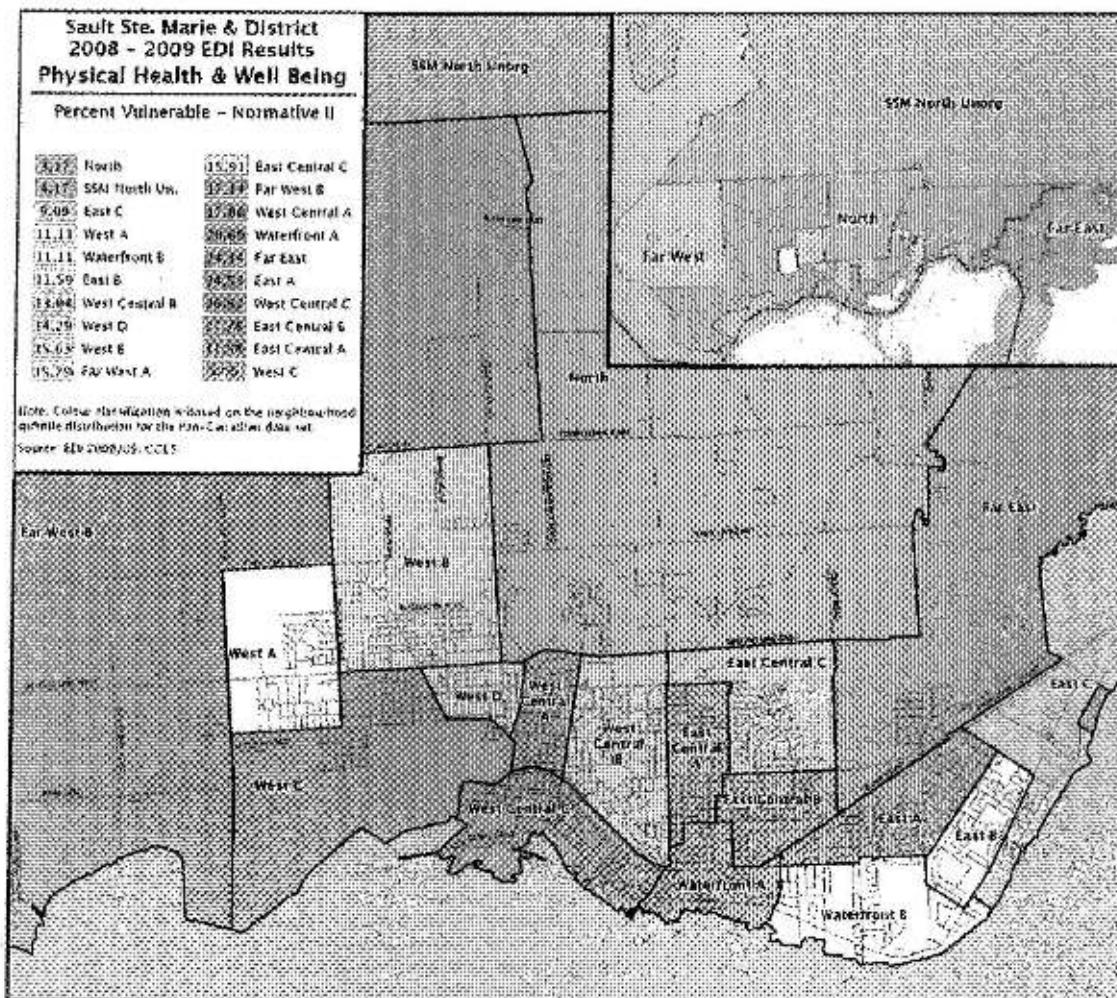
<sup>1</sup> Magdalena Janus, The Early Development Instrument: A Tool for Monitoring Children's Development and Readiness for School, November 2006. Accessed:

[http://www.offordcentre.com/readiness/files/PUB.11.2006\\_Janus.pdf](http://www.offordcentre.com/readiness/files/PUB.11.2006_Janus.pdf).

<sup>2</sup> Magdalena Janus "The Early Development Instrument: A Tool for Monitoring Children's Development and Readiness for School", Early Child Development from Measurement to Action: A Priority for Growth and Equity Ed. Mary Eming Young and Linda M. Richardson, World Bank Publications, 2007, pg. 188.

In 2008/09, based on the Canadian normative cut-offs, 16.8% of children in the Sault Ste. Marie were deemed vulnerable in this domain. Sault Ste. Marie children fared the worst on this domain compared to the other four.

Neighbourhoods ranged from 3.17% to 24.58% vulnerable. The West Central, West, Far East and East Central neighbourhoods all 'fell' within the worst 20th percentile of all neighbourhoods across the country.



### An Early Childhood Development Plan for the City of Sault Ste. Marie – Making Every Cent Count

Every neighbourhood and every City resident would benefit from accessible recreational programs. However, in order to ensure an efficient allocation of resources, it is important to identify the neighbourhoods most in need of programs and the resources are already available in order to avoid the duplication of services.

The Innovation Centre has mapped out the results of the Early Development Indicator which helps assess school readiness. The map (attachment #2), clearly identifies the neighbourhoods most in need of early childhood programs. These neighbourhoods are:

1. West C
2. West Central C
3. Far East

Our community is fortunate to have access to a number of free early-years programs, including full-time junior and senior kindergarten in the Fall of 2011. These programs include:

**Child Care Algoma - Early Years/Best Start Hubs** are presently located at Holy Angels School, Dacey Road, Prince Township, Indian Friendship Centre and Notre-Dame-Des-Ecoles.

**The Algoma District School Board Literacy Centres** are located at Pinewood, Northern Heights, Riverview and Etienne Brule Public Schools. These centres offer caregivers and children ages newborn to six opportunities to explore, play and build a love of learning together. The program includes 15-20 minutes of movement and physical activity in the school gymnasium.

**The Healthy Babies** program run through the Algoma Public Health Unit. Healthy Babies Healthy Children is a prevention/early intervention initiative designed to help families promote healthy child development and help their children achieve their full potential.

**The Public Libraries** located at Churchill Plaza, Bay Street and Korah Road also offer free pre-school literacy programs.

**Public Housing Summer Student Programs**: The city of Sault Ste. Marie hires summer students to run recreational programs for children in public housing locations across the city. This is a fantastic example of municipal involvement in childhood recreation.

**PACE (Parents and Children Exercising)** is a twice weekly, free drop-in, fitness program run at Algoma University's George Leach Centre.

Citizens of Sault Ste. Marie also benefit from the impressive development of parks and recreational infrastructure including, but not limited to the John Rhodes Community Centre, the Clergue Park, the Hub trail, the new West End community centre and the new Francophone community centre.

While all children and youth would benefit from free recreational programs especially after-school and summer programs, this report's target age group is

children ages newborn to six. Evidence-based studies conclude that recreation programs that include the caregiver have the biggest impact on the child.

The City may decide to collaborate with agencies and groups who have experience developing and running recreation programs for children under six such as the YMCA and the Sault Gymnastics Club. For example, the City can provide the funding for the YMCA to run an off-site preschool recreation program out of a neighbourhood Church basement / gym during the weekday.

There are a number of funding opportunities to assist with the additional cost of such programs. The Heart and Stroke Foundation compiled a list 42 organizations that provide funding opportunities in Ontario for physical activity and nutrition initiatives (attachment #3).

By ensuring that free recreational programs are available in high needs neighbourhoods, the Municipal government is demonstrating a visible commitment to the health and wellness of its youngest citizens and their families.

Other community initiatives may include:

- Establishing after-school neighbourhood based activities;
- Hiring summer students to run outdoor recreation programs at city parks such as Clergue Park;
- Providing daily city transit buses to Pointe Des Chenes public beach during the summer making it possible for families and youth to enjoy the beach and swimming;
- Extending a city transit route to Hiawatha Highlands for hiking and cross-country skiing and snowshoeing;
- Ensuring city transit stops directly in front of early-years centres, in particular the Holy Angels' location.
- Providing interested families on social assistance with family swim pass cards for the John Rhodes Community Pool and other swimming facilities in neighbourhoods;
- In the summer, allocating an hour a day at the public outdoor pools pre-school swims;
- In the winter, providing outdoor skating and hockey rinks in neighbourhoods across the City as is the practice in other Northern Ontario communities such as Sudbury (Sudbury has 52 free outdoor rinks); in addition, the city can enlist volunteer high school students to teach skating and organize pickup hockey games.
- Ensuring that new neighbourhood developments include green spaces and parks;
- While most neighbourhoods have community parks within a 1 km walking distance there are some neighbourhoods within the urban area of the city that do not have playgrounds within a reasonable walking distance of 1 kilometre. These areas include a large portion of downtown, the Millcreek Heights/Bianchi Estates subdivision, the

Bitonti/Pozzebon subdivision, the Kingsmount Boulevard area, River Rd at Dacey, the McQueen subdivision, among others.

The Best for Kids Committee urges Mayor Amaroso and City Council to take a proactive role in the health and wellness of its youngest residents. In the long term, it is the City of Sault Ste. Marie that will truly benefit.

This report is respectfully submitted by the Best for Kids Committee.

The 2011 Members of the Best for Kids Committee are:

**Councillor Pat Mick**

E: [p.mick@citysm.on.ca](mailto:p.mick@citysm.on.ca)

**Councillor Joe Krmpotich:**

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

**Roxanne Rissanen**

Acting Head of Public Services  
Sault Ste. Marie Public Library  
E: [r.rissanen@cityssm.on.ca](mailto:r.rissanen@cityssm.on.ca)

**Paul Beach**

GISP - Manager - Community Geomatics Cent  
Sault Ste. Marie Innovation Centre  
E: [pbeach@ssmic.com](mailto:pbeach@ssmic.com)

**Jennifer Miller**

Public Health Nurse  
Algoma Public Health  
[jmiller@eigoma.apublichealth.com](mailto:jmiller@eigoma.apublichealth.com)

**Sarah Finn**

Children's Aid Society  
E: [sfinn@algomasas.org](mailto:sfinn@algomasas.org)

**Diana Taranto**

Early Years Program Coordinator  
Child Care Algoma  
E: [dtaran@childcarealgoma.ca](mailto:dtaran@childcarealgoma.ca)

**Heather Hicks**

Director –Children's Services  
Community Living Algoma  
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**Karen Poirier**

Child Care Algoma  
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**Lucille Norman**

Special Education Coordinator  
Algoma District School Board  
E: [normani@adsb.on.ca](mailto:normani@adsb.on.ca)

**Lorna Connolly Beattie, Professor**

Early Childhood Education Program  
Sault College of Applied Arts and Technology  
[lorna.connolly@saultcollege.ca](mailto:lorna.connolly@saultcollege.ca)

**Fran Rose, Dean**

Health and Community Services  
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**Dana Peterson**

Crown Counsel / Youth Crown  
Office of the Crown Attorney  
E: [Dana.Peterson@ontario.ca](mailto:Dana.Peterson@ontario.ca)

**Jill Thatcher, Citizen**

E: [jillthatcher@hotmail.com](mailto:jillthatcher@hotmail.com)

**Wayne Greco**

Vice Principal  
St. Theresa School  
E: [Wayne.Greco@hscdsb.on.ca](mailto:Wayne.Greco@hscdsb.on.ca)

**Helen Calvelli, Citizen**

E: [helen.calvelli@sympatico.ca](mailto:helen.calvelli@sympatico.ca)

**Municipal Staff Member****Florence Lake**

Manager, Community Child Care Services

E: [f.lake@cityssm.on.ca](mailto:f.lake@cityssm.on.ca)**Administrative Support****Laura Mergaert**

Community Child Care Services

E: [l.mergaert@cityssm.on.ca](mailto:l.mergaert@cityssm.on.ca)

5(4)

Jerry Dolcetti, RPP  
Commissioner

Catherine Taddo, P. Eng.  
Land Development &  
Environmental Engineer



Engineering & Planning  
Department

2011 12 05

Our File: B-00-04

Mayor Debbie Amaroso and  
Members of City Council

## RE: CO-COMPOSTING PILOT STUDY UPDATE

### PURPOSE

This report is in response to the council resolution dated 2011 06 13:  
"Whereas the 70% waste diversion rate as the stated goal by the Provincial Government cannot be attained given the present circumstances; and  
Whereas the common issue regarding residential waste collection is why the city does not initiate organic collection;  
Therefore Be It Resolved that the pilot study of 2004 be updated for the information of Council."

### BACKGROUND

In 2004 the City completed a study to investigate the feasibility of co-composting biosolids (sewage sludge) produced at both water pollution control plants; residential and institutional/commercial and industrial (IC&I) organics and residential leaf and yard waste. The report concluded that the leaf and yard waste collection and composting program should be expanded but the collection and composting of source separated residential and IC&I organics may not be cost effective and should be reconsidered in the future.

### IMPACT

AECOM has submitted a work program and fee estimate to update the 2004 Co-composting Pilot Study. The fee to update the report is \$10,900.00 (excluding HST). This fee can be funded under the Landfill Reserve Account.

### STRATEGIC PLAN

Updating the co-composting study is linked to Objective 1A, Environmental Leadership under the Developing Solid Infrastructure strategic direction.

### RECOMMENDATION

It is recommended that Council authorize execution of the Work Authorization with AECOM for the update to the co-composting study with an upset limit of \$10,900.00 (excluding HST) to be funded through the Landfill Reserve Account. By-law 2011-196 authorizing the execution of the agreement can be found elsewhere on this evening's agenda.

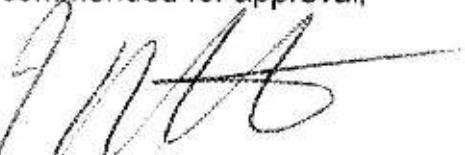
Respectfully submitted,



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

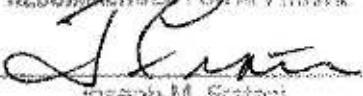
/ct

Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

Jerry Dolcetti, RPP  
Commissioner

Don Elliott, P. Eng.  
Director of Engineering Services



Engineering & Planning  
Department

2011 12 05

File: B-08-04

Mayor Debbie Amaroso and  
Members of City Council

**RE: Great Northern Road Environmental Assessment – Extension of Sackville Road  
from Existing Northern Limit to Third Line**

**PURPOSE**

The purpose of this report is to advise Council of the outcome of the Class Environmental Assessment for congestion on Great Northern Road between Second and Third Lines, and to recommend that Council authorize an increase to the upset limit for the engineering fees in order to complete the study.

**BACKGROUND**

At the meeting of 2008 10 06, Council approved that the City enter into an agreement for engineering services with Kresin Engineering for the completion of a Class Environmental Assessment to investigate alternatives for relieving traffic congestion on Great Northern Road between Second and Third Lines.

**ANALYSIS**

This EA has at times been onerous and time consuming as we worked through the public consultation process. The preferred alternative is the extension of Sackville Road to Third Line, which completes the west leg of a link road system around Great Northern Road, as recommended in past Transportation Master Plans.

The Environmental Study Report will soon be finalized, and will be placed on the public record for review. A Notice of Completion will be advertised, and the public and interested agencies have 30 days to review the document. We believe all concerns brought to our attention have been properly addressed, however, there remains the possibility that during the 30 day review period, a request for a Part II Order will be made to the Minister of the Environment which, if granted, would require a full environmental assessment.

The \$50,000 estimated fees for this EA was covered by two \$25,000 items in the 2008 and 2009 miscellaneous construction budgets. We are projecting a \$15,000 overrun which brings the upset limit to \$65,000. The costs of environmental assessments are extremely difficult to estimate, as the level of effort in resolving concerns is never known in advance. It is

Department policy that the Engineering Division seek Council's approval to authorize significant increases to engineering fees.

### **IMPACT**

Assuming the EA is finalized with no request for a Part II Order, the City can proceed to construct the work within ten years, or an addendum will be required to the EA. The project has not been placed in the 2011-2015 five year capital works plan, however, it is listed on the ten year capital forecast. The preliminary budget estimate for the project is \$5M. That estimate is not based on detailed design. The project will have to be considered against other priorities, and eventually blended into the capital works budget.

The additional \$15,000 in engineering fees can be covered under the 2011 miscellaneous budget due to an under run associated with proposed rehabilitation work on the Wellington Street underpass. A \$65,000 allowance was carried for the City's 50% of the cost, but CN Rail did not commit to providing its share so the work is being deferred to 2012.

### **STRATEGIC PLAN**

This is linked to Objective 1B, Transportation Network Improvements under the Developing Solid Infrastructure strategic direction.

### **RECOMMENDATION**

It is recommended that Council accept the outcome of the EA as information, and that Council approve the new upset limit for engineering fees at \$65,000.

Respectfully submitted,



Don Elliott, P. Eng.  
Director of Engineering Services

Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

DE/bb

Attach.

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratesi  
Chief Administrative Officer

Jerry Dolcetti, RPP  
Commissioner

Don Elliott, P. Eng.  
Director of Engineering Services



Engineering & Planning  
Department

2011 12 05

File: A-00-7-10

Mayor Debbie Amaroso and  
Members of City Council

**RE: Environmental Assessment - Second Line Widening – Old Garden River Road to Black Road**

**PURPOSE**

The purpose of this report is to advise Council of the outcome of the Class Environmental Assessment for the widening of Second Line from Old Garden River Road to Black Road.

**BACKGROUND**

At the meeting of 2010 11 08, Council approved that the City retain the services of Kresin Engineering for a Class Environmental Assessment under existing engineering agreement for the design of the Pine Street extension project. The intent of the EA was to investigate the widening of Second Line, as suggested in the 2002 Transportation Master Plan.

**ANALYSIS**

This EA is nearing completion. The preferred alternative is the widening of Second Line to five lanes, two in each direction with a center left turn lane. MTO was advised in the fall of 2010, and Council was advised in the 2010 11 08 report, that there is an opportunity to provide the first phase of the widening from Old Garden River Road to Pine Street, under the Pine/Second Line intersection and grading improvements project scheduled for 2012. If the widening was constructed at a later date, there would be a cost premium for having two construction projects instead of one.

The widening would consist of five lanes of class A pavement, storm and sanitary services, and tapering back to three lanes east of Pine Street. If MTO does not approve the project under the connecting link program, then the City will only construct the intersection with Pine Street, the grading improvements on Second Line, and possibly the sanitary sewer from Old Garden River Road to Pine. The cross section of the road would change from five lanes at Old Garden River Road to three as it does now, to four at Pine Street, then back to the existing three lanes east of Pine. The widening to five lanes, and storm servicing would be constructed in a future year when MTO approves it under the connecting link program.

2011 11 07  
Page 2

The Environmental Study Report will soon be finalized, and will be placed on the public record for review. A Notice of Completion will be advertised, and the public and interested agencies have 30 days to review the document. We believe all concerns brought to our attention have been properly addressed, however, there remains the possibility that during the 30 day review period, a request for a Part II Order will be made to the Minister of the Environment which, if granted, would require a full environmental assessment.

In the 2010 11 08 report, an allowance of \$25,000 was approved for the EA with funds to come from the Pine Street extension project. The costs of environmental assessments are extremely difficult to estimate, as the level of effort in resolving concerns is never known in advance. It is estimated that the final cost of the EA will be \$43,000.

### **IMPACT**

Based on the information to date, the existing upset limit of \$437,700 for engineering fees need not be adjusted unless MTO approves the widening. It is estimated that the cost of the EA can be covered under the approved lump sum. If MTO approves the widening there will be additional fees, and Council will be asked to approve an increase. Once detailed estimates are known, and the City has confirmed what costs are considered sharable with the MTO, then Council will be advised if there is a budget issue.

### **STRATEGIC PLAN**

This is linked to Objective 1B, Transportation Network Improvements under the Developing Solid Infrastructure strategic direction.

### **RECOMMENDATION**

It is recommended that Council accept the outcome of the EA for the five-lane widening of Second Line from Old Garden River Road to Black Road as information.

Respectfully submitted,

Don Elliott, P. Eng.  
Director of Engineering Services

Recommended for approval,

Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

DE/bb

Attach.

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratesi  
Chief Administrative Officer

Jerry Dolcetti, RPP  
Commissioner

Catherine Taddo, P. Eng.  
Land Development &  
Environmental Engineer



Engineering & Planning  
Department

2011 12 05

Our File: Contract 2008-15E

Mayor Debbie Amaroso and  
Members of City Council

**RE: CONTRACT 2008-15E  
SCADA AUTOMATION AND IMPLEMENTATION  
CONSULTING FEE AMENDMENT**

**PURPOSE**

The purpose of this report is to recommend to Council authorization of a revised upset limit for engineering services in relation to Supervisory and Data Acquisition (SCADA) with AECOM.

**BACKGROUND**

This SCADA project was approved through the COMRIF Intake 1 funding program. The budget for this project as outlined in our COMRIF agreement is \$3,680,000. The COMRIF funding amount is \$2,453,334. A value of approximately \$3,250,000 has been spent to date, with approximately \$430,000 remaining. Therefore, the City is currently well within budget. The opportunity exists to extend the funding agreement to complete further SCADA work under the original funding value.

At the meeting of 2006 01 09, Council approved that the City enter into an agreement for engineering services with Earth Tech, now AECOM, to develop and implement the Wide Area Network (WAN) SCADA System. The current upset limit for the Agreement with AECOM is \$1,392,528.00, as approved at the December 13, 2010 council meeting. The low tender for the work was from S&T Electrical Contractors Limited for a value of \$1,889,660.00 (excluding HST), which was opened at a public meeting on February 12, 2009.

During the progress of the work, the facility operators, City staff, and project consultants have identified process improvement ideas that will further enhance system monitoring and operating efficiencies, reduce operating costs and improve flow management and mitigate system overflows and bypasses. In order to enable the process improvements, an extension to the existing COMRIF Agreement is required.

At the meeting of 2011 05 09 council was advised that the City received amended COMRIF agreements to cover all eligible costs up to March 31, 2011. Council was also advised that

2011 12 05  
Page 2

the potential remained for the program to receive a further extension. The City was recently advised that this extension can be granted up to March 31, 2013, in order to utilize the remaining funding in the original budget. The amendment to the Agreement is being prepared, and will be forwarded to staff in the near future.

### ANALYSIS

The proposed work will result in significant improvement in overall plant operations and efficiency by improving the management of plant by-passes, reducing energy costs, increasing equipment operating life cycles, controlling chemical usage, enhancing system monitoring and reducing equipment downtime. The improvements will also lead to improved system response to critical alarm conditions especially during overflow events, ease of trouble shooting throughout the system, and reduced maintenance costs. Outside of the engineering fees for design, SCADA projects require significant computer programming time. It should be noted that the majority of the increased fees include software programming/developing and AECOM will be doing this work as well. The engineering fees have been adjusted to incorporate this added level of responsibility. Staff is in agreement that this approach will be more cost effective.

### IMPACT

The current COMRIF Agreement has expired; however, there is remaining funding left in the original budget. The impact to the budget is the revised upset limit of \$1,632,000, of which two-thirds funding is obtained through COMRIF. Council should be advised that there will be a future council report in relation to contractor costs which are also anticipated to remain within the COMRIF budget. Additional work may be required to be completed by PWT forces, which is estimated at approximately \$35,000.00 outside of the original funding value of \$3,680,000. This can be funded from the 2012 sewer surcharge budget.

### STRATEGIC PLAN

Implementation of the SCADA system to monitor operations of waste water facilities is linked to Objective 1A, Environmental Leadership under the Developing Solid Infrastructure strategic direction.

### RECOMMENDATION

That the report of the Land Development and Environmental Engineer dated 2011 12 05 concerning Contract 2008-15E – SCADA Automation and Implementation – Consultant Fee Amendment be received and the recommendation that the consultant fees be increased to an upset limit of \$1,632,000 (excluding HST) be approved.

Respectfully submitted,

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

Recommended for approval,

Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

/ct

RECOMMENDED FOR APPROVAL

Joseph M. Fratesi  
Chief Administrative Officer

5(u)

Jerry Dolcetti, RPP  
Commissioner

Don Elliott, P. Eng.  
Director of Engineering Services



Engineering & Planning  
Department

2011 12 05

A-10-7-01

Mayor Debbie Amaroso and  
Members of City Council

**RE: White Oak Drive Reconstruction – Carmen’s Way to North Street  
Engineering Agreement**

**PURPOSE**

The purpose of this report is to recommend that Council authorize an agreement with Kresin Engineering Corporation for engineering services for the above noted project.

**BACKGROUND**

At the meeting of 2011 09 26, Council approved that the City enter into an agreement for engineering services with Kresin Engineering for design and contract administration services for the reconstruction of White Oak Drive from Carmen’s Way to North Street.

**ANALYSIS**

It is routine procedure for the Engineering Division to seek Council’s approval to authorize an agreement for engineering services.

**IMPACT**

The impact to the budget is the upset limit for fees of \$360,500. This amount is covered in the budget item for this project under the 2011-12 capital budget.

**STRATEGIC PLAN**

Reconstruction of White Oak Drive is linked to Objective 1B, Transportation Network Improvements under the Developing Solid Infrastructure strategic direction.

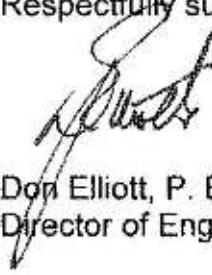
**RECOMMENDATION**

It is recommended that Council authorize entering into an agreement for engineering services with Kresin Engineering Corporation for the design and contract administration for the reconstruction of White Oak Drive with an upset limit of \$360,500 excluding HST. By-law 2011-195 authorizing the execution of the agreement can be found elsewhere on this evening’s agenda.

2011 11 07  
Page 2

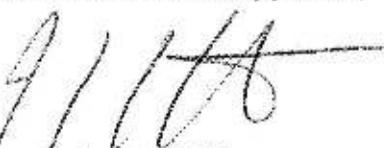
5(u)

Respectfully submitted,



Don Elliott, P. Eng.  
Director of Engineering Services

Recommended for approval,

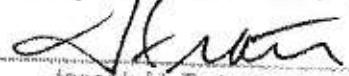


Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

DE/bb

Attach.

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

5(v)

NUALA KENNY  
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK  
SOLICITOR/PROSECUTOR

LORIE BOTTOS  
CORPORATE COUNSEL



LEGAL  
DEPARTMENT

Celebrate 100!  
\*1912 - 2012\*

File No. P.3.3.

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

## **RE: ACCESSIBILITY REGULATION AND TAXI CABS**

### **PURPOSE**

The purpose of this report is to advise City Council of a new regulation to the Accessibility for Ontarians with Disabilities Act (AODA) concerning municipal taxi by-laws and accessibility. As Council is aware By-law 2011-161 is a municipal by-law which regulates taxis in the City of Sault Ste. Marie. The by-law is administered and enforced by City Police. Accordingly this matter was before the Sault Ste. Marie Police Service Board earlier and the Board has recommended that City Council approve certain amendments to the by-law.

Section 80 of Ontario Regulation 191/11 of the AODA requires the following changes effective January 1<sup>st</sup>, 2012:

1. Municipalities that licence taxi cabs must ensure owners and operators are prohibited from charging higher fares or additional fees for persons with disabilities than persons without disabilities for the same trip and from charging a fee for the storage of mobility aids or mobility assistive devices;
2. Municipalities that licence taxi cabs must ensure that owners and operators of taxi cabs place vehicle registration and identification information on the rear bumper of the taxi cab; and

-more-

3. Municipalities that licence taxi cabs must ensure that owners and operators of taxi cabs make available vehicle registration and identification information in an accessible format to persons with disabilities who are passengers.

#### ATTACHMENT

This was presented before the Sault Ste. Marie Police Services Board on November 17, 2011. Their resolution recommending the amendments is attached hereto.

#### BACKGROUND

A copy of this report has been provided to the taxi industry. Additionally Lynn Rosso, the Co-ordinator of the Accessibility Advisory Committee has advised the Accessibility Advisory Committee of the amendments.

#### ANALYSIS

The amendments are required in order to comply with provincial law.

#### IMPACT

Not applicable.

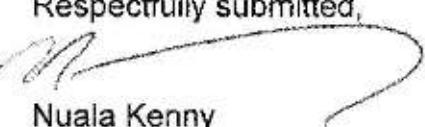
#### STRATEGIC PLAN

Not applicable.

#### RECOMMENDATION

I recommend that the aforementioned section of the Ontario Regulation simply be adopted and inserted into By-law 2011-161. By-law 2011-200 appears elsewhere on your agenda this evening.

Respectfully submitted,

  
Nuala Kenny  
City Solicitor

NK/cf  
Attachment  
Staff/Council Reports/2011/Accessibility Regulation and Taxi Cabs/Dec.5/11

  
RECOMMENDED FOR APPROVAL  
Joseph M. Protesi  
Chief Administrative Officer

**REGULAR MEETING MINUTES**

**THURSDAY, NOVEMBER 17, 2011, 2 P.M.**

**SAULT STE. MARIE POLICE SERVICE'S BUILDING**

<u>Present</u>	<u>Staff</u>	<u>Absent</u>
Mayor Amaroso	Chief Davies	Deputy Kates
Judge Greco	N. Kenny	
P. Mick	Insp. Carlucci	
B. O'Neill		
R. Ten Brinke		

**1. ACCESSIBILITY REGULATION AND TAXI CABS**

MOVED BY: P. Mick  
SECONDED BY: B. O'Neill

The Board RECOMMENDED amending City By-Law 2011-161 and further asked that City Council consider amending the same by-law, whereby:

1. Municipalities that licence taxi cabs must ensure owners and operators are prohibited from charging higher fares or additional fees for persons with disabilities than persons without disabilities for the same trip and from charging a fee for the storage of mobility aids or mobility assistive devices;
2. Municipalities that licence taxi cabs must ensure that owners and operators of taxi cabs place vehicle registration and identification information on the rear bumper of the taxi cab; and
3. Municipalities that license taxi cabs must ensure that owners and operators of taxi cabs make available vehicle registration and identification information in an accessible format to persons with disabilities who are passengers.

CARRIED.

NUALA KENNY  
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK  
SOLICITOR/PROSECUTOR

LORIE BOTTOS  
CORPORATE COUNSEL



LEGAL  
DEPARTMENT

File No. LE 30

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: EXTENSION FOR 3 YEARS OF THE LICENCE OF OCCUPATION  
BETWEEN THE CITY AND SAULT TRAILBLAZERS CLUB OF THE STAGING  
AREA OF STRATHCLAIR PARK**

**PURPOSE**

The purpose of this report is to recommend to Council an extension for 2012, 2013 and 2014 of the Licence of Occupation for the Sault Trailblazers staging area at Strathclair Park.

**BACKGROUND**

For 20 years the Sault Trailblazers Snowmobile Club Inc. has had a staging area for the Club's activities. For many years the staging area was in the area of McNabb Street and Shannon Road road allowance. That lease was with the Province of Ontario as the Province owned that particular property. The City was involved in that lease with the Province in support of the Club's activities.

More recently the Club has had to relocate the staging area because of development of the former staging area site. Earlier this year City Council approved by-law 2011-11 which authorized a temporary (January to April 30, 2011) location of the staging area at Strathclair Park.

The Club operated there for this past season. Darrell Maahs of the Club is not aware of any complaints from its operation. Nor is the Department of Public Works and Transportation aware of any problems with the Club having its staging area there.

-more-

2011 12 05

Page 2

## ANALYSIS

The Club has requested an extension of the Licence of Occupation to allow it to continue having the staging area at Strathclair Park for 2012, 2013 and 2014. Because of the development of the Solar Panel Farm on the east side of Black Road the Club has also had to relocate its trail through a drainage course on the east side of Black Road. The Club negotiated with Starwood, the owner of the Solar Panel Farm.

## ATTACHMENT

Attached is a plan showing the staging area which is at the same location as it was for 2011.

## IMPACT

Not applicable.

## STRATEGIC PLAN

Not applicable.

## RECOMMENDATION

The request of the Club for an extension of the Licence of Occupation for three years was canvassed with Larry Girardi at the Department of Public Works and Transportation and Nick Apostle at the Department of Community Services. Neither has a problem with the request from the Club. The staging area is important to the Club in trying to promote tourism.

By-law 2011-201 is recommended for Council's approval.

Respectfully submitted,

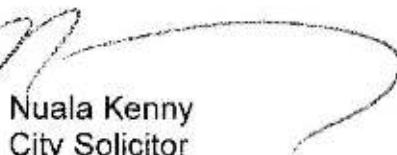
  
Lorie Bottos  
Corporate Counsel

LAB/cf

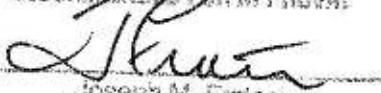
Attachment

c.c. Larry Girardi, Commissioner of Public Works and Transportation  
c.c. Nick Apostle, Commissioner of Community Services Department

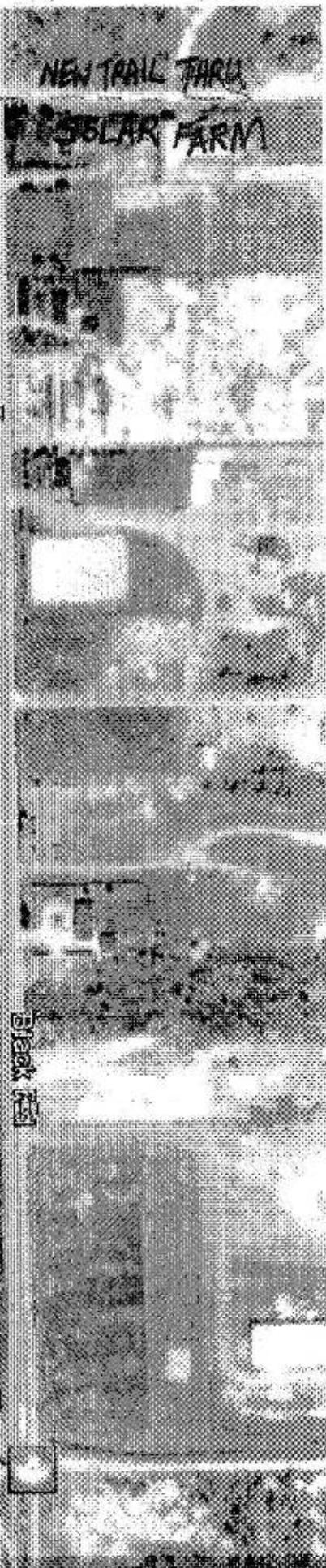
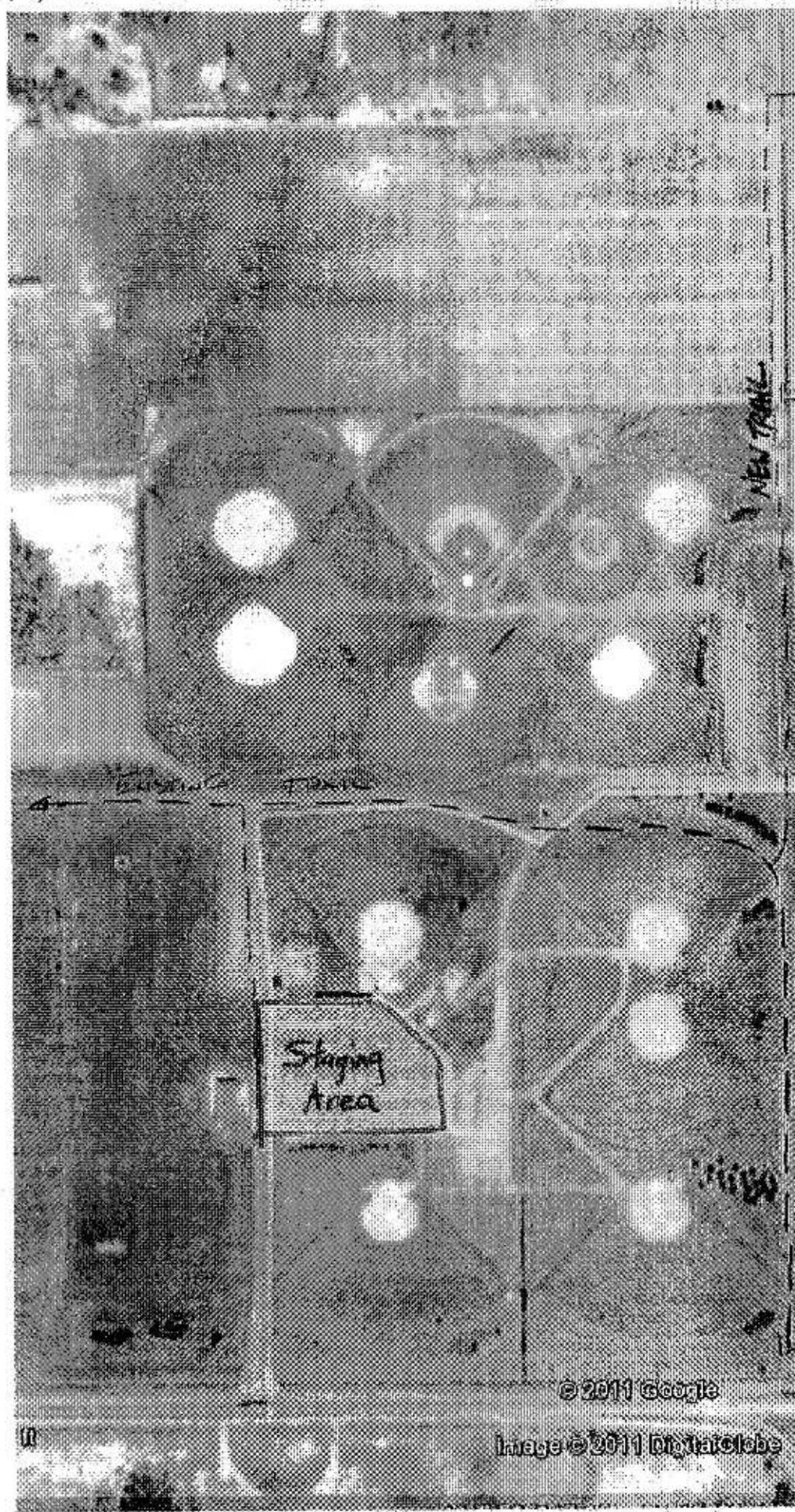
Recommended for approval,

  
Nuala Kenny  
City Solicitor

RECOMMENDED FOR APPROVAL

  
Joseph M. Fraley  
Chief Administrative Officer

5(w)



5(x)

NUALA KENNY  
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK  
SOLICITOR/PROSECUTOR

LORIE BOTTO  
CORPORATE COUNSEL



LEGAL  
DEPARTMENT

File No. P.4.6.418

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: MCNABB/SOUTH MARKET REALIGNMENT – TRANSFER OF PROPERTY TO SHELL CANADA AND SUNCOR**

#### PURPOSE

The purpose of this report is to obtain Council's approval to a transfer of property to Shell Canada Limited and Suncor.

#### BACKGROUND

As part of the McNabb Street realignment project the City was required to acquire property to convey to Shell Canada Limited so that the rail siding could be relocated onto Shell property. The City has acquired the property described in Schedule "A" attached. Now that this project is complete it is in order for the City to complete the transaction by transferring the property to Shell Canada Limited and Suncor, as we have been advised they should also be on the title to this property.

#### ANALYSIS

Not applicable

#### IMPACT

No impact other than it completes the City's obligation to Shell.

-more-

5(x)

2011 12 05

Page 2

## STRATEGIC PLAN

No impact

## RECOMMENDATION

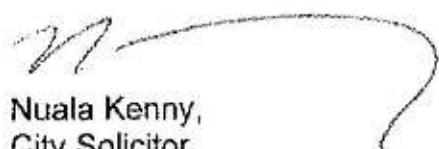
By-law 2011-197, which is a by-law authorizing the transfer of the property described in Schedule "A" to Shell Canada Limited and Suncor, appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Lorie Bottos,  
Corporate Counsel

Recommended for approval,



Nuala Kenny,  
City Solicitor

LAB/da

c.c. Carl Rumiell, Design & Construction Engineer  
Engineering and Planning Department  
Engineering and Construction Division  
attachment(s)

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

STAFF/COUNCIL REPORTS\2011\MCNABB SOUTH MARKET REALIGNMENT TSF SHELL 2011-197.DOC

5(x)

## SCHEDULE "A"

- 1) PIN 31504-0002 (LT)  
PT SEC 33, TWP TARENTORUS, PT 1 PL 1R11700; SAULT STE. MARIE
- 2) PIN 31503-0081 (LT)  
PT SEC 4 ST. MARY'S; PT 2 1R11700; SAULT STE. MARIE

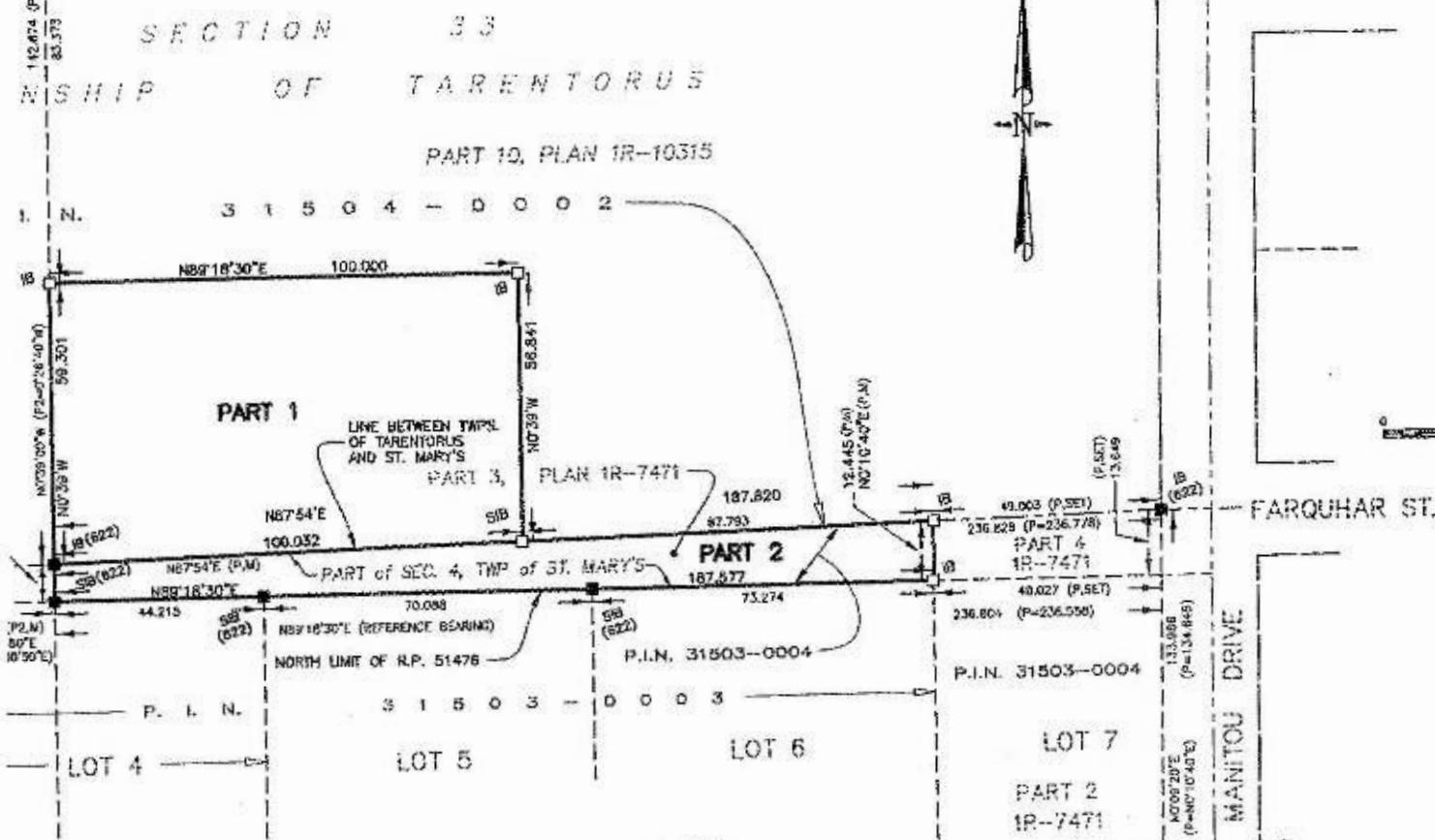
METRIC NOTE:

DISTANCES SHOWN HEREON ARE IN METRES AND CAN BE  
CONVERTED TO FEET BY DIVIDING BY 0.3048.

SCHEDULE		
PART	SECTION	PIN
1	PART OF SECTION 33 TOWNSHIP OF TARENTORUS	PART OF 31504-0002
2	PART OF SECTION 4 TOWNSHIP OF ST. MARY'S	PART OF 31503-0004

PART 1 COMPRISSES PART OF PIN 31504-0002.  
PART 2 COMPRISSES PART OF PIN 31503-0004.

## PART OF PLAN 1R11700



5(y)

NUALA KENNY  
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK  
SOLICITOR/PROSECUTOR

LORIE BOTTO  
CORPORATE COUNSEL



LEGAL  
DEPARTMENT

Celebrate 100!  
\*1912 - 2012\*

File No. Zoning 2011-94

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: ED VOWELS – 1420 SECOND LINE WEST – ZONING BY-LAW 2011-94**

**PURPOSE**

The purpose of this report is to inform City Council of the decision rendered by Mr. Chair Goldkind of the Ontario Municipal Board regarding the above noted zoning by-law.

**BACKGROUND**

City Council passed by-law 2011-94 on May 9, 2011. The purpose of the by-law is to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 1420 Second Line West. The applicant, Mr. Ed Vowels requested that he be permitted to operate a landscaping contractor's yard on the subject lands.

An appeal was filed by Mr. Rosario Medaglia and received in the Clerks Office on May 30, 2011. Legal Department sent a package of material to the Ontario Municipal Board. There was a hearing and subsequently a decision rendered.

**ANALYSIS**

Chair Goldkind of the Ontario Municipal Board reached his decision on November 25, 2011. He ordered that the appeal against By-law 2011-94 is allowed and such by-law is repealed.

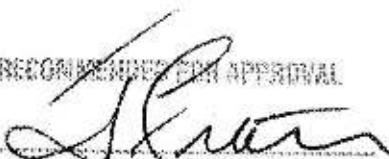
-more-

5(y)

**IMPACT**

By-law 2011-94 is repealed.

RECOMMENDED FOR APPROVAL



Joseph M. Frates  
Chief Administrative Officer

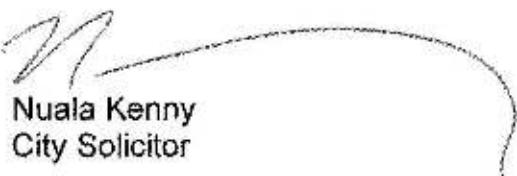
**STRATEGIC PLAN**

Not applicable.

**RECOMMENDATION**

Not applicable.

Respectfully submitted,



Nuala Kenny  
City Solicitor

NK/cf

5(2)

DENIS DESROSIERS  
MANAGER POA DIVISION



LEGAL DEPARTMENT

PROVINCIAL OFFENCES  
DIVISION

File No. L.7.1.

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: COLLECTION SERVICES, POA DIVISION**

**PURPOSE:**

The purpose of this report is to seek Council's approval to issue a new tender for Professional Collection Services for the POA Division and to extend the current contract with NCO Financial Services for a further period of three months, ending March 31, 2012.

**BACKGROUND:**

The POA Division of the Legal Department administers and prosecutes matters under the Provincial Offences Act as a result of a transfer of responsibilities from the Province to municipalities that occurred March 12, 2001. As part of the Memorandum of Understanding (MOU) with the Province of Ontario, the Division is responsible for the collections and enforcement of all fines filed with and administered by the City. As part of this responsibility, the City must ensure that fines be enforced and collected as mandated by the MOU. In addition to drivers' licence suspensions and plate denials, the City has contracted a third party Professional Collection Service to assist in the collection of defaulted fines that remain unpaid despite the aforementioned enforcement methods. These services remain revenue neutral as the cost for collections is added to the defaulted fines when collected. The current contract, for these services, with NCO Financial Services will end December 31, 2012.

-more-

**IMPACT:**

The City relies on third party collection services to assist in collecting fines that do not meet current enforcement methods. The collection agency has been successful in the collection of these types of fines allowing staff to focus on the outstanding amounts that allow for enforcement under the Provincial Offences Act and various other statutes. The tender for Professional Collection Services will allow the City to continue to collect on defaulted fines that would otherwise, remain uncollectible.

**STRATEGIC PLAN:**

Not applicable.

**RECOMMENDATION:**

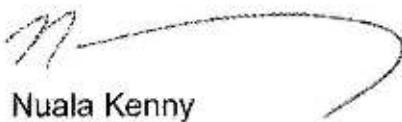
It is recommended that Council accept the report and resolve to the issuance of a new RFP for Professional Collection Services for the POA Division.

Respectfully submitted,



Denis Desrosiers  
Court Liaison Supervisor

Recommended for approval,



Nuala Kenny  
City Solicitor

dd

Larry Girardi  
Commissioner



Public Works &  
Transportation Department

2011 11 21

Mayor Debbie Amaroso and  
Members of City Council

**RE: The Winter Maintenance of the Laneway which Abuts the Residence at  
32 Blake Street in Highland Park Subdivision**

**PURPOSE**

This report is in response to the Council resolution dated 2011/11/07:

Whereas The Department of Public Works and Transportation presently performs winter maintenance by removing snow from the laneway which abuts the residence at 32 Blake St in Highland Park Subdivision; and

Whereas The Department of Public Works and Transportation had previously recommended that the winter maintenance on the said laneway be discontinued; and

Whereas there is a long history of the residence abutting the said laneway wanting the winter maintenance stopped because of noise throughout the night; and

Whereas the residences abutting the laneway have signed a petition requesting the winter maintenance be discontinued;

Now Therefore Be It Resolved that the petition be accepted by City Council and referred to appropriate staff for review and report back to Council.

**BACKGROUND**

**Lane Plowing Criteria**

About 15 years ago, a criterion was developed to be used as guidelines for winter snow plowing of City lanes.

Lanes should not be plowed if:

- The property in question has access to a maintained City street, and the lane only serves as secondary access.

2011-12-05

Page 2

- Only one property is being served. This is in essence a driveway.
- Access is not required for refuse pick up, commercial deliveries, etc.

The laneway in question is a short lane running east from Blake Street and North of Steven's Street. As a result of a complaint from the neighbours along with a signed petition we reviewed the situation and concluded that the lane did not meet our lane plowing criteria. Mr. Reda at that time was told that if he chooses to have rear access through out the winter, he can plow the lane himself, as a driveway. There are similar situations in the City where residents maintain access year round to the rear of their properties on City lanes by providing their own snow removal.

The lane had at one time served for refuse collection to Speedy Muffler, but the business now receives refuse collection from Great Northern Road.

On October 16, 2006 a resolution was passed by Council to continue plowing the laneway behind 6 Steven Street from Blake Street to the Speedy Muffler even though staff recommended against it.

Since this last resolution there have been continued complaints and as of November 7 2011 there was a petition signed by the area residents that we re-look at this issue and it is still our opinion that this lane does not meet the criteria for winter maintenance and therefore should be removed from our winter maintenance program. In view of the fact that this issue has come to the surface so often I asked for an opinion from our City Solicitor and her comments are as follows':

- There is no legal obligation to continue with the snow removal.
- There is no court order mandating us to do so and there is no Committee of Adjustment decision requiring such work be done.
- There is a resolution of Council from 2006 that recommends that the snow removal continue.

PWT staff have been in contact with Mr. Reda the home owner requesting that the lane plowing continue, and he was informed that although we do not agree that we should be plowing the laneway we must follow the resolution passed in October 2006 that states "The City Public Works and Transportation continue plowing the laneway behind 6 Stevens Street from Blake St. to Speedy Muffler."

Until we are told by Council to change this practise the plowing will continue.

2011-12-05  
Page 3

### **IMPACT**

There is no negative impact on the budget.

### **STRATEGIC PLAN**

This report does not directly affect the Strategic Plan.

### **RECOMMENDATION**

Public Works and Transportation recommends that Lane plowing not be continued on this lane for the reasons listed. It is also our recommendation that being that the winter maintenance of this laneway only serves Mr. Reda, that he be allowed to if he so chooses to maintain the access to the rear of his property by doing his own snow removal.

Respectfully submitted,



Larry Girardi  
Commissioner  
Public Works and Transportation

6(6)(a)

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



Celebrate 100!  
\*1912 - 2012\*

ENGINEERING & PLANNING DEPARTMENT

Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: Minor Amendment to Signs By-law**

**Application No. A-21-11-Z.OP – filed by the Bushplane Museum – 875 Queen St. E.**

**PURPOSE**

The Bushplane Museum requested City Council's approval to locate a 29" x 81" electronic reader board sign (attached plan) within the existing sign that faces Bay Street. City staff has since approved the application subject to a number of conditions agreed to by the applicant.

**BACKGROUND**

The Bushplane Museum originally applied for a Minor Variance to Signs By-law 2005-166 in June of this year. City staff denied the application on the grounds that it did not meet the Interim Policy (passed by Council in April 2011). More specifically, the sign would be located within 50m of a non-signalized intersection.

On September 12, 2011, the matter was brought before Council. At that meeting, Council deferred the application because the applicant did not have an opportunity to review the Report.

**ANALYSIS**

Upon further discussions between City staff and the Bushplane Museum, the application has been approved, subject to a number of conditions, which were agreed to by the Bushplane Museum. It is staff's opinion that in addition to the Interim Digital Signage Policies, the following conditions will mitigate the public safety impacts:

1. The sign messages shall be displayed continually in a static manner and without change for a period of time not less than three (3) minutes.
2. Off-site or third party advertising is not permitted.

6(6)(a)

3. Except as set out in S.4(a)(i) regarding location distance from intersections and S.6 regarding static time periods, all of the regulations set out in the City's Interim Policy for signs containing electronic digital displays shall be adhered to. Among other things, the Interim Policy regulates brightness (day vs. night) and the maximum transition time between messages (<1 second).

**IMPACT**

At this time, there is no fiscal impact to the municipality associated with this application.

**STRATEGIC PLAN**

Presently, there are no impacts to the City's Strategic Plan.

**RECOMMENDATION**

That City Council accept this report as information.

Respectfully submitted,



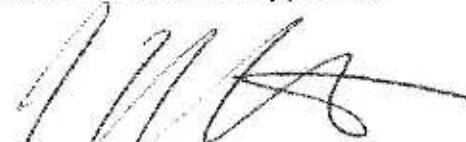
Peter Tonazzo, MCIP, RPP  
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP  
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

PT/ps

RECOMMENDED FOR APPROVAL  


Joseph M. Frates,  
Chief Administrative Officer



66(a)

(6)(b)

ENGINEERING & PLANNING DEPARTMENT

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

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\*1912 - 2012\*

2011 12 05

Mayor Debbie Amaroso and  
Members of City Council

**RE: Application No. A-22-11-Z – filed by Robert Ronald Berto – 284 North Street**

**PURPOSE**

The applicant, Robert Ronald Berto, is requesting a rezoning from "M2.S3" (Medium Industrial) zone with a Special Exception to "M2" (Medium Industrial) zone. Special Exception 3 limits the use of the property to millwork and the manufacturing of cutting boards, wooden tops and similar products from wood. The overall effect is to remove Special Exception 3 to permit the full range of Industrial uses permitted within the "M2" (Medium Industrial) zone.

**BACKGROUND**

City Council originally heard this application (original report package attached) on November 21, 2011 and passed the following Resolution:

"Resolved that City Council defer agenda item 6(6)(b) – Application NO. A-22-11-Z to the December 5, 2011 meeting to allow the residents impacted by the rezoning request to meet with City Planning Staff and ward Councillors."

**ANALYSIS**

Councillor Turco and Planning Staff met with four (4) neighbours on November 28, 2011. The neighbours generally agreed with the original recommendation, with the exception of the additional "M2" uses that were included.

Among other things, the original recommendation states that the following uses be permitted in addition to those permitted within an "M1" Zone:

- a. *Accessory use freight and storage containers*, which may be located within any yard, so long as they adhere to the required setbacks and are visually screened from the street with a visually solid fence, building or combination thereof
- b. *Motor vehicle sales and parts dealers*
- c. *Repair and maintenance services*

- d. Warehousing, wholesaling and distribution centres with 100% visually screened exterior storage.

With the exception of *Motor vehicle sales and parts dealers*, which includes *repair and maintenance* as an accessory use, the neighbours felt that the other uses would create impacts (primarily aesthetic) that are more akin to a medium industrial zoning and not conducive to the residential neighbourhood across the street.

The proposed "M1" (Light Industrial) zone, with Motor vehicle sales and parts dealers as an additional permitted use is appropriate and consistent with the "M1" zoning that currently exists on the adjacent property to the north, which fronts onto Railroad Avenue.

The applicant is aware of the amended recommendation, however given the tight timelines, a response has not yet been received.

#### **IMPACT**

There are no municipal fiscal impacts associated with this request.

#### **STRATEGIC PLAN**

Improvements to London Street are planned for 2014.

#### **RECOMMENDATION**

That City Council repeal Special Exception 3, and rezone the subject property from "M2" (Medium Industrial) zone to "M1" (Light Industrial) zone, subject to the following special provisions:

1. That Motor vehicle sales and parts dealers be permitted in addition to those uses permitted within an "M1" zone;
2. That the required exterior side yard setback along London Street be reduced to 5m.
3. A minimum 5m strip adjacent to London Street shall be provided and maintained as a landscaped area. The landscaped area can be phased in as the site develops or is occupied. Parking will not be permitted within this 5m strip of land.
4. That the required interior side yard setback adjacent to the rail line right of way be reduced to 0m.
5. That a commercial snow dump site be expressly prohibited from operating on the subject property. For the purposes of this By-law, a '*commercial snow dump site*' is defined as the storage and disposal of snow that is collected and removed from other properties and brought on-site.
6. That the property be deemed subject to Site Plan Control, pursuant to Section 41 of the Planning Act.

6(6)(b)

Respectfully submitted,

Peter Tonazzo, MCIP, RPP  
Planner

Recommended for approval,

Donald B. McConnell, MCIP, RPP  
Planning Director

Recommended for approval,

Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

PT/ps

attachment(s)

Data\APPL\REPORT\22-11-Z.doc

RECOMMENDED FOR APPROVAL  
JOSEPH M. FRATESI  
Chief Administrative Officer

6(6)(b)

ENGINEERING & PLANNING DEPARTMENT

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

Celebrate 100!  
\*1912 - 2012\*

2011 11 21

Mayor Debbie Amaroso and  
Members of City Council

**RE: Application No. A-22-11-Z – filed by Robert Ronald Berto**

**PURPOSE**

The applicant, Robert Ronald Berto, is requesting a rezoning from "M2.S3" (Medium Industrial) zone with a Special Exception to "M2" (Medium Industrial) zone. Special Exception 3 limits the use of the property to millwork and the manufacturing of cutting boards, wooden tops and similar products from wood. The overall effect is to remove Special Exception 3 to permit the full range of Industrial uses permitted within the "M2" (Medium Industrial) zone.

**Subject Property:**

- Location – The subject property is located on the northeast corner of North Street and London Street, Civic No. 284 North Street.
- Size – Approximately 24m (79') frontage along North Street x 138m (452') depth along London Street
- Present Use – One (1) storage building and vacant land
- Owner – Robert Ronald Berto

**BACKGROUND**

Special Exception 3 was approved in 1969. In 1988 Soo Mill and Lumber Co. Ltd. received a 3-year temporary zoning approval to construct a silo to store wood shavings. City Council subsequently approved 3-year temporary zoning approvals in 1992 and 1995.

**ANALYSIS**

**Conformity with the Official Plan**

The subject property is designated "Industrial" on land use Schedule 'C' of the Official Plan. The applicant is requesting a rezoning to remove the restrictions imposed by Special Exception 3 in order to allow the full list of uses permitted within the underlying "M2" (Medium Industrial) zone. Consequently, an amendment to the Official Plan is not required.

### Consultation

The following departments/agencies commented on the application as part of the consultation process:

- Building Division, Accessibility Advisory Committee – See attached letters;
- Public Works & Transportation, PUC Services, CSD, Fire Services, Municipal Heritage Committee, Conservation Authority, Engineering, – No objections/comments

Bounded to the north by the railway, the property is quite narrow with a depth of roughly 24m (79') at North Street, then widening to approximately 30m (100') along the east lot line.

The underlying zoning is "M2" (Medium Industrial) zone, Special Exception 3 limits the uses to millwork and the manufacturing of cutting boards, wooden tops and similar products from wood. The restrictive nature of the site specific zoning is a result of the property's limited depth and direct exposure to the residences on the south side of London Street. The overall intent was that once Soo Mill discontinued its operations, the zoning would be revisited.

The applicant recently purchased the property and completed some improvements to the building located along the east lot line. The building was subsequently leased to a number of contractors and the remainder of the property was used as a private snow storage site. The applicant has indicated that the site will no longer be leased as a snow storage site, which generated complaints from nearby residents.

Although not ideal due to the residences across the street, historically the subject property has always been zoned Industrial. Given the rail line along the north side of the property, re-development for residential purposes is not appropriate. Commercial development would be appropriate along the North Street frontage, however, increased traffic associated with commercial land uses within the eastern portion of the site would impact the residential uses on the south side of London Street, due in part, to the property's limited depth.

Given the parcel layout and nearby residential properties, it is recommended that the property be rezoned to "M1" (Light Industrial) zone. The "M1" zone permitted uses are attached.

Subsequent to a meeting with Planning staff, the applicant requested the following "M2" (Medium Industrial) uses in addition to those permitted within the "M1" zone:

- Accessory use freight containers
- Accessory use storage containers
- Heavy equipment sales, repair and maintenance
- Motor vehicle sales and parts dealers
- Repair and maintenance services
- Warehousing, wholesaling and distribution centres with 100% visually screened exterior storage.

Generally speaking, staff has no issue with adding these uses, with the exception of heavy equipment sales, repair and maintenance. Such uses tend to be noisier than motor vehicle maintenance. Furthermore, such uses can include a substantial amount of work conducted outside and at odd hours when the heavy machinery is not on the job site.

Although staff has no concerns with permitting accessory use storage and freight containers on the subject property, it is worth noting that such containers are only permitted in a rear yard. The defined rear yard of the subject property is a small strip of land (less than 6') behind the existing building. This area is neither large enough nor appropriate for locating freight or storage containers. It is therefore recommended that special conditions be added that permit accessory use freight containers within any yard except the required front or exterior side yards, and that such containers must be visually screened from both North and London Streets, with either fencing, a building, or a combination thereof.

Industrial Policy 6 of the Official Plan notes that "minimum setbacks and other forms of buffering shall be used to provide adequate separation from neighbouring sensitive uses as described in the applicable Provincial Ministry Guidelines." In this case, the Ministry of the Environment's (MOE) 'D Series Guidelines' speak to land use compatibilities and minimum separations between industrial uses and sensitive uses (residential in this case).

Generally, the proposed uses for the subject property can be classified as Class I industrial land uses (as per Appendix 'A' of MOE 'D' Series Guidelines attached) with minimal off-site impacts such as noise, dust, odour and vibrations. As per Appendix 'C' (attached), Class I Industrial uses should be a minimum of 20m (66') from nearby sensitive or in this case residential uses. The properties on the south side of London Street are approximately 20m (66') away from the subject property.

Although some of the permitted uses have the potential to be Class II industrial uses, the relatively shallow depth (30.5m/100') of the subject property limits the size and scope of any future industrial development.

This limited depth also makes it very difficult for future development to achieve the required 15m setback from London Street. It is recommended that the required setback from London Street be reduced from 15m to 5m, and that the 5m setback be 100% landscaped, excluding access points.

From an aesthetic standpoint, a 5m landscaped area will help to improve the view from London Street. A visually solid fence would create security concerns, as an open, well lit view to the property is more appropriate.

Given that future development details are not known at this time, as well as the industrial/residential interface along London Street, it is recommended that the property be deemed subject to site plan control, so that staff can review among other things, landscaping, building placement, and buffering details prior to the issuance of a building permit.

Correspondence from the Building Division notes this matter came in as a complaint last May. The owner had renovated the existing building without a permit and rented to various contractors without the proper zoning. The matter has been sent to Legal for action. The owner is also reminded that building permits are required for the renovations that have occurred.

The Accessibility Advisory Committee notes that Accessible Customer Service Regulation (429/07) must be adhered to, which requires businesses to develop a plan to accommodate clients that may be unable to access any buildings. Through Site Plan Control, the Accessibility Advisory Committee will have the opportunity to comment upon the exterior details of any future development, including barrier free design.

The attached letters from Wayne Barbeau and Dennis Nystedt generally state that they have no issues with the rezoning application, so long as a private snow dump is prohibited. The applicant has no future intentions of utilizing the property as a private snow dump. Given the nearby homes, such a use is not appropriate for the site. It is recommended that a private snow dump is expressly prohibited from operating on the subject property.

### **IMPACT**

There are no municipal fiscal impacts associated with this request.

### **STRATEGIC PLAN**

Although not directly impacted, it is worth noting that improvements to London Street are planned for 2014.

The Corporate Strategic Plan also indicates that the Industrial Land Strategy should be updated to ensure adequate supply for future development. Approval of this application would permit a wider variety of light industrial uses on the subject property than currently permitted.

### **SUMMARY**

The subject property was home to Soo Mill for many years. Given the limited depth of the property, there existed a difficult industrial/residential interface resulting in numerous complaints from nearby residents. For this reason, Special Exception 3 was created to limit the uses of the property to those that were occurring when Soo Mill occupied the Site. The intent was that once Soo Mill ceased operations, the zoning and permitted uses would be revisited, with the goal of improving a historically difficult situation.

The property is located adjacent to a rail line, which creates opportunities for future industrial development, but limits the property's ability to be developed residentially. The parcel's limited depth also reduces commercial development potential. Furthermore, higher volumes of traffic associated with commercial uses would not be ideal given the homes along the south side of London Street.

For these reasons, as well as the longstanding industrial use of the subject property, the Light Industrial Zone (M1) is most appropriate, along with a limited number of M2 uses that do not have the potential to negatively impact surrounding neighbours.

**RECOMMENDATION**

That City Council repeal Special Exception 3, and rezone the subject property from "M2" (Medium Industrial) zone to Light Industrial zone, subject to the following special provisions:

1. That the following uses be permitted in addition to those permitted within an "M1" zone:
  - a. Accessory use freight and storage containers, which may be located within any yard, so long as they adhere to the required setbacks and are visually screened from the street with a visually solid fence, building or combination thereof
  - b. Motor vehicle sales and parts dealers
  - c. Repair and maintenance services
  - d. Warehousing, wholesaling and distribution centres with 100% visually screened exterior storage.
2. That the required exterior side yard setback along London Street be reduced to 5m.
3. A minimum 5m strip adjacent to London Street shall be provided and maintained as a landscaped area. The landscaped area can be phased in as the site develops or is occupied. Parking will not be permitted within this 5m strip of land.
4. That the required interior side yard setback adjacent to the rail line right of way be reduced to 0m.
5. That a commercial snow dump site be expressly prohibited from operating on the subject property. For the purposes of this By-law, a 'commercial snow dump site' is defined as the storage and disposal of snow that is collected and removed from other properties and brought on-site.
6. That the property be deemed subject to Site Plan Control, pursuant to Section 41 of the Planning Act.

Respectfully submitted,

Peter Tonazzo, MCIP, RPP  
Planner

Recommended for approval,

Donald B. McConnell, MCIP, RPP  
Planning Director

Recommended for approval,

Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

PT/ps

attachment(s)

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## 14 INDUSTRIAL ZONES

### 14.1 LIGHT INDUSTRIAL ZONE (M1)

#### Introduction

This zone accommodates low intensity industrial uses. Effects such as noise, dust, odours, and vibrations should be minimal to non-existent. This zone shall include regulations meant to create a campus like atmosphere.

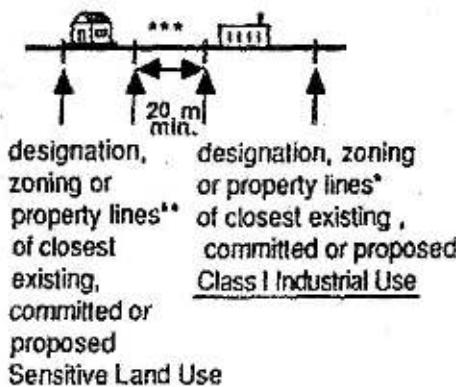
#### 14.1.1 PERMITTED USES

- Accessory uses
- {2007-105} Accessory use solar power installations – Refer to Section 1.1.6 for additional regulations
- {2006-200} Accessory use wind turbines - Refer to Section 4.13 for additional regulations
- Broadcasting
- {2007-105} Commercial solar power installations – Refer to Section 1.21 for additional regulations
- Computer, precision, and electronic products manufacture and repair
- Contractors yards
- Delivery and courier services
- Dry cleaning and laundry plants
- Emergency response centres
- Industrial plazas
- Information and technology services
- Manufacture of food and beverages
- Motion picture and sound recording studios
- Personal Storage
- Printing and related support activities
- Professional scientific and technical services
- Publishing industries
- Rental and leasing services
- Similar uses
- Warehousing, Wholesaling and Distribution Centres - with no outdoor storage

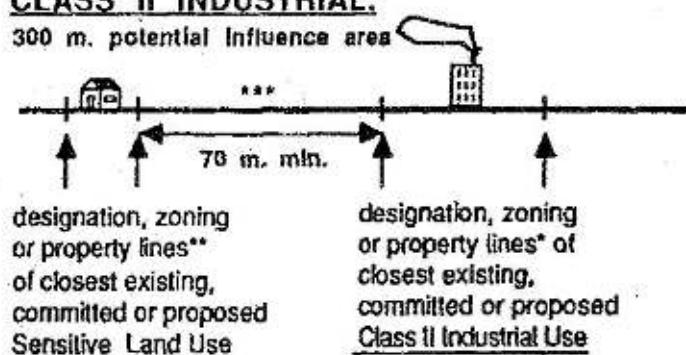
**Exclusion:** Reload centres for logs and pulpwood

**CLASS I INDUSTRIAL:**

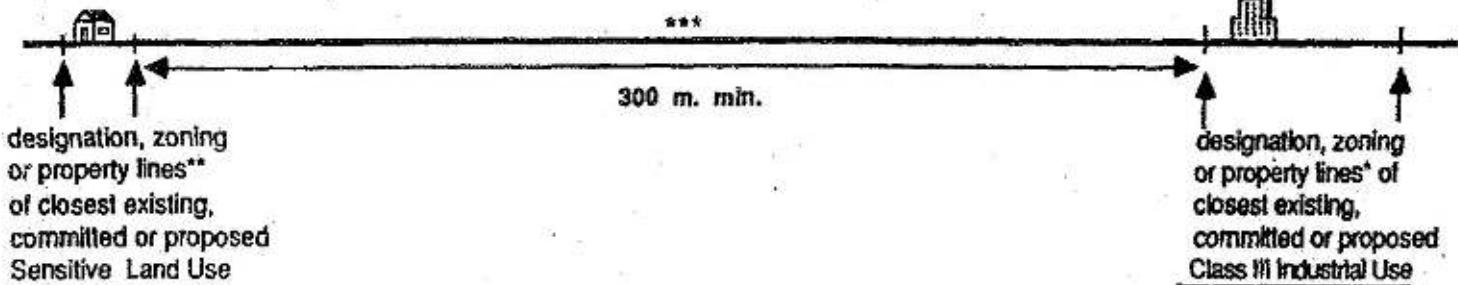
70 m. potential influence area

**CLASS II INDUSTRIAL:**

300 m. potential influence area

**CLASS III INDUSTRIAL:**

1000 m. potential influence area

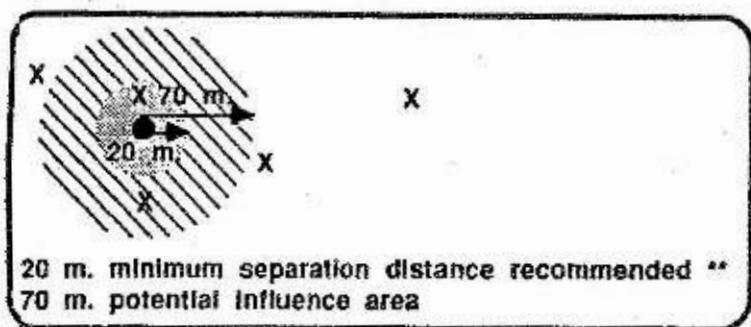
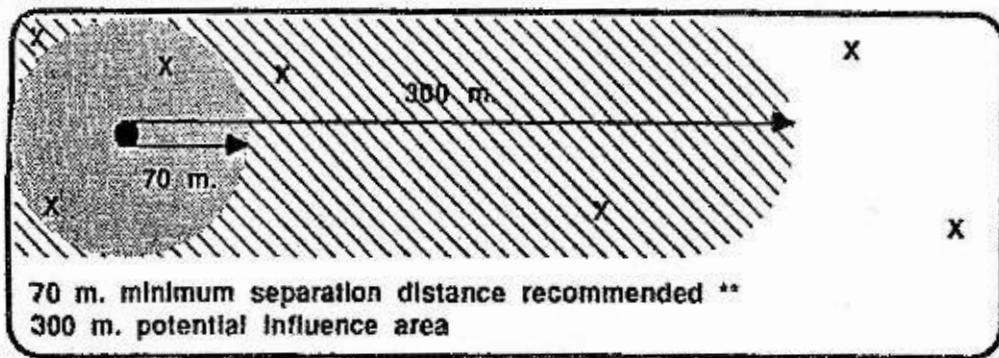
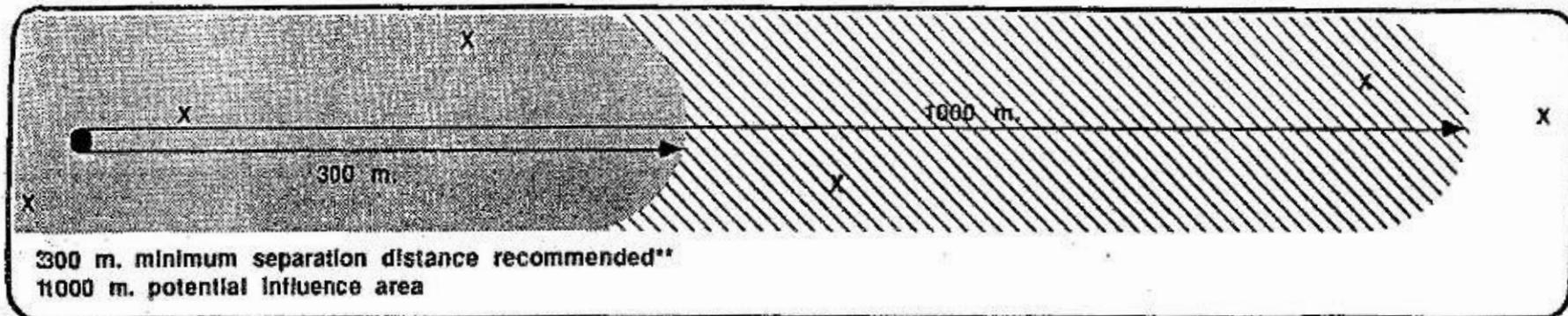


\* The set backs established in a zoning by-law can be included in the separation distance measurement if the by-law or site plan control precludes the use of the set back for activities that could create an adverse effect. [See Section 4.4.3, "Zoning/Site Plan Control (Industrial Land Uses)\*".]

\*\* Where the established use of on-site & ancillary lands associated with a sensitive land use are not of a sensitive nature (e.g. a parking lot or roadway), measurement may be taken to where the sensitive activities actually begin. [See Section 4.4.2, "Site Specific Plans & Section 4.4.4, "Ancillary Uses (Sensitive Land Use)" .] This approach may be particularly appropriate for redevelopment/infill proposals. [See Section 4.10, "Redevelopment, Infilling ....".]

\*\*\* No incompatible development should normally take place within the Recommended Minimum. [See Section 4.3, "Recommended Minimum", Section 4.10, "Redevelopment, Infilling & Mixed Use Areas" and Section 4.2.5, "Off-Site Separation Distances".]

666(b)

**CLASS I INDUSTRIAL:****CLASS II INDUSTRIAL:****CLASS III INDUSTRIAL:**

(PLAN VIEW)

**Legend:**

- Existing\* Land Use
- ✗ Proposed\* Land Uses
- Recommended Minimum - Incompatible Development should not normally be permitted. [See Section 4.3, "Recommended Minimums" and Section 4.10, "Redevelopment, Infilling ....", for exceptions.]
- Potential Influence Area or Actual Influence Area - "Adverse Effects" need to be identified, mitigation proposed, & an assessment made on the acceptability of the proposal. (See Section 4.1, "Influence Area Concept".)
- Acceptable Range - Beyond the Potential Influence Area or Actual Influence Area, therefore normally development in this range should not pose a compatibility problem. (See also Section 4.5.2, "Separation Distance Greater than the Potential Influence Area" for exceptions.)
- \* Note: If the existing use is industrial, then the proposed use is sensitive, and vice versa.
- \*\* See Section 4.10, "Redevelopment, Infilling & Mixed Use Areas" for exceptions.

## APPENDIX A

## INDUSTRIAL CATEGORIZATION CRITERIA\*

CATE-GORY	OUTPUTS	SCALE	PROCESS	OPERATION /INTENSITY	POSSIBLE EXAMPLES**
Class I	NOISE: Sound not audible off property DUST and/or ODOUR: Infrequent and not intense VIBRATION: No ground borne vibration on plant property	- No outside storage - Small scale plant or scale is irrelevant in relation to all other criteria for this Class	- Self contained plant or building which produces/stores a packaged product. Low probability of fugitive emissions	- Daytime operations only - Infrequent movement of products and/or heavy trucks	- Electronics manuf. and repair - Furniture repair and refinishing - Beverages bottling - Auto parts supply - Packaging and crafting services - Distribution of dairy products - Laundry and linen supply
Class II	NOISE: Sound occasionally audible off property DUST and/or ODOUR: Frequent and occasionally intense VIBRATION: Possible ground-borne vibration, but cannot be perceived off property	- Outside storage permitted - Medium level of production allowed	- Open process - Periodic outputs of minor annoyance - Low probability of fugitive emissions	- Shift operations permitted - Frequent movement of products and/or heavy trucks with the majority of movements during daytime hours	- Magazine printing - Paint spray booths - Metal command - electrical production manufacturing - Manufacturing of dairy products - Dry cleaning services - Feed packing plant

66X99

<b>Class III</b>	<p>NOISE: sound frequently audible off property</p> <p>DUST and/or ODOUR: Persistent and/or intense</p> <p>VIBRATION: Ground-borne vibration can frequently be perceived off property</p>	<ul style="list-style-type: none"> <li>- Outside storage of raw and finished products</li> <li>- Large production levels</li> </ul>	<ul style="list-style-type: none"> <li>- Open process</li> <li>- Frequent outputs of major annoyances</li> <li>- High probability of fugitive emissions</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous movement of products and employees</li> <li>- Daily shift operations permitted</li> </ul>	<ul style="list-style-type: none"> <li>- Manufacturing of paint and varnish</li> <li>- Organic chemicals manuf.</li> <li>- Breweries</li> <li>- Solvent recovery plants</li> <li>- Soaps and detergent manuf.</li> <li>- Manufacturing of resins and costing</li> <li>- Metal manufacturing</li> </ul>
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**NOTE:** Emissions may be point source or fugitive.

**\* NOTE:** This Table should not be considered a comprehensive list but is to be used to provide examples of industrial categories.

**\*\* NOTE:** The following examples are not limited to the Class indicated on the Table. The categorization of a particular industry will vary with the specifics of the case.

**SOURCE:** The criteria for categorizing industries into Class I, II or III are derived from Ministry experience and the investigation of complaints related to industrial facilities.

lele  
MAY 1994

(b)(6)(b)

## Pat Schinners

**From:** Don Maki  
**Sent:** October 18, 2011 4:30 PM  
**To:** Don McConnell; Pat Schinners  
**Subject:** 284 North Street rezoning application A-22-11-Z

Hi Don

This matter was brought to our attention last May. The owner had renovated the building and rented to various contractors. That matter has been sent to legal for action. A building permit would also be required for the renovations that occurred.

Don

Don Maki CBCO  
Chief Building Official  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6  
Phone (705) 759-5399  
d.maki@cityssm.on.ca

[www.cityssm.on.ca](http://www.cityssm.on.ca)

[www.celebrate100saultstemarie.com](http://www.celebrate100saultstemarie.com)

Celebrating 100 years as a city in 2012!



October 24, 2011

Don McConnell  
Planning Director  
City Planning & Engineering Division

**SUBJECT: REZONING APPLICATION REVIEW -A-22-11-Z 284 North Street**

Dear Mr. McConnell

The Accessibility Advisory Committee makes the following recommendations in respect of barriers to access for person with disabilities on the subject rezoning application.

**Exterior**

1. Parking:
2. Walkways & Sidewalks:
3. Curb Cuts:
4. Ramping:
5. Transit Access:
6. Lighting: In accordance with the Illuminating Engineers Society of North America Standards
7. Signage:
8. Other: Accessible Customer Service Regulation 429/07 compliance requirements in effect 01/01/2012 therefore business must develop plan to accommodate clients unable to access building.

Thank you for your attention to these recommendations.

We request a Site Plan       We do not want a Site Plan for review

(d)(6)(b)



Département de la Famille et des Services sociaux  
Département de la Famille et des Services sociaux

Sincerely,

Catherine Meincke  
Chair, Site Plan Sub Committee  
on behalf of The Accessibility Advisory Committee

(b)(b)

**Peter Tonazzo**

**From:** W.B. [WbRb0@shaw.ca]  
**Sent:** November 10, 2011 12:44 PM  
**To:** City Clerk; Peter Tonazzo  
**Subject:** Berto: RE:ZONING APPLICATION # A-22-11-Z

To: M. White City Clerk

Berto: RE:ZONING APPLICATION # A-22-11-Z

Last winter Berto allowed a contractor (Rainone) use of the west portion of this property as a Snow Dump. Rainone was on contract with another business ( Zellers? ) On the nights that snow was dumped we never slept on any of those nights.

I met with both Berto and Rainone to no avail. See attached Snow Dump Record. Berto in every respect other than the snow dump issue has been a good neighbor, property well maintained and clean.

I would be more than satisfied with Zoning application change that would change Special Exception clause changed to only no Snow Dumping allowed.

Wayne Barbeau  
39 London St  
705-942-1861

**SNOW DUMP Record 2010-2011**

Sun Nov 28 & 29

Extreme noise racing engines, banging tailgates most were 8 bangs, one even reached 19 times !

Tues Nov 30

Visited City Hall talked to Butland & Lorie Bottos. LB says call police they must enforce Noise bylaw, will send letter to Berto. Told LB I would talk to Berto.

Later visited Berto office he and wife agreed to talk to Rainone.

Berto later phoned me at noon -advised he advised Rainone not to bang tailgates and not to exit east on London St.

Dec 3rd (2)

Informed Berto that previous nite truckers did not bang tailgates but instead had the backhoe guy smash his backhoe arm down on the tilted box, Berto again said he would contact Rainone.

Evening of 3rd -10pm

banging tailgates began again at

Dec 4th called CPD 12:25

said busy nite unknown when Police could attend req duty officer ext 210

called many many times for long periods never got a answer.

9:30 am visited CPD station

Told they would need lic# and name of offender would be hard to catch, and that "noise was a low priority, busy nite unlikely officer could attend

10:00 Rainone office

Talked to Mark seemed very agreeable to do whatever to end noise and not disrupt neighborhood. Said he had ordered drivers not to bang tailgates or race engines and he was banking snow and going to move entrance closer to North St. He said its hard to get through to these drivers as "most don't have to much between the ears"

Dec 10

Visited Rick Nero at his workplace he said "he was on it"

4:44

Again racing engines and banging tailgates.

Morning visited CPD station Desk Sargt said was sympathetic promised to start a log report said couldn't say when, how or if this would end. Said keep reporting and they would TRY to send a cruiser. That evening i met with 2 patrol officers that said that unless they were intentionally making excess noise the officers said they wouldn't charge because the JP would just dismiss the charges They implied that there is necessary noise and unnecessary noise and what is going on here is necessary as they have to dump the snow and this is viewed as such

Dec 12th

Emailed Kenny and Rick (again)

Jan 7th

Visited CS Kenny she said would send letter to CPD Chief

Jan 8th

12 am called CPD reported roaring engines and banging of tailgates

Told officer I expect charges and that I would testify in court and that Wed night I had not sleep until early this morning.

(6)(b)

M. White, City Clerk  
cityclerk@cityssm.on.ca  
November 10, 2011

Re: Zoning Application No A-22-11-Z.  
Civic Number 284 North Street.

Dennis Nystedt (Storey Furniture)  
Resident Apartment above Storey  
Furniture.  
786225 Ontario Limited  
62 Wellington Street West,  
Shareholder  
Owner: 25 London Street  
Owner: 41 London Street

On behalf of the above properties, I do not oppose the zoning application No .A-22-11-Z. My concerns about the zoning change is if the change allows this property to become a snow dumping lot for Contractors during our Winter Snow Removal programme. The snow dumping is annoying to the tenants of the above properties as this function is done during the nite 12:00 midnight to early hours of the morning when residence are trying to sleep. The heavy truck traffic and the dumping when the tail gates of the trucks bang against the steel dump boxes to release the snow. The noise is very disturbing to those trying to sleep in preparation for work next day.

Mr. Dennis Nystedt

Ludwik Widlas,  
47 London Street,  
Sault Ste. Marie, ON  
P6A 2S2

11/18/11

M. White,  
City Clerk,  
P.O. Box 580,  
Sault Ste. Marie, ON  
P6A 5N1

Re: APPLICATION NO. - A-22-11-Z - filed by Robert Ronald Berto

CIVIC NO. - 284 North Street

**SIZE** - Approximately 24m (79') frontage along North Street x 138m (452') depth along London Street; 0.33 ha (0.82 acres)

**REQUEST:** The applicant, Robert Ronald Berto, is requesting a rezoning from "M2.S3" (Medium Industrial) zone with a Special Exception to "M2" (Medium Industrial) zone. Special Exception 3 limits the use of the property to millwork and the manufacturing of cutting boards, wooden tops and similar products from wood.

The overall effect is to remove Special Exception 3 to permit the full range of Industrial uses permitted within the underlying "M2" (Medium Industrial) zone.

Dear Council Members:

In light of the fact that the Zoning of 284 North Street was intentionally subjected to the "M2.S3" Special Exception zoning by the standing Council of the time; reflects the nature of the Residential Area in which this land is located.

The previous use of the property - *for millwork and the manufacturing of cutting boards, wooden tops and similar products from wood* -was in accordance with this fact. There was very little in the way of problems (IE. Noise, Traffic, Dust, Odours and Vibrations) that stemmed this manufacturing plant.

As I am a resident of this location for 27 years, I am recommending that this request is not approved in it's present form.

The present usage has been in violation of it's current Zoning By-Law status for approximately a year and can understand the applicants desire to correct this.

Changing this to a "M2" (Medium Industrial Zone), introduces a very Nonresidential presence to this area. Perhaps a "M1" (Light Industrial Zone), with restrictions on the permitted uses would be in order, reflecting the nature of the present neighbourhood as it now has been for a good number of years.

With the Special Exception that was applied to 'By-Law "M2" (Medium Industrial Zone)' in this case, it effectively changed the zoning to that of a "Very Light Industrial Zone".(My term.)

To keep the with present neighbourhood status, I would suggest that Council review the actually purpose required in your deliberations on this matter. As a "M2" (Medium Industrial Zone) permits everything found in a "M1" (Light Industrial Zone)"; I have prepared the whole listing of permissible uses for your easy access. I sure that Mr. M. White the City Clerk will inform you of any errors that I have made. (Copied from your website)

## **14 INDUSTRIAL ZONES**

### **14.1 LIGHT INDUSTRIAL ZONE (M1)**

#### **Introduction**

This zone accommodates low intensity industrial uses. Effects such as noise, dust, odours, and vibrations should be minimal to non-existent. This zone shall include regulations meant to create a campus like atmosphere.

#### **14.1.1 PERMITTED USES**

- **Accessory uses**
  - {2007-105} Accessory use solar power installations - Refer to Section 1.1.6 for additional regulations
  - {2006-200} Accessory use wind turbines - Refer to Section 4.13 for additional regulations
- Broadcasting
- {2007-105} Commercial solar power installations - Refer to Section 1.21 for additional regulations
- Computer, precision, and electronic products manufacture and repair
- Contractors yards
- Delivery and courier services
- Dry cleaning and laundry plants
- Emergency response centres
- Industrial plazas
- Information and technology services
- Manufacture of food and beverages
- Motion picture and sound recording studios
- Personal Storage
- Printing and related support activities
- Professional scientific and technical services
- Publishing industries
- Rental and leasing services

- Similar uses
- Warehousing, Wholesaling and Distribution Centres - with no outdoor storage  
Exclusion: Reload centres for logs and pulpwood

## 14.2 MEDIUM INDUSTRIAL ZONE (M2)

### Introduction

This zone allows more intensive uses than the Light Industrial Zone, however it requires that noise, dust, odors, and vibrations impacting sensitive uses in the area be kept to a minimum.

#### 14.2.1 PERMITTED USES

- All uses permitted in M1 zone
- Accessory uses
  - {2007-105} Accessory use freight containers
  - Accessory use storage trailers
  - {2006-200} Accessory use wind turbines - Refer to Section 4.13 for further regulations
  - Auto body repair establishments
  - Building, hardware, and garden supply stores
  - Bulk storage and distribution of fossil fuels
  - {2006-200} Commercial wind generating systems- Refer to Section 4.13 for additional regulations.
  - Heavy equipment sales maintenance and repair
  - Industrial plaza
  - Medium manufacturing
  - Motor vehicle sales and parts dealers
  - Rental and leasing services
  - Repair and maintenance services
  - Road transportation and warehousing
- Similar uses
- Warehousing, wholesaling and distribution centres - with 100% visually screened exterior storage

Exclusion: Reload centres for logs and pulpwood

### PERMITTED USES DEFINED

#### 1.1 ACCESSORY USES

A use or structure on the same lot, of a nature customarily incidental and subordinate to the principal use or structure.

##### 1.1.1 ACCESSORY USE: SEASONAL GARDEN CENTRES

An accessory use that temporarily occupies a portion of the required parking area of the main use on the same lot.

##### 1.1.2 REGULATIONS FOR ACCESSORY USE SEASONAL GARDEN CENTRES

- A. Seasonal garden centers may occupy the property for a period not exceeding 6 consecutive months, with the subject property being free of any seasonal garden centers for a minimum of 6 consecutive months.
- B. Any structure used in conjunction with a seasonal garden center shall be portable and removed from the site for at least 6 consecutive months.
- C. Any building or structure used in conjunction with the seasonal garden center shall meet the same setback regulations of a main building for the zone in which it exists.
- D. Accessory use storage trailers shall not be used in conjunction with a seasonal garden center.
- E. The entire area dedicated to the seasonal garden center shall not occupy more than 15% of the total parking spaces supplied by the main use on the subject property.
- F. To be eligible to support a seasonal garden center, the host shall supply the minimum number of parking spaces required by this zoning by-law, prior to the erection of a seasonal garden center.
- G. No additional parking will be required for the temporary structures associated with the seasonal garden center.
- H. The seasonal garden center shall be restricted to the sale of gardening supplies and plants for domestic uses only, excluding the sale of farming supplies or equipment, or the sale of garden or farm produce for consumption.
- I. These regulations do not apply to permanent structures attached to the main building, functioning as seasonal garden centers.

#### **1.1.3 {2007-105} ACCESSORY USE: FREIGHT CONTAINERS**

Often referred to as C-Can buildings, such units are generally associated with the overseas shipping industry. Constructed of metal, the storage containers are used in a manner similar to an accessory building. Accessory Use Freight Containers may not be used to accommodate work areas, shops, office uses, or retail sales.

#### **1.1.4 ACCESSORY USE: STORAGE TRAILERS**

The trailer portion of a tractor-trailer unit, a transport truck, or the box or storage area of a van or utility vehicle that is used in a manner similar to an accessory building. These trailers are only permitted in the rear yards of Industrial or Commercial zones. Accessory use storage trailers may not be used to accommodate work areas, shops, office uses, or retail sales.

#### **1.1.5 {2007-105} REGULATIONS FOR ACCESSORY USE STORAGE TRAILERS AND FREIGHT CONTAINERS**

Yard Where Permitted Year Yard

Minimum Distance from Any Building 4.5m

Maximum Number of Accessory Use Trailers per lot 3

Minimum Distance from Any Lot Line 9m

#### **1.1.6 {2007-105} ACCESSORY USE: SOLAR POWER INSTALLATIONS**

Systems designed to capture the sun's energy and convert it to electricity. Such systems may be tied into the electrical grid, however they are clearly secondary and

subordinate in nature to the main use on the property. Any installations not connected to a building shall adhere to the same setbacks and height restrictions for accessory buildings as outlined in the zone in which the installation is situated. Accessory use solar power installations are exempt from all maximum height restrictions.

#### **1.1.7 ACCESSORY USE: WIND TURBINES**

Structures which harness wind energy for the primary purpose of on-site consumption. Such structures can be tied into the electrical grid, however their primary purpose is to provide power to the buildings and uses located on-site.

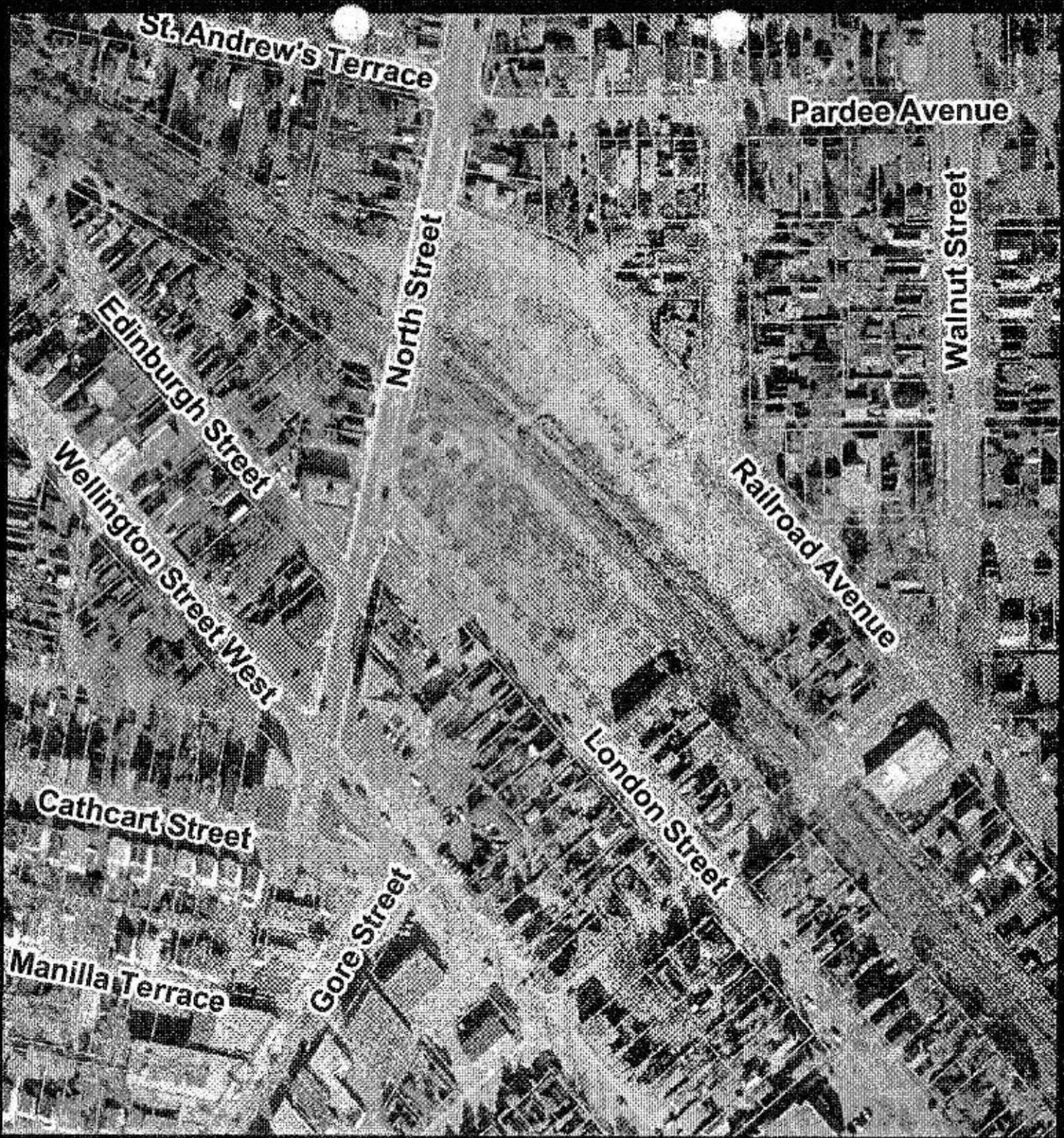
I Thank You, for your attention to this serious decision that will impact my neighbourhood,

Yours Truly,

Ludwik (Luke) Widlas

Ludwik Widlas  
47 London Street,  
Sault Ste. Marie, ON  
P6A 2S2

Phone: 705-942-0153  
E-Mail: LukeWidlas@Vianet.ca



**2008 ORTHO PHOTO  
PLANNING APPLICATION A-22-11-Z  
284 NORTH STREET**



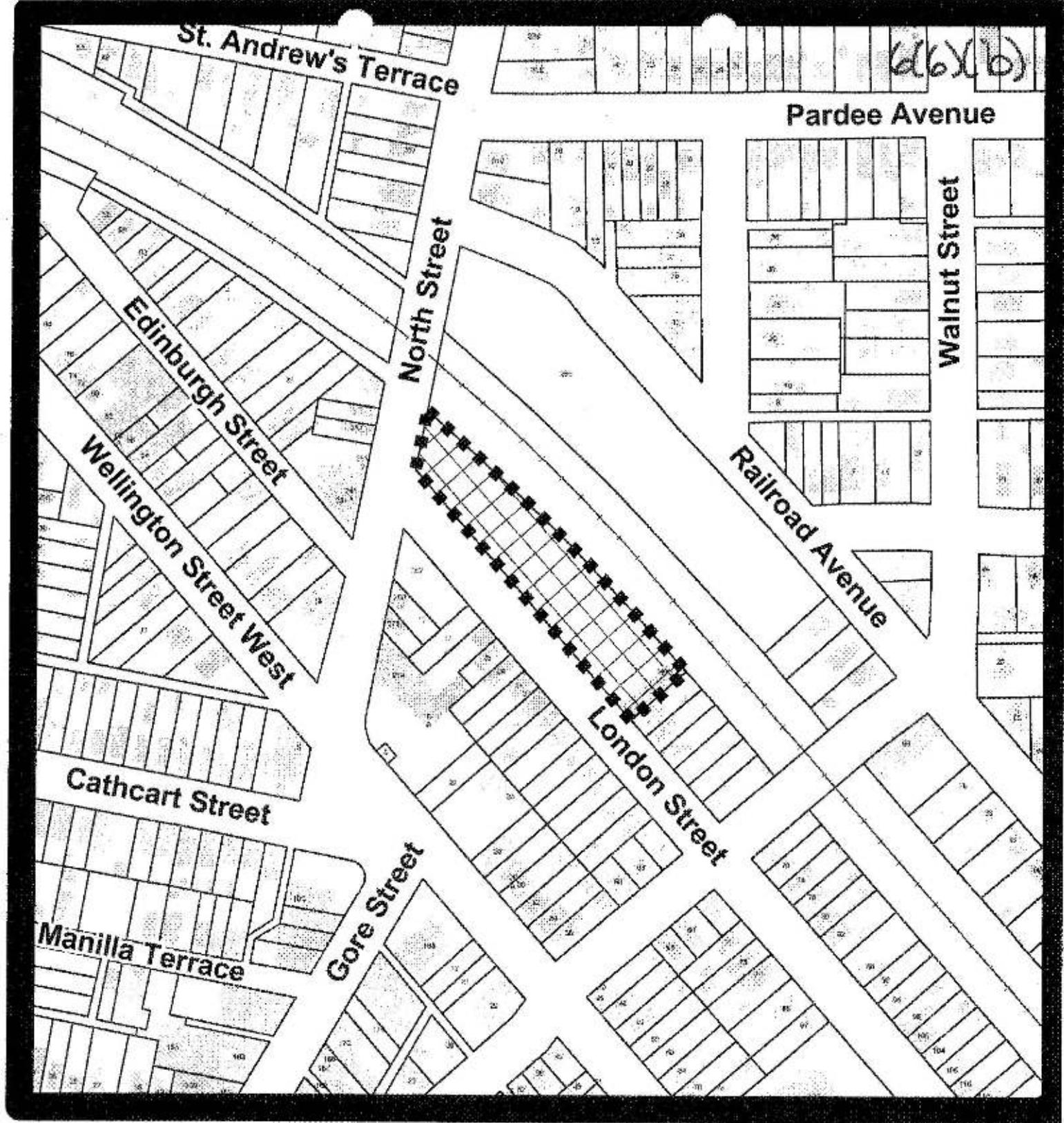
Metric Scale  
Oct, 2011 1 : 2200



Subject Property = 284 North St

Maps  
26 & 1-29

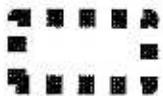
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A-22-11-Z



## SUBJECT PROPERTY MAP

PLANNING APPLICATION A-22-11-Z

**284 NORTH STREET**



Subject Property = 284 North St



Subject Property = 284 North St

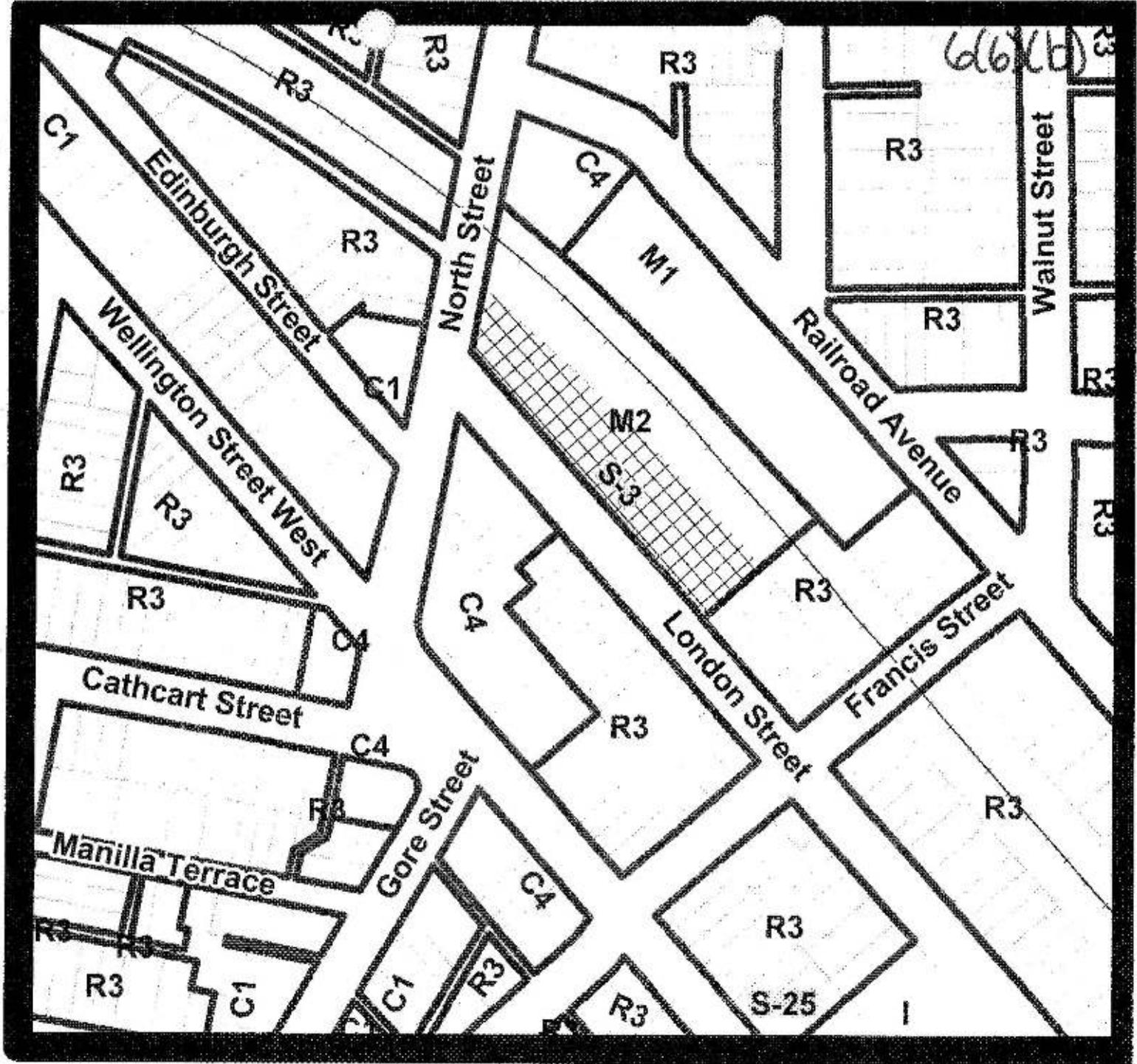


Metric Scale  
1 : 2200

Oct, 2011

Maps  
26 & 1-29

Mail Label ID  
A-22-11-Z



## EXISTING ZONING MAP

Subject Property = 284 North St

- R3 - Low Density Residential Zone
- C1 - Traditional Commercial Zone
- C4 - General Commercial Zone
- M1 - Light Industrial Zone
- M2 - Medium Industrial Zone

S-Number = Special Exception Zoning

## 284 NORTH STREET

**PLANNING APPLICATION  
A-22-11-Z**



Metric Scale  
1 : 2200

Oct, 2011

Maps  
26 & 1-29

Mail Label ID  
A-22-11-Z

6(8)(a)



## SAULT STE. MARIE POLICE SERVICE

580 Second Line East  
Sault Ste. Marie, Ontario P6B 4K1

ROBERT D. DAVIES  
*Chief of Police*

EMERGENCY DIAL: 9-1-1  
TELEPHONE: (705) 949-6300

BOB KATIES  
*Deputy Chief of Police*

EXECUTIVE FAX: (705) 949-3082  
OPERATIONS FAX: (705) 759-7820

November 24, 2011

Mayor D. Amaroso and Members of City Council  
City of Sault Ste. Marie  
Civic Centre, 99 Foster Drive  
Sault Ste. Marie ON P6A 5X6

Dear Mayor Amaroso and Councillors:

**Re: Bridge Dedication for Fallen Police Officers**

As City Council is aware, Constable Donald Doucet was a passenger in a police vehicle which was involved in a motor vehicle collision caused by an impaired driver in May 2006. He was fatally injured and succumbed to his injuries. He was the first police officer to die in the line of duty for the City of Sault Ste. Marie.

The Ministry of Transportation currently has a program which involves the dedication of bridges in memory of fallen officers. Constable Henry Jin, through his own initiative, completed the necessary application to the Ministry of Transportation in 2010 to rename the Root River bridge in memory of Constable Doucet. However, we have been advised that this portion of Highway 17 is classified as a "connecting link" roadway and therefore falls under the jurisdiction of the Municipality of Sault Ste. Marie.

The Service supports Constable Jin's efforts to have the Root River bridge renamed in memory of Constable Doucet and we appreciate Council's consideration of our request. Constable Jin will be in attendance at the Council meeting on December 5, 2011 to answer any questions. Both the family of Constable Doucet and MPP David Orazietti also support this initiative. A copy of MPP Orazietti's letter of support is attached.

Yours truly,

A handwritten signature in black ink, appearing to read "Robert D. Davies".

Robert D. Davies  
Chief of Police  
RDD:ah

Attachment

cc: S.S.M.P.S. Senior Management  
Constable H. Jin, Patrol Services

(6)(8)(a)



LEGISLATIVE ASSEMBLY  
DAVID ORAZIETTI, M.P.P.  
SAULT STE. MARIE

Hon. Kathleen Wynne  
Minister of Transportation  
Suite 101  
795 Eglinton Ave East  
Toronto, On  
M5G 4E4

Dear Minister Wynne

I am writing to you today in regards to the Bridge Dedication for the Fallen Police Officers Program. I would like to lend my support for the naming of the Root River Bridge in the riding of Sault Ste. Marie after Constable Donald Doucet a fallen Sault Ste. Marie Police officer.

Donald Doucet was a 12 year veteran of the Sault Ste. Marie police force and passed away in the line of duty. This was the first time in the proud 150 year history of the SSM police force that an officer had given his life in the line of duty. By naming the Root River Bridge after Constable Doucet it would be fitting and just one part of his lasting legacy. Officer Doucet was very active in the community and engaged in many voluntary charitable events especially those involving sports and young people. He participated in many events including the Heart & Stroke Big Bike Ride, Kids 'n Kops Fishing, and the Ontario Law Enforcement Torch Run which focuses on assisting Special Olympians. Constable Doucet also loved coaching hockey and was a volunteer Assistant Coach in the Soo Major Hockey League. His positive influence as a mentor and role-model for young people in Sault Ste. Marie will be missed.

I fully support the application to name the Root River Bridge in honor of Constable Donald Doucet and look forward to hosting you in Sault Ste Marie for the dedication ceremony in honor of the late constable Donald Doucet.

Respectfully Yours,

David Orazietti, MPP  
Sault Ste. Marie

(d)(8)(b)



## SAULT STE. MARIE POLICE SERVICE

580 Second Line East  
Sault Ste. Marie, Ontario P6B 4K1

ROBERT D. DAVIES  
*Chief of Police*

EMERGENCY DIAL: 9-1-1  
TELEPHONE: (705) 949-6300

BOB KATES  
*Deputy Chief of Police*

EXECUTIVE FAX: (705) 949-3082  
OPERATIONS FAX: (705) 759-7820

November 22, 2011

Mayor D. Amaroso and Members of City Council  
City of Sault Ste. Marie  
Civic Centre, 99 Foster Drive  
Sault Ste. Marie ON P6A 5X0

Dear Mayor Amaroso and Councillors:

Re: 2010 Annual Report - Sault Ste. Marie Police Service

As per our protocol agreement between Council and the Sault Ste. Marie Police Service with respect to the sharing of information, I have enclosed copies of the Sault Ste. Marie Police Service's 2010 Annual Report for members of Council.

The annual report outlines a positive and successful year of policing in our Community. I believe that we have been extremely successful in the services we provide through our partnerships with various community organizations and agencies; proving we are indeed a community Police Service.

A special note of appreciation is extended to the members of Council and city staff who have supported our Service during the past year. It is with your support that we are able to maintain a high level of effective and efficient policing services for the citizens of Sault Ste. Marie and Prince Township.

Yours truly,

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

Robert D. Davies  
Chief of Police

RDD:ah

Enclosures

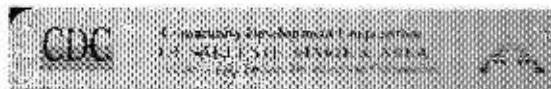
cc:  Mr. J. Fratesi, C.A.O.  
 Mt. M. White, City Clerk

# Pre-Feasibility Study for the Establishment of a Green Energy Provider in Sault Ste. Marie, Ontario

Sault Ste. Marie Economic Development Corporation

October 26, 2011

BDO Canada LLP  
N-Sci Technologies Inc.



Report

October 26, 2011

## Executive Summary

BDO Canada LLP and N-Sci Technologies Inc. worked together to investigate the green energy retail market in Ontario and to investigate opportunities for the City of Sault Ste. Marie in the renewable energy market. Due to the exorbitant amount of information available, a specific and precise study of the retail green energy market is a significant undertaking. Therefore, the scope of the report is prefeasibility, investigating options and recommendation for preferred option(s) for further analysis under feasibility.

There are essentially two concepts that are being considered; the first deals with green energy retailing and the second deals with energy credits and a local market for their trading. In view of the fact Sault Ste. Marie has a history of alternative energy development in the area, the question has been asked, "Could a City of Sault Ste. Marie entity enter this market and create a sustainable business?"

Green power is electricity produced from renewable and low-impact sources such as wind, solar, biomass and low-impact hydro-electricity. The ability to self-generate is especially important for municipalities as they are the second largest electricity consumers in the province and tend to have available space for green energy production. Locally, renewable energy and the environment is an area identified in the City's overall economic strategy. Outreach efforts, job creation and economic development are some of the initiatives the City is pursuing to ensure alignment with the Northern Ontario Growth Plan. Areas of review in this report include:

- Ideal drivers of change for the City;
- Legislative governing powers and effective policies affecting new energy retail entities;
- Facilitating awareness, education and action amongst stakeholders;
- Energy trends - decentralization, storage, demand management and modern communication;
- Energy generation targets;
- Issues and Challenges;
- Other municipality green energy initiatives;
- Financial; and
- Competition

In the end, the report's findings indicate that it is beyond the means of the City, at this point in time, to pursue a retail entity model such as the Bull Frog Power model taking into account the capital and risk (volatility of energy pricing, uncertain subscription levels, etc.) involved in an undertaking of such magnitude. However, there is a place for the City in the green energy retail market. With further analysis of available space and community interest, we suggest a model exists to fund and produce green energy for retail or consumption by the City under a phased approach and that further examination is required under feasibility to identify a preferred option. The following report reviews the findings, observations and identifies recommendations for a phased approach for moving forward in the green energy retail market for the City of Sault Ste. Marie.

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## 1. Introduction

The team of BDO Canada LLP and N-Sci Technologies Inc. was commissioned by the Sault Ste. Marie Economic Development Corporation to investigate the green energy retail market in Ontario and to explain how the city of Sault Ste. Marie can fit into the renewable energy market satisfying its own local needs, align with the existing local and provincial strategies and further enhance its involvement by creating a financially stable economic entity.

It should be noted that because the electricity industry is a growing and ever-changing segment of the economy, there is an exorbitant amount of information available and to complete a specific and precise study of the retail green energy market including renewable credits would be a significant undertaking. Therefore, the scope of the report is prefeasibility and will investigate the options for Sault Ste. Marie's entrance into the green energy retail market and recommend a preferred option for further analysis under feasibility.

### *1.1 The Concept*

There are essentially two concepts that are being considered.

- The first deals with green energy retailing and the ability of that market to obtain a premium price for a renewable energy product.
- The second deals with energy credits and the existence or creation of a local market for their trading. This concept is less tied to a particular entity and does not involve the actual retailing of energy.

In both cases the main question being, could a City of Sault Ste. Marie entity enter that market and create a sustainable business that would build on SSM's Alternative Energy Capital of North America mantle. The proceeds of that entity would flow back to the Corporation of the City of SSM or other City of SSM entity for future energy projects and initiatives. These are the themes that will be discussed throughout this report.

### *1.2 Format of the Report*

The Utility industry is huge and there is a large amount of information available to explain the various elements. In this report, annexes have been used to provide a large volume of information without distracting the main report from its focused objective.

## 2. Background

Sault Ste. Marie has a rich history of alternative energy development. Brookfield Renewable Power's hydroelectric plants have been in existence for close to 100 years. In the past decade, new projects have been developed resulting in the following local assets:

Name	Approximate Size (MW)
Lake Superior Power Cogeneration	110
Prince Wind Farm	200
Starwood Energy Group – PV Solar Sites	60
Essar Steel Algoma Cogeneration	65
Ellsin Environmental (Waste to Energy) - Pilot	0.500
Elementa (Waste to Energy) – Commercial Pilot	7

From the perspective of the Corporation of the City of Sault Ste. Marie, the ownership of PUC Inc. provides a mechanism for it to participate in the Ontario energy industry and exposes it to several aspects of that industry. PUC Inc. is a holding company incorporated with its own Board of Directors under the Ontario Business Corporations Act with five subsidiary organizations:

- PUC Distribution Inc. (regulated electricity distributor)
- PUC Telecom Inc. (unregulated telecomm provider)
- PUC Services Inc. (unregulated services provider)
- PUC Energies Inc. (unregulated affiliate for retailing)
- PUC Water Commission (regulated water utility)

For the purposes of this report and its research on renewable energy retailing, focus will be maintained on PUC Distribution Inc. as its primary role is electricity distribution in Sault Ste. Marie. PUC Distribution's sole function, as a Local Distribution Company (LDC), is to deliver electricity from the transmission grid to electricity consumers. Any related tariffs for such a service are regulated by the Ontario Energy Board. PUC Distribution Inc. has a services contract with PUC Services Inc. for the management, operation and maintenance of its distribution system. In addition, PUC Services, as a part of the community, has a social responsibility to support initiatives that benefit the community it serves.

At this time, PUC Inc. does not participate in the retailing of electricity in any form. The ownership of this entity is simply raised as background information and is not meant to indicate a preference for this model moving forward with other energy initiatives.

On October 8, 2009, Fortis Ontario Inc., a wholly-owned subsidiary of Fortis Inc., purchased Great Lakes Power Distribution Inc. ("GLPD"). Effective, on October 9, 2009, GLPD changed its name to Algoma Power Inc. Algoma Power Inc. is a distribution company that supplies the rural customer base in much of Algoma District and provides the same services as PUC Distribution Inc. Both entities are connected to

the Great Lakes Power Transmission ("GLPT") system and receive their wholesale electricity needs from that source.

PUC Distribution Inc. is also one of 13 other distribution companies collectively known as the "Niagara Erie Power Alliance (NEPA) GEA Group" that collaborated with Algoma Power Inc. for its Conservation and Demand Management Strategy (CDM). In the required CDM Strategy dated November 1, 2010 submitted by PUC Distribution Inc., focus is on the reduction of energy consumption during peak demand intervals and an overall total reduction in energy consumption.

According to the Ontario Energy Board (OEB) Yearbook the 2009 customer count for PUC Distribution Inc. is 32,825. This is the fourth largest LDC member of the NEPA GEA Group with Niagara Peninsula Energy Inc., Brantford Power Inc. and Greater Sudbury Hydro Inc. LDC larger than PUC Distribution Inc.

## *2.1 Green Energy Sources*

Green Power is electricity produced from renewable and low-impact sources which reduces greenhouse gas emissions and promotes our health, as well as our environment. Power generated by wind, solar, biomass (the burning of organic material), and low-impact hydro-electric produce little or no noxious emissions. Another type of generation facility, landfill gas collection, goes further by trapping methane gas and using that gas as a fuel to generate electricity with minimal emissions.

Conventional generation of electricity relies on fossil fuels such as gasoline, natural gas, hydro, oil and coal. Emissions from conventional plants include nitric oxide which results when gasoline, coal, oil and natural gas combust, creating nitrogen oxide, a main ingredient of smog. Further, the combustion of coal creates sulphur dioxide, which contributes to acid rain.

## *2.2 Green Energy Trends & Demands*

The ability to self-generate is especially important for municipalities as they are the second largest electricity consumers second only to the pulp and paper sector<sup>1</sup>. Municipalities have a great opportunity to play an integral role in the transition of the energy market to renewable sources and usage.

Key areas of discussion would include:

- Ideal drivers of change ~ guide and govern their communities encouraging renewable energy at the local level
- Ensure legislative power demonstrated by effective policies and purchasing power that can be used to implement change in their own operations and in the broader community
- Facilitate change through awareness, education and creating action amongst stakeholders
- Ensure true local renewable energy policies are given priority and not simply a part of a larger conservation and demand strategy

<sup>1</sup> *Municipalities and the Green Energy Act; Burdens, Benefits, and Loss of Power*, Paul Manning and Joanna Vince, January 2010, Municipal World

- Champion a local transition to future energy systems that would include all aspects of decentralization, storage, demand management and modern communication
- Create local energy generation targets that meet or exceed provincial and national levels. Develop local climate action plans that reflect both mitigation and adaptation.
- Local renewable energy creation also creates employment, economic development, community resilience and local reduced operating costs all while saving energy.

### *2.3 Ontario Energy Policy - Infrastructure*

There are plans to upgrade transmission lines from Sault Ste. Marie to Sudbury and then to Southern Ontario. This is considered a priority due to available land and resources for renewable energy projects. To this end, the development of a retail entity to sell Renewable Energy Credits could be argued as a complimentary effort in an overall energy wise strategy for the City of Sault Ste. Marie.

### *2.4 SSMEDC Mission and Vision for Green Energy*

Locally, Development Sault Ste. Marie will engage in outreach efforts to domestic and new international markets by performing economic development activities with the public and private sector in attracting investment and job creation (retention). In addition, renewable energy and the environment is an area identified in the City's overall economic strategy and corporate values to ensure alignment with the Northern Ontario Growth Plan as follows:

Table 2.4 – External Strategies and SSM Participation

Destiny Sault Ste. Marie		Northern Ontario Growth Plan		
Strategy	Participation	Strategy	Sector	EDC Participation
Renewable Energy	Lead & Support	Promoting Environmental Stewardship	<ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Sustainable Resource Development</li> <li>• Transition to Greener Economy</li> </ul>	Monitor

### *2.5 Sault Ste. Marie Innovation Center*

The Sault Ste. Marie Innovation Centre (SSMIC) has undertaken work on a Community Alternative Energy Strategy to continue to drive success in the alternative energy sector in the future. The primary objectives of the Community Alternative Energy Strategy are:

- Identify new opportunities for growing the alternative energy sector through job growth, investment attraction and community participation
- Identify local capacities and capabilities required to enable energy sector opportunity capitalization
- Community engagement through workshops and public forums

### 3. Ontario's Electricity Industry

Annex 1 contains a detailed review of the Ontario Electricity Industry.

### 4. Green Energy Market

Annex 2 contains a detailed review of Ontario Green Energy Market.

### 5. Relevant Government Regulations

Annex 3 contains a detailed review of the pertinent Ontario government regulations.

The Minister of Energy has a huge amount of authority to direct the Ontario Energy Industry. The Ontario Energy Board is the regulator for all aspects of the Ontario Energy Industry.

## 6. Retail Market Assessment

### 6.1 Bullfrog Power

Bullfrog Power is a privately owned entity that retails green electricity at a premium price.

The following was extracted from Bullfrog Power's website<sup>2</sup>:

*Bullfrog Power, Canada's 100% green energy provider, offers homes and businesses clean, renewable energy solutions. By choosing Bullfrog Power's green energy, you can reduce your environmental impact, support the development of new renewable generation in Canada and help to create a cleaner world for today and tomorrow.*

*When you choose Bullfrog Power, Bullfrog's generators inject 100% green electricity or 100% green natural gas onto the respective energy system to match the amount of electricity or natural gas your home or business uses.*

*Bullfrog's green electricity comes exclusively from regionally sourced wind and hydro facilities that have been certified as low impact by Environment Canada under its EcoLogo™ program—instead of from polluting sources like coal, oil, natural gas, and nuclear. We offer a green electricity choice to everyone in British Columbia, Alberta, Ontario, Nova Scotia, New Brunswick and Prince Edward Island.*

*Together with our customers, we're helping to reshape the energy landscape and bring new renewable generation online in Canada. To date, bullfrog powered homes and businesses have provided the demand for several new wind projects in Canada.*

<sup>2</sup> <http://www.bullfrogpower.com/about/about.cfm>

*Thousands of Canadian homes and organizations are doing their part to address climate change and air pollution by switching to green energy with Bullfrog Power. Many ENGOs (environmental non-governmental organizations) and non-profits have also bullfrog powered their premises to show their support for advancing renewable energy.*

*Making the choice for clean, green energy is a breeze. It only takes a few minutes to sign up online; there is no start-up cost, and no special wiring or new equipment is required.*

The concept of a retailing business at the level of a company such as Bullfrog Power was discussed. It was commented the generation of green energy and in turn the retail of green energy credits, is a very expensive business to enter. To compete with such a company would require large amounts of capital that the municipality may not have access to.

## ***6.2 Other Municipalities - Oakville Hydro Energy Services Inc.***

Through their unregulated affiliate "Oakville Hydro Energy Services", Oakville Hydro created this entity that used to retail electricity but also had a program for "green" credits.

Oakville Hydro Energy Services Inc. (OHESI) does provide a service very close to the direct sale of green energy credits through a program entitled "Green Light Pacts". This program provides the opportunity for individuals to contribute to Oakville Hydro Energy Services Inc.'s renewable energy projects. Individuals can purchase and pay a one-time annual fee for a "Pact" which is equivalent to 1000 kWh of green power generated and injected into the grid. For this program, OHESI has a power purchase agreement with an outside generation company. In turn, for each Pact that is sold, OHESI retires the green energy credit and forwards the final green energy certificate to the contract holder.

Currently, the Green Light Pact program is on hold for a variety of reasons including but not limited to; the contract with the green energy generator is in the renewal process, there have been recent changes to Eco-logo requirements and they are implementing changes to remain compliant. Once the program has completed the required changes, it is also being reviewed to ensure it remains up to date with the industry and fulfilling the needs of the community. It was shared the business has been able to sustain itself but does not produce large amounts of surplus revenue at this point and performance did decline slightly near the end of the contract with the energy supplier.

In addition to this program, OHESI does produce a limited amount of its own green energy however, 100% of this energy is used for reducing/offsetting the city's own energy costs.

The following was extracted from the OHESI website:<sup>3</sup>

For the "Green Light Pact", Oakville Hydro Energy Services Inc. (OHESI) orders green power from Ontario Power Generation Inc. (OPG). Their Evergreen™ electricity is a blend produced from wind, low-impact hydro, biomass and solar. All facilities are EcoLogo certified or equivalent by the Federal Government. The Government's Environmental Choice Program was established to encourage the supply of, and demand for, products and services that reduce stress on the environment.

*OPG Evergreen™ generation facilities throughout Ontario :*

**Wind**

- *wind farm near Kincardine in Bruce County*
- *large wind turbine on the lake in Pickering*

**Solar**

- *large panels on top of the OPG building downtown Toronto*

**Small Hydro**

- *29 small sites from Kingston to Ottawa and north to Sudbury and Timmins, which include:*
  - *Lac Seul – in north western Ontario – currently under construction*
  - *Healey Falls – on the Trent River north of Campbellford – to be expanded*
  - *McVittie – on the Wanapitei River south of Sudbury – to be expanded*
  - *Ranney – planned for future development*

**Biomass**

- *a methane gas recovery on the landfill in Waterloo*

*Total capacity is approximately 145 MW, or enough to meet the needs of over 63,000 homes in Ontario each year.*

### **6.3 Retailing Options**

There are various methods to construct an entity that would pursue these lines of business. Table 2 summarizes different entities that exist within market currently and are the general models that would apply to an entity in Sault Ste. Marie.

In 2004, Ontario Bill 35 states that one company under the Ontario Business Corporation Act could provide services, transformers, lines, etc., and associated non-competitive functions and for any other business other than distributing energy that could be considered competitive, a new for-profit company had to be created. If this new company was entering into retail, it must also follow the Code of Conduct for Retailers and is regulated by OEB.

<sup>3</sup> [http://oakvillehydroenergy.com/green\\_power\\_sources.aspx](http://oakvillehydroenergy.com/green_power_sources.aspx)

Ownership Model	Considerations
<b>City Owned</b>	<ul style="list-style-type: none"> <li>- Revenue source for financial stability</li> <li>- Municipal control allow greater flexibility to pursue non-financial objectives and rate structure</li> <li>- Some private sector involvement in operation and/or billing</li> </ul>
<b>Public-Private Partnership</b>	<ul style="list-style-type: none"> <li>- Partnership may provide additional resources for up-front capital</li> <li>- Higher rate of return would be expected by investor</li> </ul>
<b>Private Sector Owned</b>	<ul style="list-style-type: none"> <li>- No city ownership, no capital investment, no financial responsibility</li> <li>- City retains role to establish appropriate zoning</li> <li>- City encourages /requires connection to utility</li> </ul>

As previously mentioned, all electricity retailers are required by law to be licensed by the Ontario Energy Board (OEB). They must also enter an agreement with the local distributor before their electricity can be delivered to you. OEB maintains an up to date listing of all licensed retailers and copies of their licensing approvals on their website to ensure consumers are well informed before making any decisions to enter into a contract with a retailer. A current list of licensed retailers follows categorized by ownership structure.

**Annex 6** contains a list of licensed retailers from the Ontario Energy Board.

#### *6.4 Financial*

Significant improvements in energy efficiency and conservation and a global transition to renewable energy will require huge investments in national and local energy infrastructures in every country over the coming decade. These investments will need to come from both the public and private sectors, and they will have to take many forms: including financial incentives from government; loans and capital investment from banks, private investors, venture capital funds and communities.

Renewable energy and energy efficiency are unique in that they require higher up-front investment than conventional energy sources, while at the same time providing multiple benefits that are not reflected in their cost. Innovative strategies and policies are therefore needed to increase investment, spread cost over the life cycle, and reflect the multiple benefits of renewable energy and energy efficiency.

Many renewable energy technologies are commercially available but still in the cost-reduction phase. They face many non-price market barriers, however, such as lack of consumer understanding and capability, lack of product and service availability, and few means to recover the extra cost through savings.

There are three financing issues that need to be considered in any renewable energy and energy efficiency strategy:

1. Sources of financing—loans, investment capital, environmental markets, international facilities and partnerships;
2. Policies that leverage increased investment—financial incentives, standing offers, market transformation, training and infrastructure development; and
3. Financing mechanisms—micro-finance, on-bill payment, leasing/rental, local improvement charges.

The federal government began providing financial incentives for certain energy efficiency investments in the 1970s with the Canadian Home Insulation and Oil Substitution programs, followed by rebates for solar water heaters in the early 1980s. A wider range of market-support and financial-incentive programs began in the 1990s, culminating with the comprehensive energy efficiency programs and various tax credit provisions.

The level of spending on renewable measures continues to be far less than the financial incentives and support that are provided to the fossil-fuel and nuclear industry. At the provincial level, Ontario has a standing-offer program for renewable energy wind, biomass and solar power sources. In terms of Canadian sources of financing, the Federation of Canadian Municipalities offers Green Fund loans to municipalities to finance energy efficiency improvements. Two Canadian Banks, Fortis Bank and RBC, have set up dedicated facilities to finance renewable energy projects.

The concept of using local improvement charges to finance energy efficiency and renewable energy in buildings was first studied in Canada and is being considered by several municipalities across the country.

A new option for financing long-payback energy efficiency and renewable energy improvement in buildings is the use of local improvement charges. The cost of the renewable energy equipment or building upgrade is financed by the municipality and repaid through the property tax system. By associating the cost with the property and not the owner, the cost and benefits are passed from owner to owner, allowing equipment of a much higher cost to be installed. This option would be ideal for financing a distributed generation system (e.g. cogeneration, solar PV) that sells power to the grid under a long-term standing-offer feed-in tariff contract.

## 6.5 Issues

- Infrastructure Challenges
  - Existing Grid and Smart Grid - An electrical grid is an aggregate of multiple networks, multiple generators and multiple operators employing varying levels of communication most of which is manually controlled. Smart grids increase the connectivity, automation and coordination between these suppliers, consumers

and networks that perform either long distance transmission or local distribution tasks. Modernization is necessary for energy consumption efficiency, real time management of power flows and to provide the bi-directional metering needed to compensate local producers of power.<sup>4</sup> Currently, the grid in Ontario is not at capacity in this regard.

- Social Challenges
  - Alternative energy is believed to offer such a broad suite of solutions across all aspects of life: rewarding innovation, discouraging pollution, investing in jobs and encouraging energy independence. The challenge is to educate the public at large surrounding these benefits and the long term planning that accompanies implementation.
- Lack of Knowledge and Experience
  - Overall, there is a lack of extensive experience with renewable energy, its generation and distribution. There is still resistance, when planning, to create a new system that focuses on all forms of renewable energy and the complementary uses of each.
- Opposition
  - Much opposition can still be attributed to limited knowledge and competing interests concerning renewable energy. Unfamiliar technology, misconceptions surrounding reliability and levels of wildlife impact all have an effect on decision makers.
- Local Ownership Benefit
  - Municipal ownership of renewable energy generation has many benefits. These include a new source of revenue for municipalities that feed their green power into the grid for a favourable feed-in tariff. Local ownership also means local control of generation, whether that is from wind, solar, biogas or hydro. Another benefit is that when power is produced and consumed locally, there is less of a need to transmit the power long distances, thereby drastically reducing line losses and the need to build expensive and often intrusive transmission lines. Municipal ownership also results in more local economic benefits, not only in terms of revenue/cost reduction but jobs as well. Perhaps one of the greatest benefits, however, is not economic but social: local ownership garners greater acceptance of renewables and raises the awareness of local people of the need for conservation. Those municipalities who choose not to participate in the aforementioned will miss the opportunity to move their communities forward, and in the future, risk not meeting the needs of a constituency that has grown up in a green energy oriented society.

<sup>4</sup> <http://en.wikipedia.org>

## 7. Pre-Feasibility of Options

As set out in Section 1.1, a review of the concepts for consideration for this report deals with green energy retailing and the ability to obtain a premium price for renewable energy and the second deals with energy credits and existence or creation of a local market. Simply put, the City, through Council resolution, is exploring the purchase and/or production of renewable green energy for consumption and/or sale of credits in the market.

### 7.1 Options

Municipalities considering green power purchasing must clearly understand the available sources of renewable energy. Eco-logo certification allows the verification of source and proportion of electricity mix that will be purchased. Within Ecologo, green power is grouped into three different types depending on environmental efficiency, modernity and integrity. All standards are developed in open, public and a transparent process spanning approximately 12-18 months designed so that the top 20% achieve certification. Considering the concepts outlined in 1.1, there are two options that can be further evaluated for sustainability in the green energy market. The City of SSM could:

1. Purchase Green Energy from a retailer or produce for own consumption from City owned buildings (Corporation of SSM will ensure city facilities are utilizing green energy, such as rooftop solar panels, to improve overall results) under a:
  - (a) Membership Entity – citizens can purchase a membership to an entity that promotes and develops green energy projects for local/regional benefit
  - (b) Corporate Entity – citizens can purchase shares in an entity that promotes and develops green energy projects for local/regional benefit
2. Purchase or Create Green Energy projects for retail
  - (a) Purchase green power in bulk through a purchasing agreement offer by the Association of Municipalities of Ontario's local Authority Service's (LAS) Electricity Procurement Program (Bullfrog Model) or, enter into a purchase agreement with an energy provider similar to that of the "Green Light Pacts" program offered by the City of Oakville, ON.
  - (b) Create City of Sault Ste. Marie owned green energy projects and sell credits to consumers in SSM and area.

### 7.2 Strengths and Challenges for SSM

#### Strengths

1. Local Green Energy movement (e.g. Clean North, Sault Ste Marie, Innovation Centre, individuals) – provide credibility, awareness and knowledge to the citizens of SSM resulting in momentum and impetus to further pursue green energy projects possibly from a municipal angle
2. Promoting the Attribute - Local Green Energy projects such as Ellsin Tire Recycling, Elementa Waste to Energy, Starwood/Heliene solar, Prince Wind Farm, etc. are examples of the reason for

- the self -promoted "Alternative Energy Capital of North America" branding by the City and hopefully result in the City itself committing to its own projects
3. Available Municipal Infrastructure for Green Energy development
  4. Opportunity for scaled/phased approach to green energy retail/support as population ages (post-boomer generation)

#### Challenges

1. Although most cities across the country have aging populations, past data suggests that this is a much more prominent trend in Sault Ste. Marie. Statistics show that more than 60% of SSM's population is over the age of 45,<sup>5</sup> it is hypothesized that first generation and fixed income population in SSM would most likely not have the wherewithal or the inclination to support green energy projects through premium pricing or tax base concepts
2. Corporate decision-making with respect to local green energy development or purchase is rarely made locally
3. Green energy retail subject to price/volume volatility
4. Lack of critical mass locally/regionally for green energy retail (large magnitude and risk in green energy retail)
5. Lack of funds for development – a need to commit resources if SSM wants to stay branded as green energy capital

## 8. Recommendations

It is suggested that neither option is to be ruled out; however, given the magnitude and risk of becoming a green energy retailer, a logical first step is Option 7.1.1 – Purchase Green Energy from a retailer or produce for own consumption should be further investigated for feasibility. In the years to come, the landscape of the industry will change and SSM is well positioned to reexamine its place as a Green energy provider and consider the option of Purchase or Create Green Energy projects for retail under the following phased approach.

### Phase 1

#### Purchase Green Energy from a Retailer or Produce for Own Consumption

There are a host of available government resources/programs/grants such as, but not limited to, the Feed-In-Tariff (FIT) program, Eco-Logo Certification and the Municipal Renewable Energy Program that can all assist with the implementation of an energy plan that could include:

- *Decrease the city's overall energy consumption and designate savings to*
  - Reduce overall operating expenses and improve bottom line
  - Create reserve fund for "seed money" for Phase 2 energy projects

<sup>5</sup> Historic Population by Age Group, City of Sault Ste. Marie (1986-2006)

- Build SSM owned renewable energy projects for its own usage and designate any surpluses towards a reserve fund
  - Set target for % of green energy utilization
  - Set target for % of savings on energy consumption expenses

Projects for consideration could include, but not be limited to:

- Solar panels
- Wind turbine
- In-flow river generators

#### **Citizen Consumption – Membership Entity or Corporate Entity**

Encourage and provide incentive(s) to citizens for the utilization of green energy and support of green energy projects for the benefit of the community as a whole:

- Set target for % of population designated as green energy supporters/users
- Set target for % of savings of average household

In order to properly assess the feasibility of Phase 1, it is necessary to research, but not be limited to, the following:

- Market Assessment
  - Assess the green energy knowledge level/awareness of general public
  - Determine citizen views on changes to billing, etc for green energy initiatives
  - Investigate SSM demographic - average utility purchasers age
  - Determine number of households that are owned versus rented
  - Investigate corporate consumers with propensity to purchase/support green power initiatives
  - Assess the existing service provider network in Sault Ste. Marie and the value in potential partnering opportunities
- Geographic / Site Assessment
  - Investigate area (s) surrounding SSM demographic for larger target market opportunity
  - Investigate available public land and roof space for project development
  - Investigate municipal land and buildings with available space / capacity for project development
- Electrical Grid Assessment
  - Better understanding of future grid upgrades and timing
- Business Plan Elements
  - Cost-benefit comparison of renewable energy projects for SSM
  - Investigate legislation/future trends to anticipate/mitigate risks
  - Assess financing alternatives for project development and implementation

### Phase 2 - Green Energy for Retail

Taking into consideration the financial commitment required for this type of project, the city could only proceed to Phase 2 provided Phase 1 was successfully completed and/or a sizeable capital budget was accessible for start-up and operations. There are two possible sources from which to obtain green energy:

- *Retail energy purchased in bulk from an outside producer*
- *Retail energy produced and owned locally*

In either scenario, a combination of "reserve fund" or equity, government funding, Joint Venture partnership and/or partnership(s) and other surrounding jurisdictions for economies of scale when purchasing will enable city owned energy projects to sell credits in the market. As a retailer, there will be another level of legislation to consider under the Ontario Energy Board Act where, "The purpose of this Electricity Retailer Code of Conduct (the "Code") is to set out the minimum standards that a licensed retailer must meet when retailing electricity to consumers".

### 9. Next Steps for SSM

At this point in time, it is beyond the means of the City to pursue a retail entity model such as the Bull Frog Power model taking into account the capital and risk (volatility of energy pricing, uncertain subscription levels, etc.) involved in an undertaking of such magnitude. However, there is a place for the City in the green energy retail market. With further analysis of available space and community interest, we suggest a model exists to fund and produce green energy for retail or consumption by the City under a phased approach and that further examination is required under feasibility to identify a preferred option. Next steps for SSM are:

1. Consider prefeasibility of options under the Purchase Green Energy from a Retailer or Produce for Own Consumption Model.
2. Refine, scope and phase options under this scenario.
3. Decide on champion/committee to pursue options.
4. Seek funding estimated to be in the range of \$25,000 to \$30,000 for in-depth feasibility study of options and business plan of a preferred option.

## 10. Annex 1 – Ontario's Electricity Industry

# Electricity industry

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### 1.0 Key Changes in Structure of Industry

Ontario's electricity system is owned and operated by public, private and municipal corporations. The Ontario Ministry of Energy creates energy policy and the Ontario Energy Board implements it. The Ontario Electricity Act of 1998 restructured the electricity industry to pave the way for competition and as part of a global trend. Key changes are as follows:

#### Provincial Level

- Ontario Hydro was transformed into five new companies/agencies:
  - *Ontario Power Generation* – produces electricity and sells to some generating stations under provincial mandate
  - *Hydro One* – operates provincial grid
  - *Ontario Energy Board* – regulates, monitors and sets rates
  - *Ontario Electricity Financial Corporation* – owned by province and levies a charge to consumers to pay down Ontario Hydro's stranded debt
  - *Electrical Safety Authority* – responsible for safety programs and the Ontario Electrical Safety Code

#### Retail Level

- Retail sale was opened to market in May of 2002
- Retail companies licensed by OEB to buy and sell electricity
- Retail subsidiaries have new guidelines – generators cannot distribute and distributors cannot retail
- Retailer offer fixed price contracts
- Retailers must abide by Consumers Protection Act and a code of conduct

### 2.0 Generation

Power Generators are the start of supply chain and two-thirds of Ontario's generation output comes from generators operated and owned by Ontario Power Generation (OPG) a provincial crown corporation formed from the generating assets of the former Ontario Hydro. Independent and private developers/entities are utilizing solar and wind projects to make up the other third of generation output. In addition, generators that operate district energy systems are also included in this private category.

### 3.0 Grid

Simply, an electrical grid is an interconnected network for delivering electricity from suppliers to consumers and a common term referring to an electricity transmission and distribution system.

A smart grid allows for electrons and information to flow in two directions, allowing for greater control over and efficiency in electricity supply and demand. The Green Energy and Green Economy Act give the government power to make regulations governing the implementation of the "smart grid". Responsibilities of different parties at varying levels are yet to be determined and will eventually be clarified and directed by the Ontario Energy Board.

#### 4.0 Transmission

Transmission companies move power on high voltage power lines over long distances from the point of generation to the point where energy is needed. Hydro One is the largest transmitter in Ontario with nearly 29,000 kilometers of transmission lines and nearly 100 large volume customers and connections to adjacent provinces and the state of Michigan in the United States. There are 9 privately owned transmission companies spread throughout the province.

#### 5.0 Distribution

The main purpose of distributors is to receive power carried on the high voltage transmission lines and transfer to many points of consumption within their distinct service area. Transformers that step down transmission voltage to distribution voltage can be owned by either the transmitter or the distributor. Most distributors are Local Distribution Companies (LDC) owned by municipalities.

#### 6.0 Retailing

Retailers do not perform any physical delivery of power and must be licensed by the Ontario Energy Board. They offer pricing programs and the selling of green attributes to residential consumers and small businesses.

#### 7.0 Regulation and Oversight

The scale and structure of Ontario's electricity sector is complex including a multitude of agencies that administer, coordinate, oversee and regulate the business.

##### Independent Electricity System Operator (IESO)

This not for profit provincial crown corporation manages market operations, continuously monitors the market, establish market-clearing price, act as an air traffic controller for loads and large generators, ensure safe and efficient operation, maintain connection standards and operating reserve margins.

##### Ontario Power Authority (OPA)

This entity reports to the Ministry of Energy and manages long term planning for electrical supply and demand of the future, procurement of new generating capacity, manages certain conservation and

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demand program and develops Ontario's supply portfolio based on its own technical analysis and directives issued by the Ministry of Environment.

**Ontario Energy Board (OEB)**

This entity is a quasi-judicial regulator that approves the rates charged by regulated entities, licenses different classes of market participants, regulates the practices of retailers, can levy fines to retailers determined to be acting outside the prescribed code of conduct and establishes the prices paid by consumers within the Regulated Price Plan (RPP) and Smart Meter RPP.

**Electrical Safe Authority (ESA)**

This independent and not for profit entity is responsible for safety matters as per Ontario law and safety codes including inspections and product approvals.

## 11. Annex 2 - Green Energy Market

# Green Energy Market

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### 1.0 Overview

#### Canadian Market

Canada is the third largest producer of natural gas and the ninth largest producer of crude oil in the world. Canada exports about half of the natural gas it produces annually, approximately 3.3 trillion cubic feet which is about 15% of the total U.S demand. Canada produces more than 20% of North America's crude oil and natural gas but accounts for only about 10% of its consumption.

Advances in renewable power technology, over the years, has resulted in reduced capital costs making some forms of renewable energy generation more competitive.

#### Ontario Market

Overall, Ontario has committed to long term plans of implementing clean, modern and reliable transmission lines throughout the province in anticipation of greater usage of renewable energy generation projects. The province has brought more than 1,000 megawatts (MW) of renewable energy in the province in 2003 and is projecting the need of 15,000 MW of new or rebuilt energy projects by 2030. Further, Ontario wants to phase out using coal completely by 2014. In order to accomplish this, other forms of green energy must be utilized such as solar, wind and biomass. It is believed, that with vigilant efforts, the province can be an exporter of renewable energy after being an importer for so many years prior to 2003.

#### Environmental Awareness

Environmental awareness helps consumers, including key customers, leaders, trade allies and educational institutions, to understand a broad based philosophy and social movement regarding concerns for environmental conservation and improvement seeking to incorporate non-human elements such as power generating or conserving equipment. Educational initiatives and activities should advocate the preservation, restoration, improvement and/or management of sustainable resources through changes in public policy and individual behavior. By supporting practices such as informed consumption, conservation initiatives, investment in renewable energy and improved efficiencies in the materials economy, consumers will become active participants in building confidence in green technology. Over time, increased usage and confidence will translate into economies of scale for production and overall reduced production costs.

#### Renewable Energy Certificate (REC)

Renewable Portfolio Standards mandate that a certain percentage of all energy generation be from renewable sources. As a result, a new consumer product has emerged that represents the property

rights to the environmental and social attributes and benefits of green power. Renewable Energy Certificate or REC's are also known as Green Tags or Tradable Renewable Certificates (TRC). RECs provide buyers with the ability to purchase green power regardless of geographical location and apply the advantage of renewable attributes at any of their owned facilities. This flexibility allows individuals, businesses and organizations to support renewable energy development where green power products may not otherwise be locally available.

All electricity produced by renewable sources or generators and fed into the grid produce two distinct products: physical electricity and renewable energy credits. One REC is created for every 1000 kilowatt-hours (or 1 megawatt-hour) of electricity placed on the grid. And although once the green electricity enters the grid it is indistinguishable from non-green energy, the electricity and REC components can be sold together or separately. The ownership of emission reductions and other environmental benefits can be transferred to another buyer other than the electrical buyer.

According to the Environmental Protection Agency (United States), positive environmental impacts and attributes can be summarized into two categories as follows:

Primary REC Attributes	Derived REC Attributes
<ol style="list-style-type: none"> <li>1. Renewable fuel source</li> <li>2. Emissions of the renewable generation</li> <li>3. Geographic location of the generator</li> <li>4. Vintage of the generator</li> <li>5. Eligibility for certification or RPS</li> </ol>	<ul style="list-style-type: none"> <li>• Avoided emissions</li> <li>• Eligibility for emission reduction credits or offsets</li> <li>• Price stability</li> </ul>

When RECs are sold to separately, the electricity is no longer considered "renewable" or "green." The REC product is what conveys the attributes and benefits of the renewable electricity, not the electricity itself. REC contracts, an audit on the chain of custody and tracking systems are all approaches that assist in verifying REC ownership and the right to make environmental claims. Tracking systems are the most effective to reduce the occurrence of double counting/claims fraud and providing transparency to follow credits from point of origin to point of final use.

#### Local Distribution Corporations (LDC)

An LDC is defined as a legal entity engaged primarily in the retail sale and/or delivery of electricity. Most often, an LDC is a utility which obtains its primary revenues from the operations of a local hydro distribution system and operates no transportation system other than connections within its own system or to the system of another company. The vast majority of LDC's are owned by municipalities

since it was a requirement for municipalities to create separate corporate entities to generate electricity before the Green Energy and Green Economy Act was passed.

## 2.0 Programming

### Feed-In-Tariff (FIT)

This program was enacted by the Green Energy and Green Economy Act and is North America's first comprehensive guaranteed pricing structure for renewable electricity production with pricing designed to cover initial capital costs and a reasonable investment return over the life of the contract. Program rules, prices and contracts are standardized. Qualifying renewable energy sources include biogas, biomass, landfill gas, solar, waterpower, and wind.

The program is designed for projects that are 10MW or more, must be located in Ontario and must be fueled by a renewable energy source.

### Eco-logo Certification

Eco-logo third party certification of environmentally-preferable products was founded in 1988 by the government of Canada and is now recognized world-wide. It is North America's most respected environmental standard. This certification mark provides public, corporate and private consumers with the assurance that products have met stringent standards of environmental leadership. The Eco-logo program has met ISO standards for eco-labeling which means it has compared products/services with others in the same category against rigorous scientific criteria over the entire lifecycle of the product and had them verified by an independent third party.

### Municipal Renewable Energy Program

The new Green Energy and Green Economy Act has amended the Electricity Act to allow the Minister of Energy and Infrastructure to direct the OPA to provide funding and programs to municipalities under the Municipal Renewable Energy Program. This program will provide support to municipalities by reimbursing for direct costs associated with renewable energy projects, such as repairs to road, drainage infrastructure and traffic management, transmission systems and distribution systems. This funding is intended to cover costs over and above those that the project developers should bear.

## 12. Annex 3 - Relevant Government Regulations

# Relevant Government Regulations

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### 1.0 Ontario's long term commitment to green energy

#### Renewable Energy Portfolio Standard (RPS)

A Renewable Portfolio Standard (RPS) is a regulation that requires the increased production of energy from renewable energy sources, such as wind, solar, biomass and geothermal. The RPS generally places an obligation on electrical supply companies to produce a specified fraction of their electricity from renewable energy sources.

Because it is a market mandate, the RPS relies almost entirely on the private market for its implementation. Unlike feed-in tariffs which guarantee purchase of all renewable energy regardless of cost, RPS programs tend to allow more price competition between different types of renewable energy, but can be limited in competition through eligibility and multipliers for RPS programs. It is believed that market implementation will result in competition, efficiency and innovation that will deliver renewable energy at the lowest possible cost, allowing renewable energy to compete with cheaper fossil fuel energy sources.

#### Renewable Energy Task Team (RETT)

The Renewable Energy Task Team (RETT) was formed in the fall of 2002 and mandated to prioritize and refine recommendations of the Legislative Select Committee on Alternative Fuels pertaining to electricity. A working group sought out industry consensus and collaboration with government officials to be able to adopt the most balanced and responsible recommendations.

In a working group report dated November 14, 2003, RETT sites the Advantages to RPS Implementation as, but not limited to, the following:

- Rapid and cost-effective development of a significant amount of renewable power supply
- Attraction of new power generation companies in the Ontario market
- Significant economic development opportunity for northern and rural areas
  - Economies of scale, creating new jobs, possible increase in domestic manufacturing
- Use of RPS process as "pilot" for broader procurement of other non-renewable electricity supply
- Potential for Ontario to become a leader in the renewable power sector

In December of 2002, RETT produced a report entitled, "Generating Investment in Ontario; Final Report of the Renewable Energy Task Team" which provided the following, but not limited to, summary of recommendations in different categories:

#### Confirming Leadership in Government

- Establishment of renewable energy as "core business" for ministries involved in new developments or re-developments
- The Province establish a Renewable Energy Development Secretariat under the Alternative Energy Commission to facilitate the renewable objective

#### Valuing Renewable Energy

- The initial Renewable Portfolio Standard Target be met through a commitment to long term contracts.
- The government should structure contracts through a fast-track competitive process, ensure the most economical projects proceed first.
- After removal of the price freeze, the RPS targets be extended to the market such that the sum of renewable energy requirements would continue to be accelerated

#### Accessing Transmission

- Strategic investment of portion of new transmission revenues to assist with the capitalization of transmission upgrades for "ready-to-develop" renewable sources
  - Hydro One Networks be required to pay up to \$60,000/MW towards the objectives
  - LDC's be required to pay up to \$60,000/MW towards the objectives
  - Generators be required to pay costs in excess of \$60,000/MW towards the objectives

#### Implementing a Proactive Taxation Regime

- Capital tax exemption for new electricity from renewable energy sources
- Ontario government adopt a full Ontario Retail Sales Tax Rebate
- Challenge federal government to adopt incentive provisions as well

#### Ontario Renewable Portfolio Standard (RPS)

Currently, Ontarians use more than 139,000,000 megawatt hours of electricity a year. Currently, the mix of source and generation of energy is as follows:

Nuclear	50%
Hydroelectric	22%
Coal Fired	16%
Natural Gas	6%
<u>Renewable</u>	<u>6%</u>
	100%

The Ontario Renewable Portfolio Standard (RPS) had required that by 2010 at least 10% of the provinces' power comes from renewable sources. In addition, the Province of Ontario has recently released an RFP for 2,500 megawatts of new electrical generation capacity and/or demand-side management initiatives. By 2020, it's projected that 18,000 MW of Ontario's existing electricity generating capacity will need to be replaced or refurbished, and that another 6,000 MW to 7,000 MW will need to be built or saved through demand-side measures just to keep up with economic and population growth. The Ontario government had also committed to eliminating all coal generation in the province by 2007 adding further pressure on the need for new, clean supplies of power. The expected \$40 billion in Ontario energy infrastructure construction costs will be "one of the largest peacetime investments in Canadian history." Ontario targets 13 percent of its energy supply from wind, the sun and bio-energy by 2018, up from six percent now.

## 2.0 Green Energy and Green Economy Act (GEGEA)

### Overview

On May 14, 2009 the Ontario government passed The *Green Energy and Green Economy Act* (the Bill, GEGEA) which takes a two pronged approach when dealing with the green economy amending 16 other Acts in the process. First, there is to be more renewable energy in the province and secondly, there is to be the creation of more energy efficiency and conservative measures such as making efficiency an integral component of the Ontario Building Code by implementing a 5 year home energy efficiency audit and renewal process.

The bill gives organizations and local communities more opportunities to develop generation projects through streamlined approval processes as follows:

- Exemption from environmental assessment requirements under the Environmental Assessment Act
- Consolidating approvals under the Environmental Protection Act into a single "Renewable Energy Approval"
- Curtailing municipal powers under the Planning Act
- Appointing a Renewable Energy Facilitator to provide assistance to project developers during the approval process
- Offer service guarantees to "connect" to the electricity grid.

In addition, the Bill enacts standardization for renewable energy projects for the first time.

Homeowners have more access to incentives to develop small- scale renewable projects such as solar panels by providing low or no interest loans to finance the capital costs.

### GEGEA and Municipalities

The Bill has three significant changes for municipalities as electricity generators and consumers and especially governing bodies:

- 1) Removal of planning powers over the development of renewable energy generation facilities.

In addition, municipalities and the public have also lost their third party right of appeal previously through the Ontario Municipal Board (OMB). Instead, the Bill has replaced the OMB with a limited right of appeal to the Environmental Review Tribunal (ERT). A hearing can only be requested within 15 days from the date of a decision and will only be considered on the grounds that a project will, according to the Environmental Protection Act, cause "serious harm to human health or serious irreversible harm to plant life, animal life, or the natural environment."

- 2) Permits municipalities to generate up to 10 MW of renewable electricity.

In the past, municipalities could only generate electricity from renewable source by creating an independent corporation. Without this condition, municipalities can now increase revenue through participation in the Ontario Power Authority (OPA) and FIT program and sell electricity into the grid. Or they can use the power generated for their own consumption reducing overall energy expenditures.

- 3) Requires municipalities to prepare and implement conservation and demand (CDM) plans.

The province now has the power to create regulations for conservation of energy including requiring public institutions to better manage energy usage through the development of energy conservation and demand management (CDM) plans. Future regulations may include:

- time period be covered
- filing the plan with Ministry of Energy and Infrastructure
- summary of annual energy consumption
- description and forecast of expected results
- proposed activities and measures
- summary of progress

There may also be requirements to meet prescribed targets and standards as a part of the plan. To date, no requirements have been set. However, a legal obligation to reduce emissions will remove municipalities' right to claim emissions credits in the future. In turn, this will eliminate a potentially valuable source of revenue.

The establishment of the "Leadership in Energy and Environmental Design" (LEED) as the standard for new government owned buildings is another initiative averaging 25-30% in overall energy conservation. A third party will verify that a building has been designed and built with "green" improvements including energy savings, water efficiency, carbon emission reduction, indoor air quality and proper use of resources has been implemented.

There is a limited duty for the proponent of a project to consult with the municipality by way of consultation form. Work by the Ministry of Environment is still being done the form and format of this process. Changes in this regard have now shifted planning responsibilities from the municipalities to the province.

### 3.0 Energy Consumer Protection Act

On January 1, 2011, the new Energy Consumer Protection Act, 2010 (the "ECPA"), which received Royal Assent on May 18, 2010, and replaces the Electricity Act, established a new framework for the regulation of the activities of licensed electricity retailers. The Act created by Bill 235 is meant to provide greater protection to energy consumers and enables the Ontario Energy Board (OEB) to regulate industry practices violations such as the form of contracts and invoices, the availability of information in other languages, contract renewals, extensions and amendments and enhanced rights for contract cancellation. In addition, the Board will be able to make regulations respecting the employees of energy retailers including directives on training, identification, background checks, licensing and insurance requirements.

With the emergence of a multitude of new green energy retailers, a large number of consumer complaints and comments, the revisions are said to be in response to consumer's feedback. Many Ontarians have felt energy retailers use unfair practices to convince consumers to signing long-term contracts without the tools to make informed decisions. According to the Minister, the Ontario Energy Board receives on average between 100 and 150 consumer complaints about the practices of gas marketers and electricity retailers every week.

### 4.0 Electricity Retailer Code of Conduct

As an Appendix to and part of the Energy Consumer Protection Act, the Electricity Retailer Code of Conduct was also revised. The code is applicable to all retailers licensed under Section 57(d) of the Ontario Energy Board Act, 1998, S.O. 1998. Within the document it states, "The purpose of this Electricity Retailer Code of Conduct (the "Code") is to set out the minimum standards that a licensed retailer must meet when retailing electricity to consumers". The previous version of the code was dated December 20, 2004 which means it had not be updated for more than 6 years which is a substantial length of time given the changes and advances to the green energy industry itself. With the emergence of a multitude of new green energy retailers a large number of consumer complaints and comments, the restated version of the code is dated November 17, 2010, about six months after the ECPA changes, also with an effective date of January 1, 2011. This restated code discusses many topics including but not limited to:

- Fair Market Practices
- Contracts and Transfer Requests
- Disclosure Statements, Price Comparisons, Verification and Renewals or Extensions
- Training

- Certification
- Consumer Complaints and Compliance Monitoring
- Confidentiality of Consumer Information

#### The Municipal Act

Ontario's Municipal Act (the Act), 2001, effective January 2003, is the main consolidated statute governing the extent of powers and duties, internal organization, structure and administration of municipalities in Ontario. Effective January 1, 2007, the Municipal Act, 2001 was significantly amended by the Municipal Statute Law Amendment Act, 2006 (Bill 130). The Municipal Statute Law Amendment Act, 2006, for municipalities, focuses on more flexibility to meet challenges being faced to create community well-being. In particular, amendments affect by-law powers ranging from local governance structure to economic, social, environmental matters, to the protection of persons and property including consumer protection.

As stated earlier, Ontario Bill 35 requires for any other business other than distributing energy that could be considered competitive, a new for-profit company must be created. Under Section 203 the Municipal Act, municipalities have the authority to create separate incorporated companies. However, Ontario Regulation 599/06 stipulates certain conditions must be met to remain compliant. The following sections outline conditions as;

- **Section 3.** A municipality may use the power referred to in paragraph 1 of subsection 203 (1) of the Act to establish a corporation only if the municipality by itself, or together with one or more other public sector entities, establishes the corporation and,
  - (a) The corporation's purpose is to *provide a system, service or thing* that the municipality itself could provide...
- **Section 6.** A municipality shall *adopt a business case* study before it uses its powers referred to in section 3, 4 or 5...
- **Section 8.** Before establishing a corporation under section 3, a municipality shall *consult with the public* about the proposal to establish the corporation.

To further ensure compliance, retailers must also have an OEB approved Certificate of Compliance for all their activities within the market. Should they not obtain this certificate and still continue business, the Board can levy fines and publish such on their site for greater transparency and reporting to the public. In 2012, this will become an annual process.

The new rules and regulations as set out in both the Electricity Retailer Code of Conduct and the ECPA were aligned to utilize the existing regulatory instruments applicable to the activities of suppliers and in the context of the enhanced consumer protection environment inherent in the ECPA.

## 13. Annex 4 - Bullfrog's Green Electricity Program<sup>6</sup>

# Green electricity

### 1.0 Understanding Canada's current electricity challenge:

Our primary methods of electricity generation are harming the environment.

Fossil fuel-based power generating facilities—that use coal, oil or gas—are a leading source of carbon dioxide, the primary greenhouse gas linked to climate change. Fossil fuel-based electricity production is also a major source of pollutants, including nitrogen oxides and sulphur dioxide (precursors to smog), particulate matter (which gives rise to respiratory disease), heavy metals (mercury, lead, cadmium) and carcinogens.

Large hydro can have a detrimental impact on local ecosystems if it involves substantial damming. And, nuclear energy creates radioactive waste for future generations to have to manage.

### 2.0 Bullfrog's green electricity option

Across Canada, our electricity comes exclusively from regionally sourced wind and hydro facilities that have been certified as low impact by Environment Canada under its EcoLogo<sup>M</sup> program—instead of from polluting sources like coal, oil, natural gas, and nuclear.

Wind power is among the cleanest sources of energy available, producing no emissions that contribute to air pollution or greenhouse gases. EcoLogo-certified low-impact water power must meet a range of environmental criteria to achieve this standard. For example, all electricity from EcoLogo-certified hydro facilities must be generated in a manner that does not adversely impact the environment and protects against biodiversity loss.

Bullfrog powering your home or business with green electricity is easy. You continue to draw electricity from the grid—just as you always have—and Bullfrog's generators inject renewable electricity onto your local or regional grid to match the amount of power your home or business uses.

<sup>6</sup> <http://www.bullfrogpower.com/products/electricity.cfm>

### 3.0 When you choose Bullfrog Power's green electricity, you

- **Reduce your environmental impact**  
reduce your home's or business' electricity-related emissions footprint. Find out just how many emissions you'll eliminate—based on the size of your home or business—through our [emissions calculator](#).
- **Support the development of new, renewable generation in Canada**  
By voluntarily paying a premium for green power, you're creating market demand for more renewable power supply. Several new wind projects have been commissioned in Canada since Bullfrog's launch to meet the demand of the growing community of bullfrogpowered homes and businesses—and more will be developed as the number of bullfrogpowered customers grows.
- **Reduce the reliance on fossil fuels**  
By displacing fossil fuel-based electricity with renewable power on the electricity grid, you help green your local grid and reduce society's dependence on fossil fuel-based power sources.
- **Support regionally sourced electricity**  
Bullfrog's emissions-free electricity is sourced from generators located as close to the regions in which our customers live and work as possible. Regional sourcing helps clean the air in your part of Canada—and advance your regional renewables industry.
- **Retain the right to the environmental benefits**  
For every MWh of clean, renewable electricity that is produced and injected onto the grid, a corresponding Green Electricity Certificate (GEC) is created to represent the positive environmental benefits (such as the emissions reductions) associated with producing that green power. When you choose Bullfrog Power, we ensure that GECs are retired on your behalf, preventing double counting of the benefits and giving you the right to retain the environmental benefits.
- **Choose certified and audited green electricity**  
Across Canada, Bullfrog Power's green electricity is sourced exclusively from regional wind and hydro facilities that meet—and in most cases exceed—Environment Canada's EcoLogo™ standards for renewable energy. EcoLogo is Canada's most widely recognized and respected multi-attribute environmental certification mark. Among other standards, it ensures the facilities are emissions free and have a minimal impact on the ecosystem and local community.

In addition, Bullfrog Power is [audited on an annual basis](#) to confirm that as much green electricity has been injected onto the grid as our customers have used, and that we have retired all emissions credits related to customer contracts.

- **Send a strong message about the importance of renewable electricity**  
Your decision to become bullfrogpowered sets an example for friends, neighbours, business leaders and policy makers, and sends a powerful message that new renewable energy is

important to our environment and our economy. The more people who demand clean, renewable power, the stronger the message.

- **Support green electricity that has the endorsement of leading environmental groups**  
Bullfrog Power has earned the support of leading environmental and health groups, including WWF-Canada, the Pembina Institute, the David Suzuki Foundation and the Asthma Society of Canada. Many of these organizations also choose Bullfrog Power for their own facilities.

#### 14. Annex 5 – Oakville Hydro – "Green Light Pacts"<sup>7</sup>

### Purchase "Green Light Pacts"

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#### Help Fund Renewable Energy Projects

Investing in "Green Light Pacts" helps to fund Oakville Hydro Energy Services Inc.'s renewable energy projects. By purchasing a Green Light Pact, you are partnering with us and contributing to a cleaner environment.

- By deciding that a specific amount of electricity will come from renewable energy sources rather than the harmful burning of fossil fuels;
- By asking us to ensure this Green Power is injected into Ontario's electricity grid;
- By contributing to the building of future Green Power generating facilities;
- By helping reduce greenhouse gas emissions.

Each "Green Light Pact" is equivalent to 1000 kWh of Green Power being generated and injected into the Ontario electricity grid, and helping to displace the generation of 1000 kWh of electricity from the burning of fossil fuels. This is equivalent to approximately a month of electricity used by a typical home and benefits the environment by reducing greenhouse gas emissions.

Anyone in Ontario can purchase a Green Light Pact. The program is completely separate from your current electricity arrangements, usage and payment. You deal directly with Oakville Hydro Energy Services Inc. In fact, you don't even have to be receiving a hydro bill to purchase a pact, and you can even buy one as a gift for the family member or friend who has everything.

In order to purchase a Green Light Pact, please complete the "Sign Up" form and mail it, along with a cheque, to Oakville Hydro Energy Services Inc. You can purchase either a full "Green Light Pact" for \$63.60 (plus GST) equivalent to 1000 kWh/year, or a half "Green Light Pact" for \$31.80 (plus GST) equivalent to 500 kWh/year.

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<sup>7</sup> [http://www.oakvillehydro.com/ohesi/green\\_power\\_program.aspx](http://www.oakvillehydro.com/ohesi/green_power_program.aspx)

It is an annual payment and you may buy any number of pacts in any combination you wish. Once Oakville Hydro Energy Services Inc. receives your completed form and payment, we will write back confirming the number of pacts and kWh to be generated and injected into Ontario's electricity grid on your behalf.

Your purchase gives you the power to be green – to decide that a specific amount of electricity will come from renewable energy sources.

## 15. Annex 6 – Licensed Retailers

# List of Licensed Active Electricity Retailers for Low Volume Consumers<sup>8</sup>

1. Active Energy ULC, [www.activeenergyulc.com](http://www.activeenergyulc.com), Customers Sales, 1-866-628-9427
2. Blue Power Distributed Energy Corporation, [www.bluepwr.com](http://www.bluepwr.com), Customer Service, 1-866-202-2975
3. Bullfrog Power, [www.bullfrogpower.com](http://www.bullfrogpower.com), Denise Jayawardene, 1-877-360-3464
4. Canada Energy Wholesalers Ltd., [www.canadaenergy.ca](http://www.canadaenergy.ca), John Cowan, 1-866-647-8363
5. Direct Energy, [www.directenergy.com](http://www.directenergy.com), Customer Service, 1-800-348-2999
6. Energhx Green Energy Corporation, [www.energhx.com](http://www.energhx.com), Customer Service, 1-888-215-0437
7. FireFly Energy Energy acting on behalf of Ag Energy Co-operative Ltd., [www.fireflyenergy.ca](http://www.fireflyenergy.ca), Customer Service, 519-780-5230, [info@fireflyenergy.ca](mailto:info@fireflyenergy.ca)
8. Hudson Energy Canada Corp., [www.hudsonenergy.net](http://www.hudsonenergy.net), Customer Service, 1-888-552-5551, [cson@hudsonenergy.net](mailto:cson@hudsonenergy.net)
9. Just Energy, [www.justenergy.com](http://www.justenergy.com), Customer Service, 1-866-587-8674, [cs@justenergy.com](mailto:cs@justenergy.com)
10. ONIT Energy Ltd., [www.onitenergy.com](http://www.onitenergy.com), Customer Service, 416-848-7353, [customerservice@onitenergy.com](mailto:customerservice@onitenergy.com)
11. Planet Energy Ontario (Corp.), [www.planetenergy.ca](http://www.planetenergy.ca), Customer Service, 1-866-755-9553, [customerservice@planetenergy.ca](mailto:customerservice@planetenergy.ca)
12. Sempra Energy Solutions, [www.semprasolutions.com](http://www.semprasolutions.com), Symone Vongdeuane, 1-877-273-6772
13. Summitt Energy Management Inc., acting on behalf of Summitt Energy LP, [www.summittenergy.ca](http://www.summittenergy.ca), Customer Service, 1-877-222-9520, [CustomerService@summittenergy.ca](mailto:CustomerService@summittenergy.ca)
14. Superior Energy Management, [www.superiorenergy.ca](http://www.superiorenergy.ca), Customer Service, 1-866-772-7727
15. Universal Energy Corporation, [www.universalenergy.ca](http://www.universalenergy.ca), Customer Service, 1-866-900-2373, [customerservice@universalenergy.ca](mailto:customerservice@universalenergy.ca)

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<sup>8</sup>

<http://www.ontarioenergyboard.ca/OEB/Consumers/Consumer+Protection/Retail+Energy+Contracts>List+of+Retailers+and+Marketers>

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## 16. Appendix 1 - Green Power Sign-Up form

# I GIVE THE "GREEN LIGHT" TO A CLEANER ENVIRONMENT

I wish to purchase \_\_\_\_\_ full "Green Light Pact" from Oakville Hydro Energy Services Inc. and agree to pay \$60.00 (plus GST) for each full Pact purchased.

I wish to purchase \_\_\_\_\_ half "Green Light Pact" from Oakville Hydro Energy Services Inc. and agree to pay \$30.00 (plus GST) for each half Pact purchased.

OAKVILLE HYDRO ENERGY SERVICES INC. promises to retire all emission credits it receives in relation to the generation of green power and will not sell them to another entity to ensure that the environmental benefits are maintained.)

I wish to receive more information on Oakville Hydro Energy Services Inc.'s "Green Light Pact" Program.

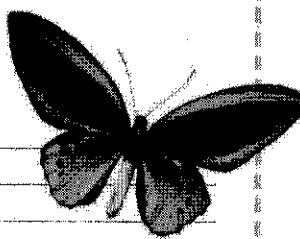
NAME \_\_\_\_\_

MAILING ADDRESS \_\_\_\_\_

TELEPHONE # \_\_\_\_\_

E-MAIL \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_



#### PAYMENT OPTIONS: (Please choose one - cheque, MasterCard or Visa)

Cheque (enclose with your completed form)

MASTERCARD # \_\_\_\_\_ Expiry Date \_\_\_\_\_

Cardholder Name \_\_\_\_\_

Signature \_\_\_\_\_

VISA # \_\_\_\_\_ Expiry Date \_\_\_\_\_

Cardholder Name \_\_\_\_\_

Signature \_\_\_\_\_

Please return this completed form to:

OAKVILLE HYDRO ENERGY SERVICES INC.

P.O. Box 1900, 861 Redwood Square, Oakville, Ontario L6J 5E3

For more information, please call 905-662-6133, or e-mail us at [energyinfo@oakvillehydro.com](mailto:energyinfo@oakvillehydro.com), or visit our website at [www.oakvillehydro.com](http://www.oakvillehydro.com), then click on the Energy Services Inc. link.



Oakville Hydro Energy Services Inc. is a subsidiary of Ontario Hydro Corporation and is not your local distribution company. This is a limited time offer that may be withdrawn by Ontario Hydro at any time without notice.

7(b)



Sault Ste. Marie  
ECONOMIC  
DEVELOPMENT  
CORPORATION



DEVELOPMENT  
Sault Ste. Marie  
a division of the SSMEDC



ENTERPRISE  
CENTRE  
Sault Ste. Marie  
A division of the SSMEDC



TOURISM  
Sault Ste. Marie  
A division of the SSMEDC

December 1<sup>st</sup>, 2011

Susan Myers  
Lou Turco  
Councillors, City of Sault Ste Marie

Dear Susan and Lou:

Re: 2014 Federation of Northern Ontario Municipalities Conference

On behalf of Tourism Sault Ste. Marie (a division of the Sault Ste. Marie Economic Development Corporation) please accept the following letter of support. We are committed to work closely with the Federation of Northern Ontario Municipalities and the local host committee to bring our community leaders and partners together to host this prestigious conference.

Tourism Sault Ste. Marie recognizes the economic impact of hosting such a municipal conference and we believe Sault Ste. Marie will deliver an excellent experience for attendees, delegates and spouses; superior to any other city in the province.

Our legacy for hosting extraordinary conferences and large special events is well known – tried and true. We embrace the opportunity to build on this success and strive to make each subsequent year better than ever. Sault Ste. Marie boasts a wide variety of conference facilities and first class accommodation choices (over 1,600 rooms citywide – 900 branded hotel rooms). Attractions such as the Agawa Canyon Tour, Canadian Bushplane Heritage Centre, OLG Casino Sault Ste. Marie and the combination of multiple shopping and dining areas will provide an abundance of options for delegates to enjoy.

Tourism Sault Ste. Marie proudly welcomes the opportunity to work together, to host a very successful 2014 Federation of Northern Ontario Municipalities Conference.

With Regards,

Ian McMillan  
Executive Director  
Tourism Sault Ste. Marie



(10(a))

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
BY-LAW 2011-195

**AGREEMENT:** (E.3.4.4.) A by-law to authorize execution of an agreement between the City and Kresin Engineering Corporation dated the 5<sup>th</sup> day of December, 2011 for the reconstruction of White Oak Drive from Carmen's Way to North Street.

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

1. **EXECUTION OF DOCUMENT**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement in the form of Schedule "A" attached hereto, dated December 5<sup>th</sup>, 2011 and made between the City and Kresin Engineering Corporation for design and contract administration services for the reconstruction of White Oak Drive from Carmen's Way to North Street.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 5<sup>th</sup> day of December, 2011.

MAYOR – DEBBIE AMAROSO

CLERK – MALCOLM WHITE

STAFF/BYLAWS/2011/2011-195 AGREEMENT WITH KRESIN WHITE OAK DR RECONSTRUCTION.DOC da

**NOTICE**  
THIS IS A DRAFT DOCUMENT. This document  
has not been enacted by City Council. It may not  
be enacted at all. Also if enacted, it may not be in  
the form of the DRAFT copy.  
CITY SOLICITOR

10(a)

SCHEDULE "A"

AGREEMENT  
FOR  
PROFESSIONAL ENGINEERING SERVICES

**MEMORANDUM OF AGREEMENT dated the 5th day of December, A.D. 2011**

-BETWEEN-

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

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

-AND-

**KRESIN ENGINEERING CORPORATION**

Hereinafter called the 'Engineer'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to:

Reconstruct White Oak Drive between North Street and Carmen's Way, a length of approximately 700 metres.

and WHEREAS the reconstruction shall include the complete reconstruction of the roadway, water main, storm and sanitary sewers, hereinafter called the "Project".

and WHEREAS the Client has requested the Engineer to furnish professional services in connection therewith as outlined in Article 2 of this Agreement;

NOW THEREFORE WITNESSETH that in consideration of the covenants contained herein, the Client and the Engineer mutually agree as follows:

## **ARTICLE 1 - GENERAL CONDITIONS**

### **1.01 Retainer**

The Client hereby retains the services of the Engineer in connection with the Project and the Engineer hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Engineer shall mean professionals and specialists engaged by the Client directly and whose names are party to this Agreement.

### **1.02 Services**

The services to be provided by the Engineer and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

### **1.03 Compensation**

The Client shall pay the Engineer in accordance with the provisions set forth in Article 3.

### **1.04 Staff and Methods**

The Engineer shall use current state of the art principles and shall skilfully and competently perform the Services and shall employ only skilled and competent staff who will be under the supervision of a senior member of the Engineer's staff.

### **1.05 Drawings and Documents**

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Engineer for the Client may be used by the Client, for the Project herein described, including "as built" records. The Client has ownership of the drawings.

All drawings shall be prepared and submitted in digital format compatible with AutoCAD 2004.

### **1.06 Patents**

All concepts, products or processes produced by or resulting from the Services rendered by the Engineer in connection with the Project, or which are otherwise developed or first reduced to practice by the Engineer in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be and remain the property of the Engineer and the Municipality.

The Client shall also have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Engineer in connection with the Project and for any other municipal purpose or project.

### **1.07 Records and Audit**

- (a) In order to provide data for the calculation of fees on a time basis, the Engineer shall keep a detailed record of the hours worked by and salaries paid to his staff employed for the Project.

- (b) The Client may inspect and audit the books, payrolls, accounts and records of the Engineer during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Engineer, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Engineer claims payment under this Agreement.

#### **1.08 Changes and Alterations and Additional Services**

With the consent of the Engineer, the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Engineer shall be paid in accordance with Section 3.2.1 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3.2.4.

#### **1.09 Suspension or Termination**

The Client may at any time by notice in writing to the Engineer suspend or terminate the Services or any portion thereof at any stage of the undertaking. Upon receipt of such written notice, the Engineer shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Engineer shall be entitled to payment in accordance with Section 3.2.1 for any of the Engineer's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.2.4.

If the Engineer is practising as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Engineer to the date of such termination.

The Engineer may by notice in writing suspend the services, at his sole discretion, on failure of the Client to pay for outstanding services should payment for those services not have been rendered within the time specified under Section 3.3.1 of this Agreement.

#### **1.10 Indemnification**

The Engineer shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer as a result of the negligence of the Engineer, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Engineer from and against any and all claim, losses, damages, liability and costs of defence arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligence of the Engineer in the performance of consulting services to the Client within this project.

The Client shall indemnify and save harmless the Engineer from losses arising from the use of the material provided to the Engineer by the Client under Article 2 of this Agreement.

#### **1.11 Insurance**

The Engineer agrees to provide the following insurance coverage for the duration of the Project:

a) Comprehensive General Liability and Automobile Insurance

The Insurance Coverage shall be \$2,000,000.00 for general liability and \$2,000,000.00 for automobile insurance. When requested, the Engineer shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

b) Professional Liability Insurance

The Insurance Coverage shall be in the amount of \$2,000,000.00. When requested, the Engineer shall provide to the Client proof of Professional Liability Insurance carried by the Engineer.

c) Change in Coverage

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project, then the Engineer shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.2.4.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Engineer until (60) days after written notice of such change or cancellations has been personally delivered to the Client.

**1.12 Contracting for Construction**

Neither the Engineer nor any person, firm or corporation associated or affiliated with or subsidiary to the Engineer shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

**1.13 Assignment**

Neither party may assign this Agreement without the prior consent in writing of the other.

**1.14 Previous Agreements**

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

**1.15 Approval by Other Authorities**

Unless otherwise provided in this Agreement, where the work of the Engineer is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Engineer, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Engineer with such other authority, department of government or agency.

**1.16 Principals and Executives**

The use of Principals and Executives on a time basis by the Engineer, will be in accordance with

Section 1.23.1 (c).

**1.17 Specialized Services**

- The Engineer may engage others for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client.

**1.18 Inspection**

The Client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

**1.19 Publication**

The Engineer agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

**1.20 Confidential Data**

The Engineer shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. No such information shall be used by the Engineer on any other project without the approval in writing of the client.

**1.21 Arbitration**

The Engineer and Client mutually agree that any disputes relating to the completion of the Project shall be resolved through arbitration as follows:

- (a) Any dispute, difference or disagreement between the parties hereto in relation to the Agreement shall be referred to arbitration.
- (b) No person shall be appointed to act as arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Engineer.
- (c) The award of the arbitrator shall be final and binding upon the parties.
- (d) The provisions of The Arbitrations Act, R.S.O., 1990, C.A. 24, as amended shall apply.

**1.22 Time**

The Engineer shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require and the Client shall have the right to take possession of and use any completed or partially completed portions of the Work notwithstanding any provisions expressed or implied to the contrary.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Engineer, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as

not to delay the work of the Engineer.

### **1.23 Estimates, Schedules and Staff List**

#### **1.23.1 Preparation of Estimate of Fees/Upset Fee Limits, Schedule of Progress and Staff List**

When requested by the Client, the Engineer shall within fourteen days of the execution of this Agreement provide, for approval by the Client:

- (a) An estimate of the total fees and/or upset fee limit(s) to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and salary ranges of staff and/or hourly rate ranges for Principals and Executives, for which the Engineer will seek payment on a time basis. The Engineer shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Engineer's staff who is to be the liaison person between the Engineer and the Client.

#### **1.23.2 Subsequent Changes in the Estimate of Fees/Upset Fee Limits, Schedule of Progress and Staff List**

The Engineer will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees/upset fee limits beyond those approved under Subsection 1.23.1 (a).
- (b) Any change in the schedule of progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and salary ranges of the staff provided under Subsection 1.23.1 (c).

Such approval shall not be unreasonably withheld by the Client.

#### **1.23.3 Monthly Reporting of Progress**

When requested by the Client, the Engineer shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

## **ARTICLE 2 - SERVICES**

The following definitions shall apply:

### **2.1 Engineer's Services for Planning (Class EA) of the Project**

The Engineer shall provide the services for planning of the Project and such work shall include the following:

1. Meeting with the Client to confirm the applicable Class EA schedule, and review of the proposed work program, including the preparation of a meeting report.
2. Preparation for (including the production of relevant plans, notices, information sheets, etc.) and participation in a public open house.

### **2.2 Client's Services for Planning (Class EA) of the Project**

The Client shall provide the Engineer with:

1. Confirmation of appropriate Class EA schedule.
2. General direction in the provision of services and approvals within reasonable time as necessary during the currency of this Agreement.
3. Assistance in advertising for, coordinating and conducting any public consultation events.
4. Copies of all related plans, drawings, documents and reports relating to the Project.

### **2.3 Engineer's Services for Preliminary Design of the Project**

The Engineer shall provide the services for preliminary design and such work shall include the following, unless already provided during a previous study:

1. Preparation of preliminary project schedules and construction cost estimates.
2. Preparation and recommendation of alternative concepts and designs considering geometrics, property, cost and environmental features.
3. Development and recommendation of horizontal and vertical alignments for the Project on a plan scale acceptable to the Client.
4. Development of proposed typical cross-sections for the roadway, including number of driving lanes, turning lanes, rights-of-way, curbs and sidewalks, intersecting roads and other cross section elements.
5. Preparation of a design criteria with due consideration being given to such ancillary features as curbs, sidewalks, illumination, signs, signals, fences, landscaping and zone painting.
6. Preparation of a design brief indicating the principle design features, and including an estimate of construction cost.

7. Meeting with and presenting to the Client alternative design concepts and obtaining input on the preferred.
8. Development and recommendation to the Client of a preliminary soils investigation program to permit the completion of the preliminary and detail design phases of the Project.
9. Preparation and distribution of minutes of Project meetings.
10. Preparation of correspondence on behalf of the Client and circulation thereof to governmental ministries, agencies and other public authorities for design information.
11. Assembling and evaluating existing drainage data.
12. Preparation of general drainage requirements.
13. Identification of major utility installations and adjustments.
14. Preparation of preliminary design drawings.
15. Preparation of property acquisition plans, if any.
16. Development of construction cost estimates.
17. Preparation of MTO Justification Report for submission to MTO for connecting link funds, if required.

#### **2.4 Client's Services for Preliminary Design of the Project**

The Client shall provide the Engineer with:

1. Copies of available Functional Study or Predesign Investigations undertaken for the Work.
2. Access to and the use of existing plans, profiles, utility information, legal documents and correspondence relevant to the Project.
3. Copies of all survey data, bench marks and plans of the Project, including digital data.
4. Copies of available traffic information including traffic counts, accident reports, etc.
5. Copies of available Traffic or Transportation Study Reports of the area.
6. Copies of available Functional Planning or Preliminary Design Reports of adjoining Projects.
7. Copies of CCTV inspector reports of both sanitary and storm sewers located in the area of the Project.
8. Copies of future land use plans/development densities for sanitary/storm areas affecting the Project.

9. Copies of available sanitary sewage drainage area plans/reports prepared for the study area.
10. Copies of available storm drainage area plans/reports prepared for the study area.
11. Copies of the most current contract documents from adjacent reconstruction projects completed by the City.
12. General direction of the Engineer in the provision of services and approvals within reasonable time as necessary during the currency of this agreement.
13. Any information regarding utilities in the possession of the Client necessary for the preparation of the plans.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to clauses (I) to (13) hereof, inclusive, as being accurate, in the performance of the Engineer's services under this Agreement.

## **2.5 Engineer's Services for Detailed Design of the Project**

The services to be provided by the Engineer in the execution of the detailed design of the Project shall include:

1. Provision of expertise required for the design of all facilities to serve the best interests of the public, with due regard for environmental concerns, capital cost and operating efficiency in accordance with current state of the art and acceptable standards established by the Client and regulatory authorities.
2. Conducting field survey work, if required, after the design criteria and functional alignment have been established, which shall include all survey work necessary for the estimating of quantities, the detailed setting of alignment and grade to fit controlling natural and artificial topographic and underground features, and design of drains, storm sewers, sidewalks, street lights, sanitary sewers, and water services, and the positioning of all appurtenances associated with the construction of the Project.
3. Investigation and confirmation of the present location of all above ground utilities, updating of the Client's plans and profiles to show the present location and the proposed location, and preparation of additional drawings required for alternative utility relocation as required by the Client, subject to clause 8 of Section 2.5.

Underground utilities shall be indicated on the plans and profiles in accordance with information submitted by the respective utility. The Engineer shall be entitled to rely upon the information and direction provided to it by the Utilities as being accurate in the performance of his services under this Agreement.

4. The preparation and submission of preliminary drawings, investigations, and recommendations to the Client, on such alternatives or modifications to the Project that the Engineer in his professional judgement, deems advantageous to the Client.
5. Advising the Client of the need to seek permission to enter private lands for investigation purposes. Such permission to enter private lands shall be obtained by the Client on behalf of the Engineer.

6. Participation in a reasonable number of meetings for information, negotiation or presentation purposes with the Client in connection with the services provided under this Agreement, after the establishment of the design criteria and functional alignment.
7. Preparation of contract documents for the Project including: detailed construction drawings, tender quantity forms, general conditions, specifications, information to bidders, and special provisions.
8. Preparation of detailed quantity and cost estimates, including sundry engineering and materials.
9. Provision of ten (10) complete sets of tendering documents and drawings.
10. Incorporation, into the contract document package of design drawings and specifications of work designed by others, when required.
11. Submission of plans, specifications, schedules, and applications for approval to the Client and to appropriate authorities, as required. Attending meetings at the offices of these public authorities to discuss designs and to provide explanations for the purpose of furthering the applications towards approval.
12. Assisting the Client in advertising for tenders.
13. Consultation during the tendering of a contract for the Project, the comparative analysis of bids and recommendations thereon, and the preparation of contract documents for execution.

## **2.6 Client's Services for Detailed Design of the Project**

The Client shall provide the Engineer with the following services, notwithstanding that, should the Client be unable to provide any of the services hereunder, they may be assigned to the Engineer under Section 1.08 of this Agreement.

1. Access to and, where necessary, copies of existing plans, profiles or other topographic information showing or pertaining to existing conditions within the Project area.
2. Detailed site survey data, in digital form.
3. Registered land plans, legal documents and surveys, where necessary, defining the property limits of existing rights-of-way and other parcels of land affected by the Project, and as required in the acquisition of property and lands for the Project.
4. Specimen contract documents for the guidance of the Engineer in the design of the Project to the standards required by the Client.
5. Standard drawings for specific installations required by the client.
6. General direction of the Engineer in the provision of the services.
7. Any available information regarding utilities necessary for the preparation of the plans.

8. Arranging and making provision for the Engineer's entry and ready access to property (public and private) as well as to the site of the Project, as necessary to enable him to perform his services.
9. Designating in writing an individual to act as his Representative who will transmit instructions to and receive information from the Engineer.
10. Acquisition of any lands that may be required.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to Clauses 1 through 10 hereof, inclusive, as being accurate, in the performance of the Engineer's services under this agreement.

**2.7 Engineer's Services for Contract Administration and Construction Supervision of the Project**

The Engineer, on behalf of the Client, shall provide a review of the work during construction. It is understood that the Contractor is responsible for discharging his obligations under the terms and conditions of the construction contract, the performance of the Contractor is not the Engineer's responsibility nor are his review services rendered for the Contractor's benefit; and the Contractor is responsible for the quality of the work. It is further understood that only work which has actually been seen during examination of representative samples can be said to have been appraised, and comments on the balance of the work are assumptions based upon extrapolation.

The extent of the Engineer's duties for general review are as follows:

**(a) Contract Administrative Services**

1. Review, modification and approval of the Contractor's construction schedule, the processing of progress and final payment certificates, and the preparation of progress reports to the Client at such time and in such form and detail as the client may require.
2. The review and checking of formwork drawings and proposed construction methods as warranted, to ensure that the Contractor's drawings and methods comply with the design requirements for the Project.
3. Consideration and recommendation in respect to alternatives of construction methods or material proposed by the contractor, and preparation of change orders.
4. Review of shop drawings submitted to the degree necessary to ensure they conform with the design requirements and contract documents.
5. Provision of recommendations on the validity of charges for additions or deletions and recommendations on the issue of change orders.
6. Processing and issuing of payment certificates.
7. Conducting progress meetings as may be required.

(b) **Construction Inspection Services**

1. Direction of the Engineer's field staff, and review of the Contractor's work to ensure compliance with the plans and specifications.
2. Surveying and calculation of pay quantities for the work.
3. Calculation and recording of quantities, for the preparation of progress and final payment certificates prescribed by the Client, together with the compilation of such survey notes, diaries, records and reports substantiating such certificates during construction and on completion of the work.
4. Arranging, preparing and shipping for testing materials supplied by the Contractor for incorporation into the work, and the review of test results and judgement of acceptability of said materials.
5. Coordinating on-site testing during the construction of the work to verify acceptability according to the specifications.
6. Assigning necessary field staff to perform such field operations necessary in the provision of the foregoing construction administration services.
7. Investigating, reporting and recommending on unusual circumstances which may arise during construction.
8. Carrying out final inspection at the conclusion of the construction contract, at the end of the maintenance period and as part of the acceptance program of the Client.
9. Preparing and submitting to the Client one complete set of reproducible, revised contract drawings showing the 'as constructed' Project, to the extent requested by the Client and to the extent possible from information provided by the Contractor or otherwise patently visible. It is understood that the Engineer is not responsible for the accuracy or completeness of field changed information supplied (or to have been supplied) by persons not in the Engineer's employ.

**2.8 Client's Services for Contract Administration and Construction Inspection of the Project**

The Client shall provide the Engineer with the following services notwithstanding that, should the Client be unable to provide any of the services hereunder, they may be assigned to the Engineer under Section 1.08.

1. Supplementary factors governing the Contractor's operations, such as by-laws, property considerations, maintenance of public services and traffic.
2. General direction of the Engineer in the provision of the services.
3. Arranging and making provision for the Engineer's entry and ready access to property (public and private) as well as to the site of the work, as necessary to enable him to perform his Services.
4. Designating in writing an individual to act as his Representative, who will transmit

- instructions to, and receive information from, the Engineer.
5. Providing material testing services for granulars, concrete and asphalt during construction.

The Engineer shall be entitled to rely upon the information, direction and approvals provided by the Client pursuant to clauses 1 through 5 hereof, inclusive, as being accurate in the performance of the Engineer's services under this Agreement.

**2.9 Milestones**

The Engineer shall endeavour to perform the services set forth in paragraphs 2.1, 2.3, 2.5, and 2.7 of this Agreement in the time frames provided for in Schedule "1" attached hereto.

## ARTICLE 3 - FEES AND DISBURSEMENTS

### **3.1 Definitions**

For the purpose of this Agreement, the following definitions shall apply:

- (a) Payroll Cost:

Payroll Cost is defined as hourly salary plus payroll burden.

The following formula shall be used to calculate the hourly salary for billing purposes.  
Hourly salary equals:

$$\frac{\text{Annual Salary}}{\text{Hours Per Week} \times 52 \times .85}$$

Payroll burden equals fringe benefits expressed as a percentage of salary that provides for health and medical insurance, group life and disability insurance, company and Canada Pension employer contribution, Workers' Compensation and Unemployment Insurance, but excludes bonuses or profit sharing. For the purpose of this Agreement payroll burden shall be 8.97% of hourly salary.

- (b) Cost of the Work:

(NOT APPLICABLE)

- (c) Site

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

### **3.2 Basis of Payment**

#### **3.2.1 Fees Calculated on a Time Basis**

**3.2.1.1** The Client shall pay the Engineer a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis shall be as follows:

- a) Staff on normal assignments - Payroll Cost multiplied by a factor of 2.0.
- b) Services During Construction:
  - (i) For all services, except for staff full-time continuously on site - Payroll cost multiplied by a factor of 2.0.
  - (ii) For site staff working full-time continuously on site - Payroll cost multiplied by a factor of 1.7.

For purposes of this Agreement, the Engineer shall use the Billing rates as outlined in Schedule "2" of this Agreement. Any subsequent changes or amendments to this schedule shall be in accordance with Section 1.23.2.

### **3.2.1.2 Time Expended**

All time expended on the assignment, whether in the Engineer's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports, and specifications.

### **3.2.1.3 Estimate of Fees**

The Client shall only be required to pay for those services actually rendered on a time and materials basis. The Engineer estimates that the total fees to be paid for the services outlined in Sections 2.1, 2.3, 2.5, and 2.7 shall not be greater than those fees identified in Schedule "2" of this Agreement. Any subsequent changes or amendments to the estimated fees contained in Schedule "2" shall be in accordance with Section 1.23.2 of this Agreement.

### **3.2.3 Computer Services and Total Station Survey Services**

The usage of computer equipment shall be considered a reimbursable expense, except where a computer is used for design under the percentage fee scale or for the Engineer's normal office administration.

The usage of total station survey equipment shall be considered a reimbursable expense.

### **3.2.4 Reimbursable Expenses**

In addition to the fee, the Engineer shall be reimbursed at cost plus an administrative charge of 5% for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, travelling and living expenses, long distance telephone charges, facsimile charges, printing and reproductions, progress photography and video charges, special delivery and express charges, overtime premium costs, on-site quality control equipment, materials and supplies; and survey supplies.

## **3.3 Payment**

### **3.3.1 Fees Calculated on a Time Basis**

The Engineer shall submit an Invoice to the Client for all Services completed in the immediately preceding month. Interest at the rate of 1½% monthly will be paid on the total outstanding unpaid balance commencing 30 days following the date of issuance of the Engineer's invoice.

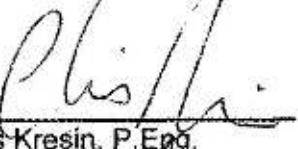
In the event that payment is NOT received within 30 days from the date of issuance of an invoice the Engineer may suspend the services as specified under Section 1.09.

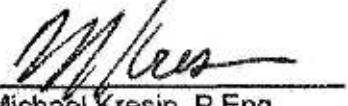
IN WITNESS THEREOF the parties hereto have caused to be executed those presents by their officers properly authorized in that behalf on the day and year first above written.

SIGNED, DELIVERED

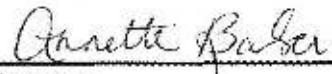
in the presence of:

ENGINEER: **Kresin Engineering Corporation**

  
Chris Kresin, P.Eng.  
PRESIDENT

  
Michael Kresin, P.Eng.  
SECRETARY/TREASURER

WITNESS

  
Signature

Annette Barber, Accounts  
Name and Title of person signing

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

Signature

**Mayor - Debbie Amaro**

Name and Title of person signing

WITNESS

Signature

Signature

**City Clerk - Malcolm White**

Name and Title of person signing

Name and Title of person signing

10(a)

Schedule "1"

**MEMORANDUM OF AGREEMENT dated the 5th day of December, A.D. 2011.**

-BETWEEN-

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

Hereinafter called the 'Client'

**THE PARTY OF THE FIRST PART**

-AND-

**KRESIN ENGINEERING CORPORATION**

Hereinafter called the 'Engineer'

**THE PARTY OF THE SECOND PART**

Estimated Project Schedule

Key Task	Start	End
1. Municipal Class EA	Nov. 1, 2011	Dec. 15, 2011
2. Preliminary Design	Nov. 15, 2011	Jan. 1, 2012
3. Detailed Design	Jan 1, 2012	Mar. 15, 2012
4. Tender	Mar. 15, 2012	Apr. 15, 2012
5. Construction	May 15, 2012	Dec. 15, 2012

10(a)

Schedule "2"

**MEMORANDUM OF AGREEMENT dated the 5th day of December, A.D. 2011**

-BETWEEN-

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

Hereinafter called the 'Client'

**THE PARTY OF THE FIRST PART**

-AND-

**KRESIN ENGINEERING CORPORATION**

Hereinafter called the 'Engineer'

**THE PARTY OF THE SECOND PART**

Estimated Project Fees

Key Task	Estimated Fee		
	Time	Disbursements	
1. Municipal Class EA	\$ 8,000.00	\$	1,000.00
2. Preliminary Design <sup>(1)</sup>	\$ 25,000.00	\$	1,000.00
3. Detailed Design <sup>(2)</sup>	\$ 60,000.00	\$	1,500.00
4. Tender and Approvals	\$ 20,000.00	\$	4,000.00
5. Construction			
- residential inspection	\$ 150,000.00	\$	10,000.00
- administration	\$ 75,000.00	\$	5,000.00
Sub-totals	\$ 338,000.00	\$	22,500.00
<b>TOTAL</b>		<b>\$</b>	<b>360,500.00</b>

<sup>(1)</sup> Excludes site survey. Digital site plan and survey data to be provided to the Engineer by the Client.

<sup>(2)</sup> Excludes geotechnical work. Geotechnical work will be co-ordinated by the Engineer and the cost of the geotechnical work will be invoiced to the Client c/o the Engineer.

10(b)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
BY-LAW 2011-196

**AGREEMENT:** (E.3.4.4.) A by-law to authorize execution of an agreement between the City and AECOM Canada Ltd. dated the 28<sup>th</sup> day of October, 2011 for a co-composting pilot study.

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

1. **EXECUTION OF DOCUMENT**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement in the form of Schedule "A" attached hereto, dated October 28th, 2011 and made between the City and AECOM Canada Ltd. for the update to the co-composting study with an upset limit of \$10,900.00 (excluding HST).

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 5<sup>th</sup> day of December, 2011.

---

MAYOR – DEBBIE AMAROSO

---

CITY CLERK – MALCOLM WHITE

c:\staff\by-laws\2011\2011-196 agreement AECOM

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CITY SOLICITOR

**Work Authorization**

<b>DATE:</b>	October 26, 2011	<b>PROJECT:</b>	Update to 2004 Co-Composting Pilot Study
<b>CLIENT:</b>	City of Sault Ste. Marie		
<b>ADDRESS:</b>	99 Foster Drive, 5 <sup>th</sup> Floor, Sault Ste. Marie, Ontario	<b>LOCATION:</b>	Sault Ste. Marie, Ontario
<b>AUTHORIZATION:</b>			
Client requests and authorizes AECOM Canada Ltd. ("Consultant") 523 Wellington Street East to perform the work specified in the following scope of work ("Work") in accordance with the terms and conditions of this Work Authorization ("Agreement").			
<b>SCOPE OF WORK:</b>			
Refer to the attached letter dated October 24, 2011 to C. Taddo, City of Sault Ste. Marie Engineering Department			
<b>COMPENSATION:</b>			
Client agrees to pay Consultant for the performance of the Work on the following basis:			
\$10,900 (excl HST)			
<b>PAYMENT:</b>			
Consultant will invoice Client monthly for Work performed and Client agrees to pay each invoice within 30 days without holdback. Interest at the rate of 15% per annum (or the maximum rate allowed by law, if lower) will be charged on all overdue amounts. Consultant may suspend the Work, after giving Client 5 days' written notice, until any overdue amounts have been paid in full.			
<b>PERSONAL INFORMATION:</b>			
Client shall only collect and use individually identifiable information from or about Consultant employees, such as salary information ("Personal Information"), if such collection and use is directly required for the fulfillment of the terms of this Agreement. Client shall collect and use all Personal Information in accordance with applicable federal or provincial personal information protection legislation. If requested to do so by Consultant, Client shall provide Consultant with particulars regarding its collection and use of Personal Information. Client shall use appropriate security measures to protect Personal Information and shall not directly or indirectly disclose, allow access to, transmit, or transfer Personal Information to a third party, or copy, modify or dispose of Personal Information, without Consultant's prior written consent. Upon termination or expiration of this Agreement, Client shall immediately deliver up to Consultant, at Client's own expense, or render anonymous at Client's own expense, all Personal Information in its possession, charge, control or custody.			
<b>PROFESSIONAL RESPONSIBILITY AND LEGAL LIABILITY:</b>			
<ul style="list-style-type: none"> <li>• <b>Standard of Care.</b> The standard of care applicable to the Work will be the degree of care, skill and diligence normally employed by professional engineers or consultants performing the same or similar services at the time and place that the Work is performed.</li> <li>• <b>Professional Liability Insurance.</b> Consultant shall maintain throughout the term of this Agreement Professional Liability Insurance with per claim and annual aggregate limits which it deems to be reasonable, insuring Consultant's professional liability resulting from the performance of the Work. Consultant shall provide Client with proof of such insurance upon written request.</li> <li>• <b>Limitation of Liability.</b> Consultant's aggregate liability to Client for claims arising out of this Agreement, or in any way relating to the Work, will be limited to the amount of our fees. In no event will Consultant be liable for indirect or consequential damages including without limitation loss of use or loss of profits. No claim may be brought against Consultant more than 1 year after the Work was last performed under this Agreement; provided, however, that if (and only if) the shortest limitations period for claims under the Governing Law (as defined below) is greater than 1 year and the Governing Law does not permit the parties to reduce that limitations period by contract, no claim may be brought against Consultant after the limitations period prescribed by the Governing Law expires. These limitations of liability will apply, to the extent permitted by law, whether Consultant's liability arises under breach of contract or warranty; tort, including negligence; strict liability; statutory liability; or any other cause of action, and will extend to and include Consultant's directors, officers, employees, insurers, agents and subconsultants.</li> </ul>			
<b>TERMINATION:</b>			
This Agreement may be terminated for convenience by either party on 30 days' written notice or if either party fails substantially to perform through no fault of the other and does not commence correction of such non-performance within 5 days of written notice and diligently complete the correction thereafter. On termination, Consultant will be paid for all authorized work performed up to the termination date plus reasonable termination expenses.			
<b>GOVERNING LAW:</b>			
This Agreement shall be governed by and interpreted in accordance with the laws of the Province where Consultant's address as set forth above is located ("Governing Law").			
<b>ENTIRE AGREEMENT:</b>			
This Agreement contains the entire agreement of the parties and supersedes all previous communications and negotiations between them relating to the Work. If Client issues a Purchase Order in connection with the Work, the terms and conditions thereof do not apply to this Agreement.			

City of Sault Ste. Marie

AECOM Canada Ltd.

BY:

AUTHORIZED REPRESENTATIVE

BY:

AUTHORIZED REPRESENTATIVE

BY:

AUTHORIZED REPRESENTATIVE (IF REQUIRED)

BY:

AUTHORIZED REPRESENTATIVE (IF REQUIRED)

Mayor - Debbie Amaro

Malcolm White

10(c)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-193

**FINANCING:** (F.I.2.) - A by-law to authorize the borrowing of \$10,000,000 to meet current expenditures until taxes are collected.

WHEREAS the Council of The Corporation of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$10,000,000 to meet, until the taxes are collected, the current expenditures for the year 2012; and

WHEREAS the total amount of the estimated revenues of the Corporation for the year 2012, not including revenues derived or derivable from the sale of assets, borrowings or issues of debentures or from a surplus, including arrears of taxes and proceeds from the sale of assets, is estimated to be in excess of \$175,000,000.

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie, pursuant to Subsection 407 of the Municipal Act, 2001, chapter M.45 and amendments thereto, ENACTS as follows:

1. The Mayor and the Treasurer are hereby authorized, on behalf of the Corporation, to borrow from time to time by way of promissory note from the City's Banker or any person, a sum or sums not exceeding \$10,000,000 to meet, until the taxes are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in Subsection 407 of the Municipal Act, 2001 and to give on behalf of the Corporation to the Bank or lender, a promissory note or notes, sealed with the corporate seal and duly signed for the moneys so borrowed, with interest, which may be paid in advance or otherwise, with interest at the Bank's prescribed lending rate or other persons' lending rate from time to time.
2. All the sums borrowed pursuant to the authority of this by-law, as well as all other sums borrowed in this year and in previous years from the said Bank or lender for any or all of the purposes mentioned in the said Subsection 407 shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.
4. This by-law is effective January 1<sup>st</sup>, 2012.

PASSED in open Council this 5<sup>th</sup> day of December, 2011.

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CITY SOLICITOR

MAYOR – DEBBIE AMAROSO

CLERK – MALCOLM WHITE

10(C)



Schedule to By-law 2011-193

ONTARIO  
MUNICIPAL CORPORATIONS  
TEMPORARY BORROWING BY-LAW

E-FORM 348 (04/2009)

(FOR BANK USE ONLY)

S.R.F. No.: 763-796-414

The CORPORATION OF THE CITY OF SAULT STE. MARIE (the "Municipality") By-law No. 2011-193 being a by-law to authorize temporary borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2012.

WHEREAS Section 407 of the *Municipal Act, 2001*, as amended, provides authority for a council by by-law to authorize the head of council or the treasurer or both of them to borrow from time to time, such sums as the council considers necessary to meet, until taxes are collected and other revenues are received, the current expenditures of the Municipality for the year; and

WHEREAS the total amount which may be borrowed from all sources at any one time to meet the current expenditures of the Municipality, except with the approval of the Municipal Board, is limited by Section 407 of the *Municipal Act, 2001*;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE ENACTS AS FOLLOWS:

1. The head of council or the treasurer or both of them are hereby authorized to borrow from time to time during the fiscal year (hereinafter referred to as the current year) such sums as may be necessary to meet, until taxes are collected and other revenues are received, the current expenditures of the Municipality for the current year.
2. The lender(s) from whom amounts may be borrowed under authority of this by-law shall be Royal Bank of Canada and such other lender(s) as may be determined from time to time by by-law of council.
3. The total amount which may be borrowed at any one time under this by-law plus any outstanding amounts of principal borrowed and accrued interest under Section 407 together with the total of any similar borrowings that have not been repaid, shall not exceed from January 1st to September 30th of the current year, 50 percent of the total estimated revenues of the Municipality as set out in the budget adopted for the current year, and from October 1st to December 31st of the current year, 25 percent of the total of the estimated revenues of the Municipality as set out in the budget adopted for the current year or \$10,000,000., whichever is less.
4. The treasurer shall, at the time when any amount is borrowed under this by-law, ensure that the lender is or has been furnished with a certified copy of this by-law, (a certified copy of the resolution mentioned in section 2 determining the lender,) if applicable, and a statement showing the nature and amount of the estimated revenues for the current year and also showing the total of any other amounts borrowed from any and all sources under authority of section 407 of the *Municipal Act* that have not been repaid.
5. a) If the budget for the current year has not been adopted at the time an amount is borrowed under this by-law, the statement furnished under section 4 shall show the nature and amount of the estimated revenues of the Municipality as set forth in the budget adopted for the previous year and the nature and amount of the revenues received for and on account of the current year.  
b) If the budget for the current year has not been adopted at the time an amount is borrowed under this by-law, the limitation on borrowing set out in section 3 shall be calculated for the time being upon the estimated revenues of the Municipality as set forth in the budget adopted for the previous year less all revenues received for and on account of the current year.
6. For purposes of this by-law the estimated revenues referred to in section 3, 4, and 5 do not include revenues derivable or derived from, a) any borrowing, including through any issue of debentures; b) a surplus, including arrears of taxes, fees or charges; or c) a transfer from the capital fund, reserve funds or reserves.
7. The treasurer be and is hereby authorized and directed to apply in payment of all or, any sums borrowed under this by-law, together with interest thereon, all or any of the moneys hereafter collected or received, either on account of or realized in respect of the taxes levied for the current year and previous years or from any other source, that may be lawfully applied for such purpose.
8. Evidences of indebtedness in respect of borrowings made under section 1 shall be signed by the head of the council or conform to the treasurer or both of them.
9. The Bank shall not be responsible for establishing the necessity of temporary borrowing under this by-law or the manner in which the borrowing is used.
10. This by-law shall take effect on the final day of passing.

Enacted and passed this 5TH day of DECEMBER, 2011.

Mayor – Debbie Amaroso      City Clerk – Malcolm White

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**BY-LAW NO. 2011-194**

**FINANCING:** (F.1.2.) – A by-law to authorize the borrowing of \$15,000,000 to finance capital expenditures for short and long term purposes for The Corporation of the City of Sault Ste. Marie and \$6,200,000 for the Public Utilities Commission of the City of Sault Ste. Marie.

WHEREAS Section 401 of the Municipal Act, 2001 states a municipality may borrow money or incur a debt for municipal purposes and may issue debentures for the money borrowed or for the debt; and

WHEREAS the Council of The Corporation of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$15,000,000 for short and long term purposes, the capital expenditures of the Corporation under its construction by-laws shown on Schedule "A" hereto; and

WHEREAS the Public Utilities Commission of the City of Sault Ste. Marie deems it necessary to borrow the sum of \$6,200,000 for short and long term purposes;

WHEREAS the total amount of the estimated revenues of the Corporation for the year 2012 not including revenues derived or derivable from the sale of assets, borrowings or issues of debentures or from a surplus, including arrears of taxes and proceeds from the sale of assets is estimated to be in excess of \$175,000,000;

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

1. The Mayor and the Treasurer are hereby authorized on behalf of the Corporation to borrow from time to time by way of promissory note from the City's Banker or any person a sum or sums not exceeding \$15,000,000 for short and long term purposes to finance the capital expenditures of The Corporation of the City of Sault Ste. Marie under its construction by-laws as shown on Schedule "A" hereto, which schedule forms part of this by-law, and to give on behalf of the Corporation to the Bank or lender a promissory note or notes sealed with the corporate seal and duly signed for the moneys so borrowed with interest which may be paid in advance or otherwise, with interest at the bank's prescribed lending rate or other persons' lending rate from time to time.
2. The Public Utilities Commission of the City of Sault Ste. Marie is hereby authorized to borrow from time to time by way of promissory note from the City's Banker or any person a sum or sums not exceeding \$6,200,000 for short and long term purposes to finance the capital expenditures of the Public Utilities Commission of the City of Sault Ste. Marie.
3. All sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed by the Corporation in this year and in previous years from the said Bank or lender and remaining unpaid shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years as and when such revenues are received.

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CITY SOLICITOR

- 2 -

4. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.
5. Long term purposes is defined as a loan with a fixed rate and term.

PASSED in open Council this 5th day of December, 2011.

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MAYOR – DEBBIE AMAROSO

---

CITY CLERK – MALCOLM WHITE

**Schedule A to By-law 2011-194**  
**The Corporation of the City of Sault Ste. Marie**

Financial Information at  
December 05, 2011

<b>Construction By-law</b>		<b>Estimated Capital Expenditure</b>
2005-128	Constr. of New Arena - Sports Entertainment Centre - City Funding - Federal/Provincial Subsidy - Less: Debt Issue	25,040,368.00 (4,640,368.00) (7,400,000.00) <u>(11,220,000.00)</u> 1,780,000.00
	Luxury Suites	1,000,000.00
(PUC)		
2005-162	Installation of 385 metres of 200 mm watermain and 19 water service laterals on Fourth Line E. from Great Northern Rd. to the east limit of Civic #742	(236,031.86 PUC Local Improvement)
(PUC)		
2006-102	Installation of 1421 metres of 250 mm watermain and 38 water service laterals and a pressure reducing station on Old Garden River Road from Civic #443 to south side of Third Line East	(1,043,472.00 PUC Local Improvement)
2007-18	Constr. of a Concrete Sidewalk, on Queen St. East from Dacey Rd. to Queensgate Blvd.	200,000.00
2010-56	Constr. of Concrete Sidewalk on Second Line West from Great Northern Rd. to Old Garden River Road	45,000.00
2010-165	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on Arthur St. from Retta St. to Glenholme Dr.	448,606.00
2010-166	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on Glenholme Dr. from Wellington St. East to Arthur St.	1,215,112.00
		4,688,718.00

**Schedule A to By-law 2011-194****The Corporation of the City of Sault Ste. Marie****Financial Information at December 05, 2011**

<b><u>Construction By-law</u></b>		<b><u>Estimated Capital Expenditure</u></b>
Sub-total		4,688,718.00
2010-167	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on John St. from Wellington St. West to Conmee Ave.	5,000,000.00
2011-19 amends bylaw 2010-149	Constr. of West End Community Centre	5,850,000.00
2011-172	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on White Oak Dr. from Carmen's Way to North St.	3,250,000.00
2011-173	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on Euclid Rd. from Pim St. to Wemyss St.	550,000.00
2011-174	Constr. of Sanitary Sewer, Private Drain Connection and Class "A" Pavement on Queen St. East from Pim St. to Simpson St.	3,000,000.00
		22,338,718.00

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
BY-LAW 2011-201

**LICENCE OF OCCUPATION:** (No. LE-30) A by-law to authorize a licence of occupation between the City and The Sault Trailblazers Snowmobile Club Inc. for the use of lands at Strathclair Park.

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

1. **EXECUTION OF DOCUMENTS**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a licence of occupation in the form of Schedule "A" hereto attached dated the 5<sup>th</sup> day of December, 2011 and made between the City and The Sault Trailblazers Snowmobile Club Inc. to use lands at Strathclair Park to operate a snowmobile staging area.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 5<sup>th</sup> day of December, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

cl/staff/by-laws/2011/2011-201-Sault Trailblazers

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CITY SOLICITOR

10(e)

THIS LICENCE made the 5<sup>th</sup> day of December, 2011

BETWEEN

THE SAULT TRAILBLAZERS SNOWMOBILE CLUB INC.

hereinafter referred to as the "Licencee"

- and -

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
hereinafter referred to as the "City"

The City grants to the Licencee the right to occupy the property of the City described and marked on Schedule "A" as the "Staging Area" for the period January 1, 2012 to December 31, 2014, during the winter seasons.

This licence shall be for the purpose of providing a snow machine staging area subject to the terms and conditions set out in Schedule "B".

In this Licence, "City" means the Council of The Corporation of the City of Sault Ste. Marie and any person authorized on its behalf.

Schedules "A" and "B" form part of this Licence of Occupation.

IN WITNESS WHEREOF the parties hereto have affixed their hands and seals on the 5<sup>th</sup> day of December, 2011.

) THE SAULT TRAILBLAZERS  
SNOWMOBILE CLUB INC.  
)

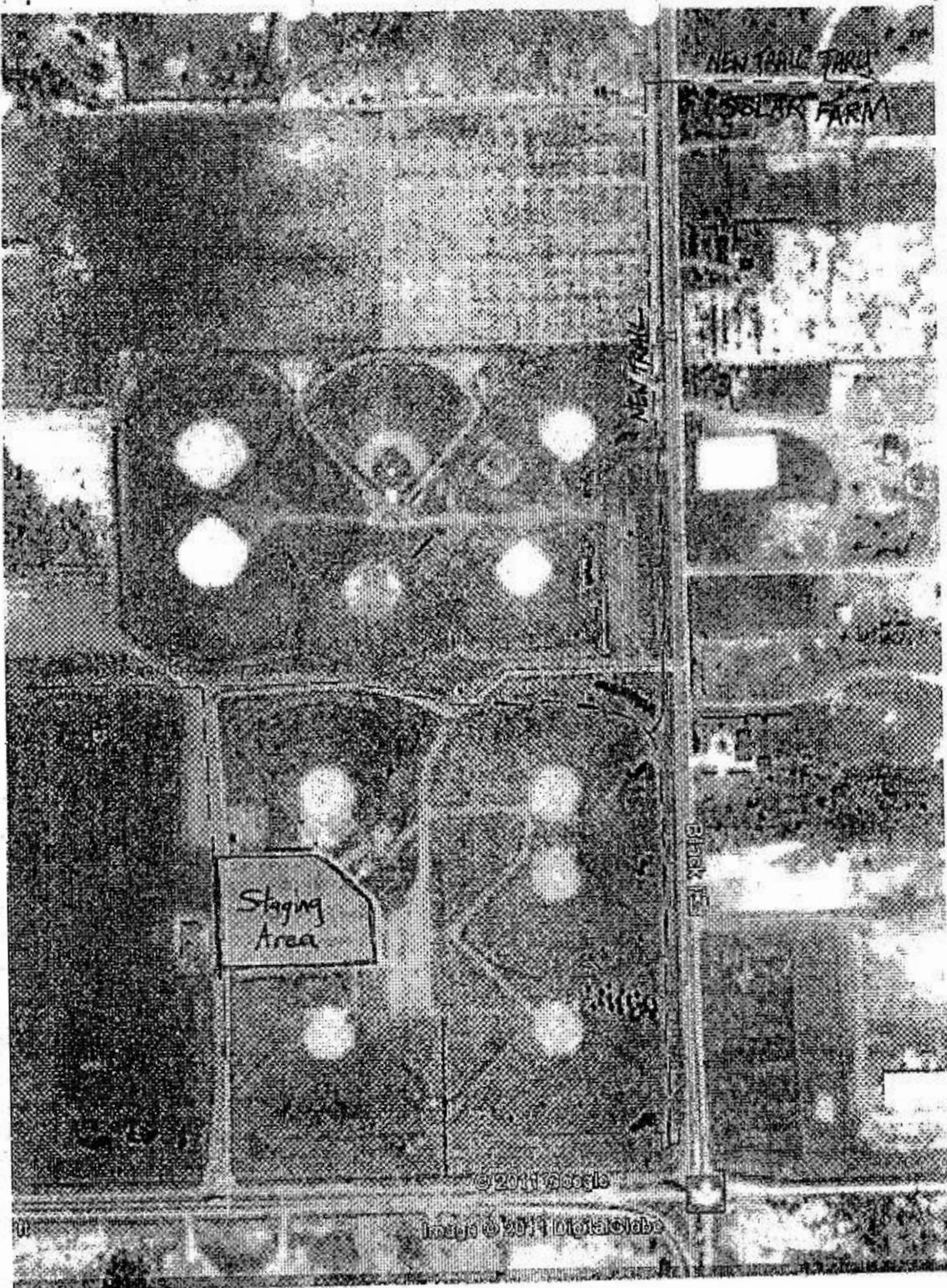
)  
) THE CORPORATION OF THE CITY  
OF SAULT STE. MARIE  
)

)  
) MAYOR – Debbie Amaroso  
)  
)

CITY CLERK—Malcolm White

Schedule A

10(e)



SCHEDULE "B"

**ATTACHED TO AND FORMING PART OF A LICENCE OF OCCUPATION AGREEMENT  
DATED December 5, 2011 BETWEEN LICENCEE AND THE CORPORATION OF THE CITY  
OF SAULT STE. MARIE**

**TERM:** Commencing January 1, 2012 and terminating December 31, 2014.

**PURPOSE:** To make available to the Licencee, its employees, servants, agents and invitees a snow machine staging area in the parking lot at Strathclair Park.

CONDITIONS

This Licence is subject to the following conditions:

1. The Licencee will indemnify and save harmless the City from and against all claims including claims by the Licencee and including, without limiting the generality of the foregoing, all claims for personal injury or property damage, regardless of the cause and from all costs, counsel fees, expenses and liabilities incurred in or about such claims or any action or proceeding brought thereon. The Licencee shall provide proof of general liability insurance in the amount of \$1,000,000.00.
2. The Licencee shall not place or allow to be placed any advertising or promotional signs on the demised premises without prior written approval of the City.
3. The Licencee shall keep the area of the demised premises neat and clean, free of debris and refuse.
4. The Licencee shall allow inspection of the demised premises and the operations of the Licencee during hours of operation by the City, its servants or employees on its behalf.
5. The Licencee shall not allow any activity that is contrary to City by-laws or the laws of the Province of Ontario or laws under Federal jurisdiction on the demised premises.
6. The Licencee shall not use or permit the use of the demised premises for any other purpose other than as a snow machine staging area and related parking.
7. This Licence may not be assigned without the written permission of the City, which permission may be arbitrarily withheld.
8. The permission to utilize the demised property herein granted operates solely as a Licence and does not transfer any exclusive possessory right or leasehold interest to the Licencee.
9. Any breach of any of the clauses in this agreement shall at the option of the City and upon the City giving the Licencee 15 days written notice constitute an automatic cancellation of this Licence. This clause is included for the benefit of the City and may be waived at its discretion. Unless a waiver is given in writing by the City to the Licencee, the City will not be deemed to have waived any breach by the Licencee of any terms or breach to which it refers and in no way affects or limits the right of the City with respect to any breach to which it does not specifically refer.

All notices given pursuant to this agreement shall be deemed given if deposited in the mail with postage charges prepaid and addressed to the party for whom intended at such party's address herein specified.

CITY	Legal Department The Corporation of the City of Sault Ste. Marie P.O. Box 580 Sault Ste. Marie, Ontario P6A 5N1
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LICENCEE                    Sault Trailblazers Snowmobile Club Inc.  
                                  c/o Darrell Maahs  
                                  523 Wellington St. E.  
                                  Sault Ste. Marie, ON P6A 2M4.

provided that each party may from time to time change its address for service on written notice to the other. Any notice or statement shall be deemed to have been received on the third business day after the day on which the same is mailed as aforesaid.

10. The City shall plough the parking lot and staging area as well as the access to Second Line.

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

BY-LAW NO. 2011-199

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on John Street from Conmee Avenue to Elm Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 (L.6.1.)

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

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

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

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

**NOTICE**

Read the THIRD time and PASSED in open Council this \_\_\_\_\_ day of  
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CITY SOLICITOR

MAYOR – DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

FIRST reading: December 5, 2011

SECOND reading: December 5, 2011

THIRD reading:

LEGAL\STAFF\BYLAWS\2011\2011-199 LOCAL IMPROVEMENTS JOHN STREET DA.DOC

Jerry D. Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Construction Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

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

Civic Centre  
99 Foster Drive  
P.O. Box 580  
Sault Ste. Marie, ON P6A 5N1

### LOCAL IMPROVEMENT CONSTRUCTION BYLAW 2011-199, SECTION 3 REGULATION 586/06 MUNICIPAL ACT

#### ENGINEER'S REPORT

2011 12 05

Nature of Work	Construction of:	Construction of sanitary sewer, private drain connection and Class "A" pavement
	On:	John Street
	From:	Conmee Avenue
	To:	Elm Street
Estimated Cost of Work		\$610,000.00
Estimated Assessable Abutting Frontage		164.8m (Sanitary sewer) 368.7m (Class "A" pavement)
Estimated Cost to be Borne by Assessable Abutting Property		\$ 8,369.40 (Sanitary sewer) \$29,314.93 (Class "A" pavement)
Estimated Cost to be Borne by The Corporation		\$572,315.67
Special Rate per Metre Frontage		\$30.50 (Sanitary sewer) \$79.50 (Class "A" pavement)
Special Rate per Private Drain Connection		\$304.00
Estimated Interest Rate	4%	
Term	10 years	

-More-

2011 12 05

Page 2

Estimated Annual Rate per Metre Frontage                    \$3.76 (Sanitary sewer)  
    \$9.80 (Class "A" pavement)

Estimated Annual Rate per Private Drain Connection            \$37.48

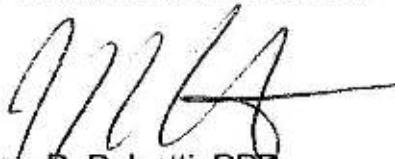
Estimated Lifetime of the Work                                20 years

Respectfully submitted,



Carl Rumiel, P. Eng.  
Design & Construction Engineer

Recommended for approval,



Jerry D. Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al  
attachments

10(4)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS - SECTION 3

## SCHEDULE "A"

BY-LAW 2011-199

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>SIZE</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2011-5-03	John Street	Connmee Avenue	Elm Street	180m	250-450mm	11	164.8m	\$8,369.40

CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS "A" PAVEMENT - SECTION 3

## SCHEDULE "B"

BY-LAW 2011-199

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2011-7-02	John Street	Conmee Avenue	Elm Street	180m	10.0m	n/a	368.7m	\$29,314.93

10(g)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-197

**PROPERTY TRANSFER:** (P.4.6.41B) a by-law to authorize the conveyance of PIN 31504-0002 PT SEC 33, TWP TARENTORUS; PT 1 PL 1R11700; SAULT STE. MARIE and PIN 31503-0081 PT SEC 4 ST. MARY'S PT 2 1R11700; SAULT STE. MARIE.

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

1. **LANDS DECLARED SURPLUS**

The lands described as PIN 31504-0002 PT SEC 33, TWP TARENTORUS; PT 1 PL 1R11700; SAULT STE. MARIE and PIN 31503-0081 PT SEC 4 ST. MARY'S PT 2 1R11700; SAULT STE. MARIE are surplus to the requirements of the municipality.

2. **TRANSFER AUTHORIZED**

The Corporation of the City of Sault Ste. Marie shall transfer the lands described in section 1 of this bylaw to Shell Canada Limited and Suncor or as directed by them.

3. **EXECUTION OF DOCUMENTS**

The Mayor and Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to complete the transfer.

4. **EFFECTIVE DATE**

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

PASSED in open Council this 5th day of December, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

STAFF\BYLAWS\2011\2011-197 TRANSFER SHELL CANADA AND SUNCOR.DOC da

**NOTICE**

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CITY SOLICITOR

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

## BY-LAW 2011-200

**TAXIS:** (P.3.3.) A by-law to amend Taxi By-law 2011-161.

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

1. **BY-LAW 2011-161 AMENDED**

By-law 2011-161 is amended by adding the following statements under the specified headings:

**PART IV Duties of Brokers and Owners**

'8.15 Owners and Brokers are prohibited from charging higher fares or additional fees for persons with disabilities than persons without disabilities for the same trip and from charging a fee for the storage of mobility aids or mobility assistive devices;

8.16 Owners and Brokers of taxi cabs place vehicle registration and identification information on the rear bumper of the taxi cab; and

8.17 Owners and Brokers of taxi cabs make available vehicle registration and identification information in an accessible format to persons with disabilities who are passengers."

**PART V Drivers Duties and Responsibilities**

'9.8 Drivers are prohibited from charging higher fares or additional fees for persons with disabilities than persons without disabilities for the same trip and from charging a fee for the storage of mobility aids or mobility assistive devices;

9.9 Drivers must place vehicle registration and identification information on the rear bumper of the taxi cab; and

9.10 Drivers must make available vehicle registration and identification information in an accessible format to persons with disabilities who are passengers."

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CITY SOLICITOR

10(h)

2. **EFFECTIVE DATE**

This by-law takes effect on January 1<sup>st</sup>, 2012.

**PASSED** in open Council this 5<sup>th</sup> day of December, 2011.

---

MAYOR – DEBBIE AMAROSO

---

CITY CLERK –MALCOLM WHITE

of Bylaws\2011\2011-200\amend taxi

10(i)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-172

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on White Oak Drive from Carmen's Way to North Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 (L.6.1.)

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

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

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

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

Read a THIRD time and PASSED in open Council this 5th day of December, 2011.

**NOTICE**

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CITY SOLICITOR

MAYOR – DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

FIRST reading: October 11, 2011

SECOND reading: October 11, 2011

THIRD reading: December 5, 2011

STAFF\BYLAWS\2011\2011-172 LOCAL IMPROVEMENTS WHITE OAK DRIVE.DOC da

Jerry D. Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Construction Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**Civic Centre**  
**99 Foster Drive**  
**P.O. Box 580**  
**Sault Ste. Marie, ON P6A 5N1**

**LOCAL IMPROVEMENT CONSTRUCTION BYLAW 2011-172, SECTION 3**  
**REGULATION 586/06 MUNICIPAL ACT**

**ENGINEER'S REPORT**

2011 10 11

Nature of Work	Construction of:	Construction of sanitary sewer, private drain connection and Class "A" pavement
	On:	White Oak Drive
	From:	Carmen's Way
	To:	North Street
Estimated Cost of Work		\$3,250,000.00
Estimated Assessable Abutting Frontage		1,329.7m (Sanitary sewer) 1,416.0m (Class "A" pavement)
Estimated Cost to be Borne by Assessable Abutting Property		\$ 59,402.73 (Sanitary sewer) \$112,573.60 (Class "A" pavement)
Estimated Cost to be Borne by The Corporation		\$3,078,023.67
Special Rate per Metre Frontage		\$30.50 (Sanitary sewer) \$79.50 (Class "A" pavement)
Special Rate per Private Drain Connection		\$304.00
Estimated Interest Rate	4%	
Term	10 years	

-More-

2011 10.11

Page 2

Estimated Annual Rate per Metre Frontage                    \$3.76 (Sanitary sewer)  
    \$9.80 (Class "A" pavement)

Estimated Annual Rate per Private Drain Connection                    \$37.48

Estimated Lifetime of the Work                                    20 years

Respectfully submitted,



Carl Rumiel, P. Eng.  
Design & Construction Engineer

Recommended for approval,



Jerry D. Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al  
attachments

CORPORATION OF THE CITY OF SAULT STE. MARIE  
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS - SECTION 3

SCHEDULE "A"

BY-LAW 2011-172

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>SIZE</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2010-5-01	White Oak Drive	Carmen's Way	North Street	700m	250mm	62	1,329.7m	\$59,402.73

CR/al  
2011 10 11

(1) of

CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS "A" PAVEMENT - SECTION 3

SCHEDULE "B"

BY-LAW 2011-172

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2010-7-01	White Oak Drive	Carmen's Way	North Street	700m	10.0m	n/a	1,416.0m	\$112,573.60

CR/al  
2011 10 11

(i)(b)

10(j)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-173

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Euclid Road from Pirn Street to Wemyss Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 (L.6.1.)

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

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

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

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

Read the THIRD time and PASSED in open Council this 5<sup>th</sup> day of December, 2011.

MAYOR -DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

FIRST reading: October 11, 2011  
SECOND reading: October 11, 2011  
THIRD reading: December 5, 2011

NOTICE

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CITY SOLICITOR

10(j)

Jerry D. Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Construction Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

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

Civic Centre  
99 Foster Drive  
P.O. Box 580  
Sault Ste. Marie, ON P6A 5N1

**LOCAL IMPROVEMENT CONSTRUCTION BYLAW 2011-173, SECTION 3  
REGULATION 586/06 MUNICIPAL ACT**

**ENGINEER'S REPORT**

2011 10 11

Nature of Work	Construction of:	Construction of sanitary sewer, private drain connection and Class "A" pavement
On:	Euclid Road	
From:	Pim Street	
To:	Wemyss Street	
Estimated Cost of Work		\$550,000.00
Estimated Assessable Abutting Frontage		399.7m (Sanitary sewer) 410.5m (Class "A" pavement)
Estimated Cost to be Borne by Assessable Abutting Property		\$20,703.74 (Sanitary sewer) \$32,191.82 (Class "A" pavement)
Estimated Cost to be Borne by The Corporation		\$497,104.44
Special Rate per Metre Frontage		\$30.50 (Sanitary sewer) \$79.50 (Class "A" pavement)
Special Rate per Private Drain Connection		\$304.00
Estimated Interest Rate Term		4% 10 years

-More-

10(j)

2011 10 11

Page 2

Estimated Annual Rate per Metre Frontage	\$3.76 (Sanitary sewer) \$9.80 (Class "A" pavement)
--	--

Estimated Annual Rate per Private Drain Connection	\$37.48
--	---------

Estimated Lifetime of the Work	20 years
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Respectfully submitted,	Recommended for approval,
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Carl Rumiel, P. Eng.  
Design & Construction Engineer



Jerry D. Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al  
attachments

10(j)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS - SECTION 3

SCHEDULE "A"

BY-LAW 2011-173

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>SIZE</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2010-5-05	Euclid Road	Pim Street	Wemyss Street	240m	375-450mm	29	399.7m	\$20,703.74

CR/al  
2011 10 11

10(j)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS "A" PAVEMENT - SECTION 3

SCHEDULE "B"

BY-LAW 2011-173

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2010-5-05	Euclid Road	Pim Street	Wemyss Street	240m	10.0m	n/a	410.5m	\$32,191.82

CR/al  
2011 10 11

1D(K)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-174

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Queen Street East from Pim Street to Simpson Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 (L.6.1.)

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

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

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

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

RE-NOTICE THIRD time and PASSED in open Council this 5<sup>th</sup> day of December, 2011.

THIS IS A DRAFT DOCUMENT. This document has not been enacted by City Council. It may not be enacted at all AND if enacted, it may not be in the form of the DRAFT copy.  
CITY SIGNED ON

MAYOR – DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

FIRST reading: October 11, 2011

SECOND reading: October 11, 2011

THIRD reading: December 5, 2011

STAFF/BYLAWS/2011/2011-174 LOCAL IMPROVEMENTS QUEEN STREET EAST DA.DOC

10(K)

Jerry D. Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Construction Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**  
Civic Centre  
99 Foster Drive  
P.O. Box 580  
Sault Ste. Marie, ON P6A 5N1

**LOCAL IMPROVEMENT CONSTRUCTION BYLAW 2011-174, SECTION 3  
REGULATION 586/06 MUNICIPAL ACT**

**ENGINEER'S REPORT**

2011 10 11

Nature of Work	Construction of:	Construction of sanitary sewer, private drain connection and Class "A" pavement
	On:	Queen Street East
	From:	Pim Street
	To:	Simpson Street
Estimated Cost of Work		\$3,000,000.00
Estimated Assessable Abutting Frontage		641.1m (Sanitary sewer) 396.3m (Class "A" pavement)
Estimated Cost to be Borne by Assessable Abutting Property		\$26,850.98 (Sanitary sewer) \$31,502.25 (Class "A" pavement)
Estimated Cost to be Borne by The Corporation		\$2,941,646.77
Special Rate per Metre Frontage		\$30.50 (Sanitary sewer) \$79.50 (Class "A" pavement)
Special Rate per Private Drain Connection		\$304.00
Estimated Interest Rate Term		4% 10 years

-More-

10(k)

2011 10 11

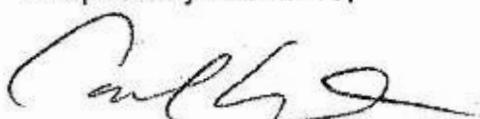
Page 2

Estimated Annual Rate per Metre Frontage                    \$3.76 (Sanitary sewer)  
    \$9.80 (Class "A" pavement)

Estimated Annual Rate per Private Drain Connection      \$37.48

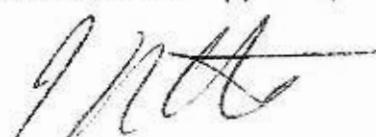
Estimated Lifetime of the Work                            20 years

Respectfully submitted,



Carl Rumiel, P. Eng.  
Design & Construction Engineer

Recommended for approval,



Jerry D. Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al  
attachments

CORPORATION OF THE CITY OF SAULT STE. MARIE  
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS - SECTION 3

SCHEDULE "A"

BY-LAW 2011-174

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>SIZE</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2003-5-04	Queen Street East	Pim Street	Simpson Street	480m	250-450mm	29	641.1m	\$26,850.98

CR/al  
2011 10 11

10(k)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS "A" PAVEMENT - SECTION 3

SCHEDULE "B"

BY-LAW 2011-174

<u>JOB NUMBER</u>	<u>STREET</u>	<u>FROM</u>	<u>TO</u>	<u>LENGTH</u>	<u>WIDTH</u>	<u>#OF P.D.C.</u>	<u>ASSESSABLE FRONTAGE</u>	<u>ESTIMATED COST</u>
A-2003-7-03	Queen Street East	Pim Street	Simpson Street	480m	10.0m	n/a	396.3m	\$31,502.25

CR/al  
2011 10 11

10/11/2011



2010  
ANNUAL REPORT



**SAULT STE. MARIE**  
**POLICE SERVICE**

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# SAULT STE MARIE

## POLICE SERVICE

The Sault Ste. Marie Police Service is pleased to present its 2010 Annual Report. We reflect on the year as one full of achievement, growth, and the opportunity to build stronger relationships with the citizens of Sault Ste. Marie and the Township of Prince.

### MISSION

The mission statement of the Sault Ste. Marie Police Service is to enhance the quality of life in the City of Sault Ste. Marie and Prince Township by working cooperatively with citizens to enforce the laws, preserve the peace, reduce fear and provide for a safe environment in a way which utilizes the optimum balance between the collective interests of all citizens and the personal rights of all individuals.

### VISION

To serve the people of Sault Ste. Marie and Prince Township and to provide safe and fair law enforcement of law in the community through excellence in policing.

### VALUES

In partnership with the Community, we pledge to:

- Protect the lives and property of our fellow citizens and impartially enforce the law.
- Fight crime both by preventing it and by aggressively prosecuting violators of the law.
- Maintain a higher standard of integrity than is generally expected of others because it reflects the expectation of us.
- Value human life, respect the dignity of each individual, and render our services with accuracy and efficiency.

**MESSAGE FROM THE CHAIR**  
**SAINTE-MARIE POLICE SERVICES BOARD**

October 31, 2010

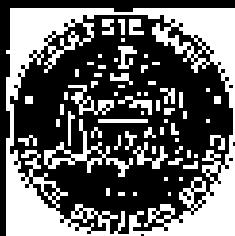
One requirement of the Police Services Act of Ontario is the necessity to have a Police Services Board to provide citizen representation and accountability for every Police Service. The St. Marie Police Services Board consists of five members of City Council, one member of the community appointed by Council, and two Provincial government

I believe the Sainte-Marie Police Service is fortunate to have an outstanding team of men and women, officers and civilians, committed to protecting our community with pride and passion. I would suggest that the opportunity is now ripe for the community to pay the deserved dues of all members who represent us and find new ways to continue to demonstrate their support for law enforcement, a leading organization for emergency preparedness and a liveable climate.



I ... I am continuing my role as a non-voting Vice-Chair and I would like to thank my colleagues on the Police Services Board for their leadership and their commitment to our justice system, our unit and our community. I would like to thank members of the Sainte-Marie Police Service; and our citizens for their ongoing partnership in making St. Marie and our community a great place to live and raise a family.

*The Honourable James J. Green  
(Retired Justice of the Ontario Court of Justice)  
Chair, Sainte-Marie Police Services Board*



**SAULT STE. MARIE  
POLICE SERVICES BOARD  
2010**



Julie Jeanne Giesa  
(Chair)  
Councilor



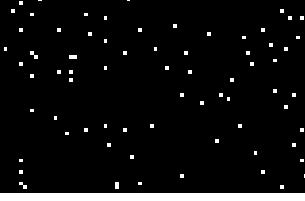
Councillor  
Mark O'Farrell



Brenda McNeill  
Vice Chair  
Councilor



Councillor  
John Burzynski



Commissioner  
Brian van Dijk



## CHIEF ROBERT DAVIES



In behalf of the members of the South St. Paul Police Service I am proud to present the 2001 Annual Report to the City of St. Paul Police Service Board, City Council, and citizens of the City of St. Paul and Ramsey Township. The pages that follow provide an in-depth look at many of our activities throughout 2000 and hopefully give a snapshot of our day-to-day operations, successes, and accomplishments.

I believe that the South St. Paul Police Service is continuously striving to improve. To this end, each year we focus on training. In 2001 we did a lot of 911 COMMERCIAL Processes. Many of our experienced people took courses in emergency planning, and conflict avoidance. We have also improved the way we watch, we continually take a broad look at our community to reflect the same.

The heart of the S.S.P. Police Service lies within our uniformed Patrol Services Division. These officers are out beat with, patrol, prevention, investigation, and emergency services. They have a wide array of skills, expertise, and knowledge. Due to their hard work and success, we strive to be an example aspect of our community. This is truly a family oriented department, one whose ability rests in quality of life for citizens while working to keep our services in check.

I encourage all citizens and community organizations to continue working with us and to provide feedback which will help us serve our community even better.

Robert P. Davies  
Chief of Police



## DEPUTY CHIEF BOB KATES

The Governor's Office is responsible for the delivery of statewide emergency response, enforcement and oversight services. I am pleased to introduce our leadership in the Emergency Services Division, State Fire Marshal's Office, Homeland Security and Countermeasures Program.

The Bureau of State Fire Marshal is charged with the responsibility of the regulation, enforcement, inspection and education which serve to be carried out in the Commonwealth of Massachusetts. These functions include enforcement measures such as death sentence laws, arson, sexual assault, child abuse, as well as motor vehicle, boat, truck and aircraft, and offshore boating. We provide investigation support through criminal investigation, prosecution, enforcement and administrative action, coordinate investigations as well as mutual cooperation and education. This also pertains to fire departments around the commonwealth including municipal, private, and federal government agencies. The Emergency Services Division includes staff responsible for major air, ground and maritime operations, natural and man-made disaster mitigation, and various state law enforcement. Other units located under Executive Office of Public Safety and Security include the Office of Homeland Security and Countermeasures, Office of Emergency Management, Office of Statewide Emergency Preparedness, Office of Statewide Homeland Security, and Office of Statewide Emergency Response.



The Office of Statewide Homeland Security consists of four programs and is the lead agency for the State's Joint Homeland Security Council providing the primary role of the Commonwealth's emergency policy and its implementation and the Executive Office of Public Safety. Their focus is very widely to ensure a timely, responsive, coordinated approach to the protection of critical infrastructure, personnel, facilities, and the welfare of the people and State. The Office has a number of unique capabilities.

In addition, offices within State Fire Marshal's Office coordinate and provide advice and technical assistance to the Office of Emergency Services, Climate and Natural Resource Board, Disaster Unit, Environmental and Explosives Response Unit, Radiological Program, Biological and Chemical, and Security Strategy Office. Our Executive staff is at the Emergency Reporting Center (ERC) where information from major incidents can be communicated to the entire region or connected office personnel and/or customers.

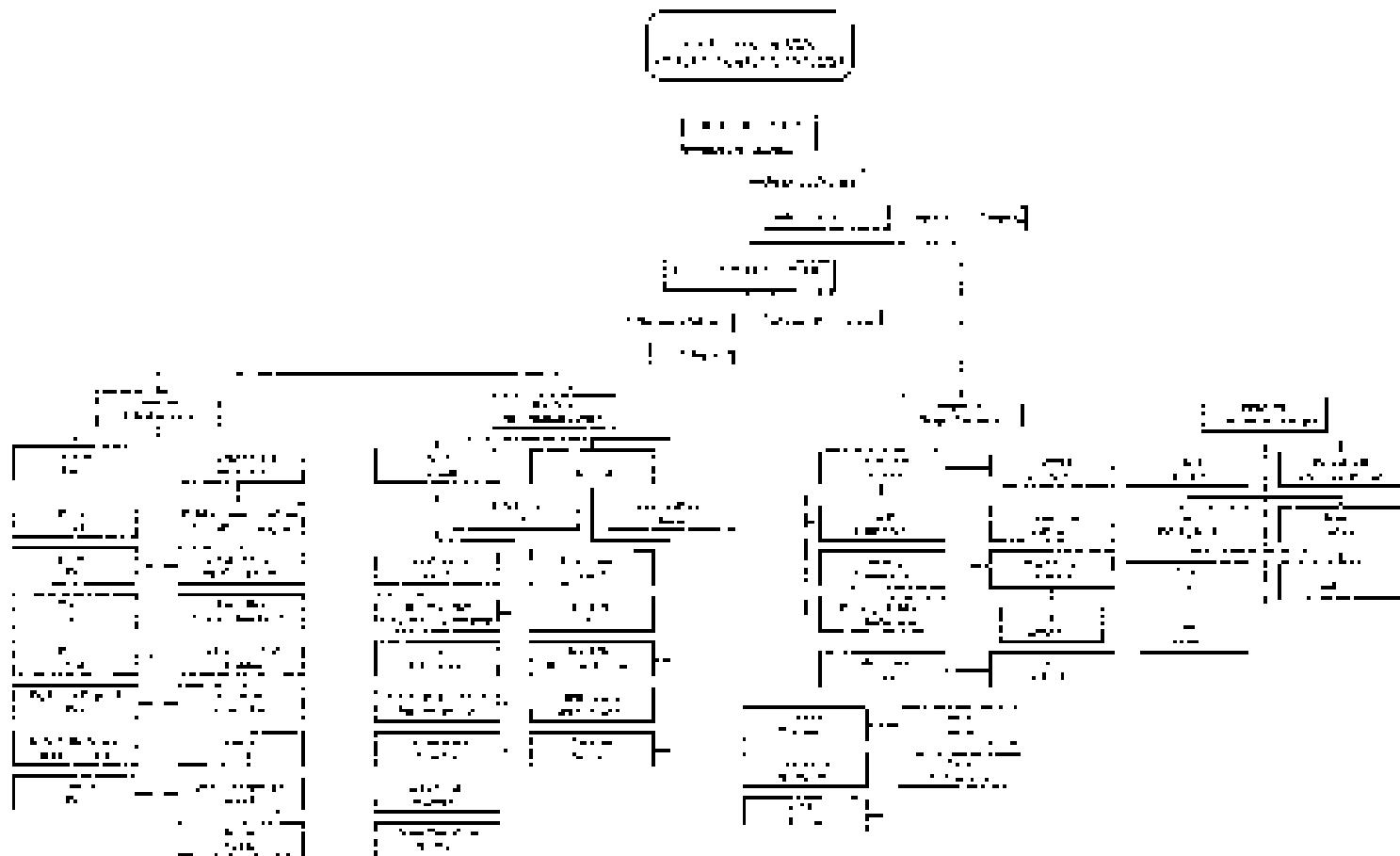


Deputy Chief Bob Kates was awarded to the  
Massachusetts State Fire Marshal from  
September 1, 2009 to September 22, 2012.

Thank you for your service to the Commonwealth of Massachusetts!



# Organizational Chart



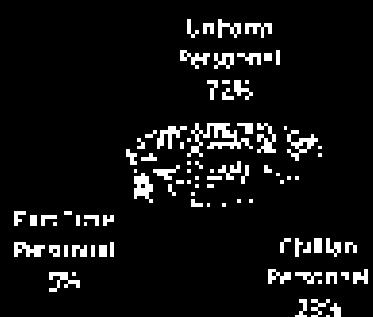
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## 2010 AUTHORIZED PERSONNEL

	2009	2010	% Change
Uniform Personnel:			
Clerks	1	1	+0%
Supply Clerk	1	1	+0%
Reception	1	1	+0%
Staff Sergeant	2	2	+0%
Sergeants	15	14	-7%
Corporals	123	123	+0%
<b>Total Uniform Personnel</b>	<b>138</b>	<b>138</b>	<b>+0%</b>
<b>Civilian Personnel</b>	<b>13</b>	<b>13</b>	<b>+0%</b>
<b>Serial Number 1</b>	<b>0</b>	<b>0</b>	<b>+0%</b>
<b>Grand Total Personnel</b>	<b>151</b>	<b>151</b>	<b>+0%</b>
<b>Total Authorized Strength</b>	<b>179</b>	<b>179</b>	<b>+0%</b>
Reserve Officers	3	3	+0%
Reserve Civilian	10	10	+0%
Reserve Serial Number 1	1	1	+0%
<b>Total Authorized Reserve Members</b>	<b>175</b>	<b>175</b>	<b>+0%</b>
Police Organization Ratio	552	554	+0.36%

### Authorized Personnel for 2010

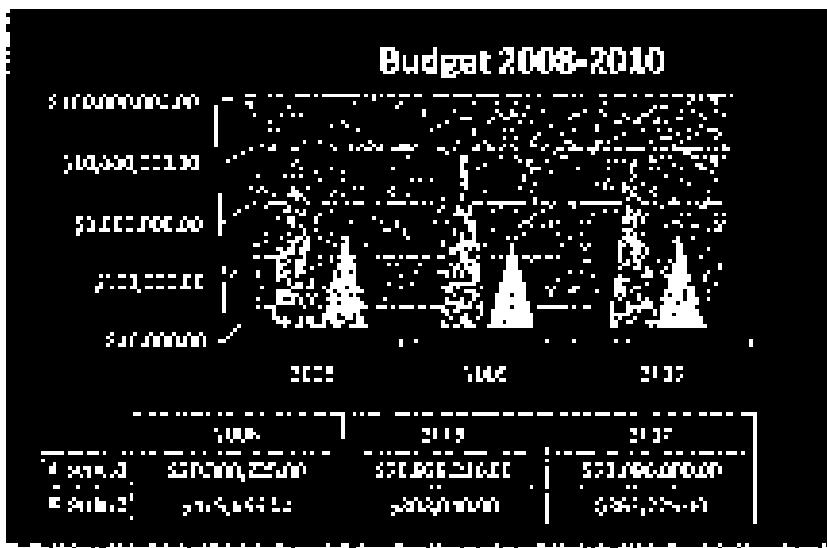


# BUDGET

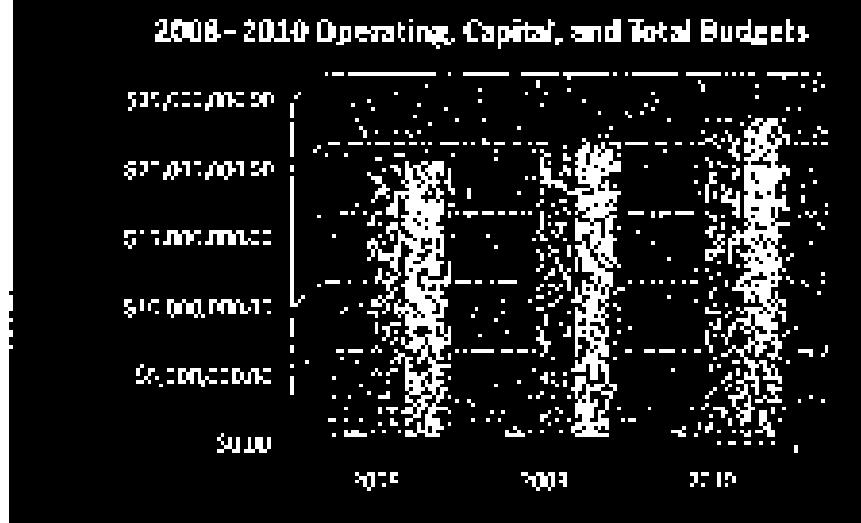
	2008	2009	2010
Operating Budget	\$12,300,725.00	\$12,491,311.80	\$12,600,800.00
Capital Budget	\$4,526.00	\$13,000.00	\$10,237.00
<b>Total Budget</b>	<b>\$16,826,541.00</b>	<b>\$16,604,328.80</b>	<b>\$12,810,837.00</b>
General Account Fund	\$10,100	\$1,714	\$1,200 - \$70,550
Reserve Fund	\$7,649	\$7,777	\$1,111 - \$20,175

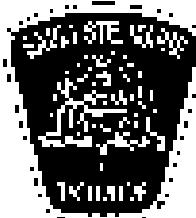
\*The above figures are in thousands of dollars.

## Budget 2008-2010



## 2008-2010 Operating, Capital, and Total Budgets





## ADMINISTRATION SERVICES DIVISION

Supervision Court R. Davies

Administration Services largely under the command of Inspector Steve Davies in 2010, encompasses Human Resources, procurement, the calendar, the budget, procurement, vendor management, and the Legal Services section. It currently

## COURT SERVICES

Court Services is situated within the Criminal Justice Boardroom, and has a complement of over 100 members, consisting of 11 magistrates, 2 commissioners and 9 civilian members who manage a very busy workload of criminal justice and pre-trial offences prosecution.

Court Services, headed by Sen. A. H. Harewood, houses a dedicated and professional Court Office, the following and their assistants, special constables who are responsible for the safety of the public, and offenders - investigating, sentencing and managing.

In 2010, a decision was taken to establish a new Justice of Peace Project, and, initially based at the magistrate's office in the Central Police Station in Belize City, the goal of this project was to identify personnel requirement by June 2011, to increase the number of justices from one to three, appointed to serve throughout the country. The JOPC Team Leadership Team was comprised of members experienced practitioners, namely, Justice, Hon. Alfonso Melville, Justice, Michael L. Zaga, A.J.D., Court Administration, and Justice Williams-Schuck. This team was tasked with identifying issues at the local level, making recommendations, and successfully implemented a number of changes which were later recommended to the JOPC Project.

## COURT EXPENDITURES

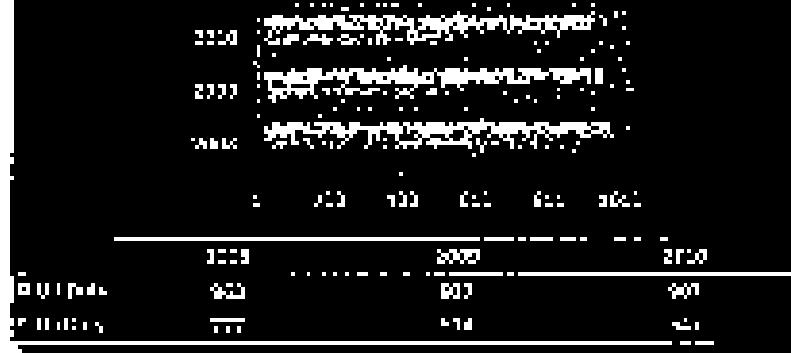
2008	2009	2010
\$1,634,600.00	\$1,477,750.00	\$1,380,000.00



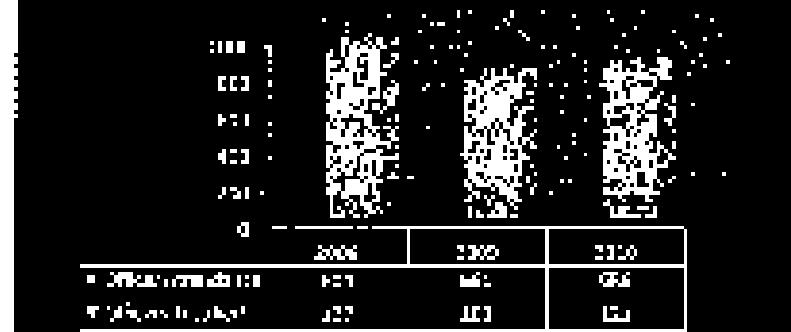
## COURT HOURS

Officer Court Hours	2004	2005	2006
On Duty	237	217	547
Off Duty	45	27	907
<b>Total</b>	<b>282</b>	<b>244</b>	<b>1,454</b>
Officer Attireances			
Officer Attireances (excluding trials and hearings)	907	823	636
Trials	127	103	133
<b>Total Officer Attireances</b>	<b>1,034</b>	<b>926</b>	<b>1,702</b>
Persons Trapped			
Adults	2,382	2,452	2,560
Young Offenders	368	174	254
<b>Total Persons Trapped</b>	<b>2,750</b>	<b>2,626</b>	<b>2,814</b>

## Officer Court Hours



## Court Attendance



## JULIAN RESOLVING

Julian Resolving is responsible for all human capital services including management of the compensation function, benefit administration and selection, benefit premium and cost reduction processes, employee engagement, employee assistance programs, and communication processes. In charge of the Workforce Strategy and Business Partnering, Julian is also responsible for HRIS management, including payroll, time & labor, the Benefits Coordinator, the service delivery center, HRIS, HRIS customization, HRIS integration, and HRIS support.

Other members of the team included personnel for the facilities, security, extended security, keepership, and Sustains. Located within the Arctic, facilities include two centralized locations and numerous remote locations throughout the organization, which will affect procurement, vendor management, and facility management, as well as our internal relocation process for personnel moving from a remote unit to another unit or moving between units and their families.

Long Island Police Services continued its 2010 relationship with the community by providing our Police Service as an employee of choice and worked with various local organizations to continue its responsibility to the community members.

John McLean Wife Tracy	Corporal	January 2010	
Steve O'Neil	Corporal	March 2010	
John McLean Wife Tracy	Corporal	April 2010	
Matthew Clement	Captain	August 2010	

Deck Schager Carter Corcoran Tyler Hutchins Kefani Robinson	Colonel	Colonel
--	---------	---------



Enlisted

Future Personnel Selection

9/12/2017

Andrea Lohin  
Caitlyn Nett

JMS KCCU Selections Only  
Reserve Check

September 11, 2017  
November 1, 2019

#### URGENT NEEDS

Paul Evans  
Reedell Page  
Mystique Smith

Asst. S...  
Sergeant...  
Sgt. Major...

August 14, 2017  
September 1, 2017  
September 1, 2017



#### RETRACEMENTS

Riley May  
Christina...  
...

Commander  
Lieutenant  
...

June 10, 2017  
August 13, 2017

#### REINDEMENTS

Yves...  
Sarah...  
Cyle...

Staff Sergeant  
Master S...  
Staff Sergeant...

April 13, 2017  
January 11, 2017  
August 11, 2017

Lorraine Butt  
Viviane Archibald  
Saskatchewan  
Performance Coordinator

May 31, 2010  
June 30, 2010

### **MEMORANDUM**

From: Viviane  
Archibald  
To: All Participants  
Subject: Report  
of the Saskatchewan  
Performance Coordinator

Received: June 1, 2010  
Mailed: June 3, 2010

### **COMMENDATIONS**

Excellence in Music Making	Instructor: Dennis Colucci, Saskatoon High School Mr. Terry and John D. Lefebvre Mrs. Goss and Mrs. Koenig Glenwood Secondary School Glenbow High School Glenora Secondary School	55 Years
Outstanding Achievement	Alannah Robitaille Carmela Strelak Cassandra Amy Ross Chloe Elizabeth Vautour	55 Years
Outstanding Performance	Kerry Ritter Kymberly Johnson	55 Years
Outstanding Music Performance Award	Beth Ferguson, Lori MacEachern Kaitlyn Ferguson, Sophie Friesen Sarah Ferguson, Leah Miller Suzanna Marie Miller	55 Years
Chamber of Commerce Officer of the Year	Emerson Ray, M.D.	

### **PERFECT ATTENDANCE**

A total of 27 members achieved perfect attendance in 2010

<b>SICK LEAVE / AVAILABILITY</b>			
2009/2010	2010	2010	2010
Sick Leave	14,356.55	13,635.55	13,770.00
W.S.L.	1,538.32	1,104.30	2,038.00

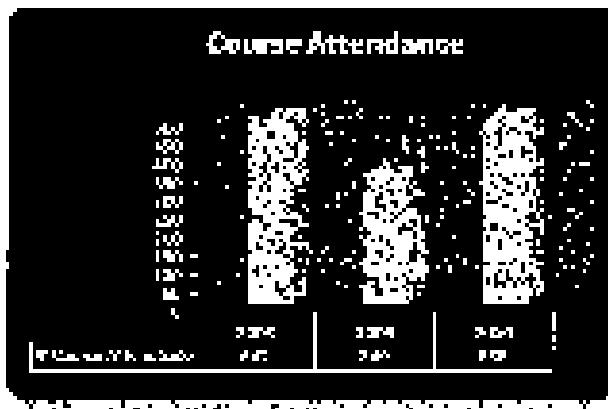
## TRAINING SERVICES

On June 29, 2010, a memorandum of the Service's communication strategy adopted in Information Services ("Strategy") provided by the Head of the Service, Information and Training Services noted, "While members of the public will have a chance to ask questions, all the sessions will be moderated with subject matter experts who deliver an agenda based upon their specific areas of expertise in each session."

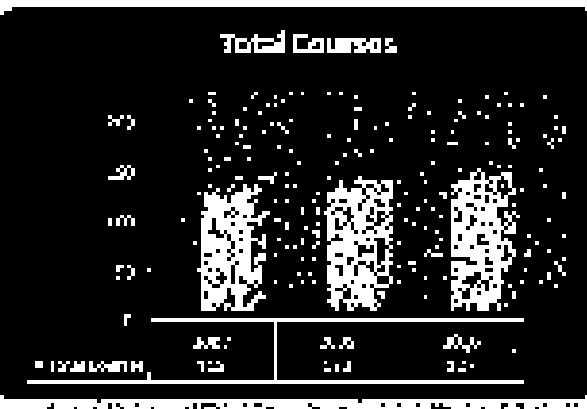
The primary objective of training services is to deliver efficient, individualized, relevant government-wide guidance and advice, maximum availability, and timely delivery of on-site or remote training services, and maximum availability for training with "TechNet" (a training center also operated internally with other areas of the Service) delivered in a variety of ways such as individual or group training, classroom training, or e-learning services or via video-conferencing systems.



Photo: 2010 Service members attending a training session.



Note: 2010 course attendees represent individuals from the Service, its partners, and external organizations involved in the delivery of the "TechNet" training services.



In addition to the classes specifically for members, many of our members attended formal presentations on new, emerging and interesting topics locally and out of town throughout the year. As a result, Service members can attend a wide variety of best possible training resources and opportunities to enhance their knowledge.

## USE OF FORCE STATISTICS

The Chinese Police Service has numerous routine methods to estimate the use of force experience. These include:

- (a) When a member of the police service uses or uses or attempts to use force, in the execution of his/her duty, excluding members of the police service who are on duty for the purpose of the power or discharge of duty;
- (b) When a member of the police service makes a threat to use force, in the execution of his/her duty;
- (c) When a member of the police service uses physical force on another person other than in the course of carrying out his/her duty.

The following table indicates the estimated annual reported incidents by the increased offence levels used primarily to distinguish needs:

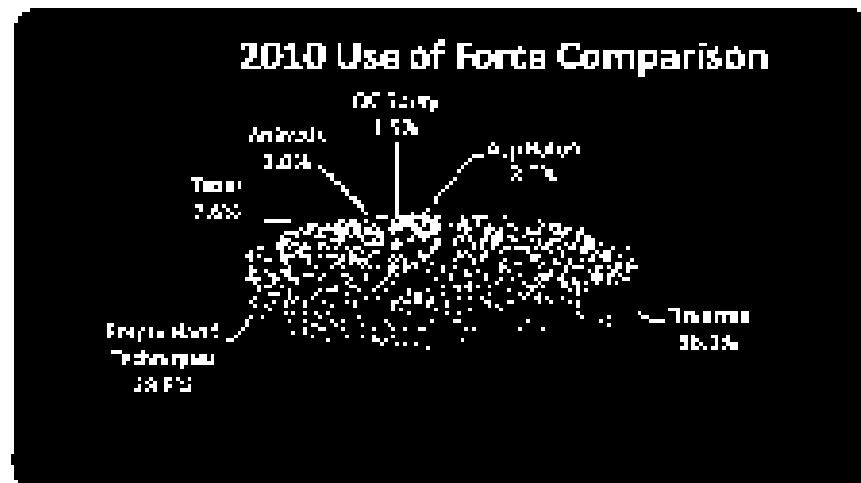
	2008	2009	2010
Total Reported Use of Force	133	141	144
Total U.S. (all levels) Utilised	78	81	107
Reported using Firearms/Firearm	24	46	50
Reported using Non-lethal Gun	1	2	1
Reported using Any Gun	1	0	0
Reported using Simple Hand Techniques	71	44	87
Reported using Tools	1	15	5
Reported using Inanimate objects/Animals	5	0	2
Reported using Firearms/Non-lethal Gun	0	0	1
Reported using Gun/Non-lethal Gun	0	0	0
Reported using Gun/Any Gun	0	0	0
Reported using Gun/Hand	0	0	0
Reported using Gun/Tool	0	0	0
Reported using Gun/Animal	0	0	0
Reported using Gun/Inanimate object	0	0	0
Reported using Gun/Non-lethal gun	0	0	0
Reported using Gun/Any gun	0	0	0
Reported using Gun/Hand/Tool	0	0	0
Reported using Gun/Animal/Inanimate object	0	0	0
Reported using Gun/Any gun/Tool	0	0	0
Reported using Gun/Any gun/Animal	0	0	0
Reported using Gun/Any gun/Inanimate object	0	0	0
Reported using Gun/Any gun/Animal/Inanimate object	0	0	0

The types of incidents requiring a use of force option from 2010 were similar to those in 2009. Examples included verbal or visual and/or oral aggression, mental health, an individual and disturbance – these incidents are presented as required to be present. Officers may draw their firearms when responding to these types of calls for service. This is consistent with the training received in the Chinese Police College and during annual live fire exercises which assess and evaluate officers' ability to handle community calls.

Once again, the higher use of force option reported is the greater one between. Several officers indicated that from the beginning of 2009, the reporting methods service received due notice of such incidents, e.g. with a column in their daily Police Report, even though there were over 100 more than the other year, as a function of the time of the reporting. The volume of reports submitted by officers was found to vary greatly throughout the year. In fact, no two incidents either individual or group, is exactly the same. It is therefore necessary to make estimates based on varied incidents. In 2009, it included 100 total incidents of use of force in April.

The total was 144 in September 2010. The number decreased from 133 in 2009. However, it is 3 reports less at the start of 2010, + some merely 'force reported', meaning we have not accurately reflected in the logbook in 2009, of the 8 reported uses of force, 12 were unauthorised 'force reported'. Therefore, the officer is deployed twice in 2010 and twice in 2009.

The same three tactics were used in 2010 as in 2009. When the use of firearms (30.6%) increased it was concentrated mostly in areas of conflict where they may be used in response. Tropes are required when an officer is at a lower point of discharge higher firearms. During 2010, one officer is reported to have made 100% of his or her stops with a verbal warning, according to the US State Report, law enforcement officers had their firearms drawn & pointed 1,100 times were discharged once, after which only 10% of stops ended with no deployment.



According to the US State Report, the number of stops ending with a verbal warning increased by 10% during 2010. This increase in verbal stops is attributed to the use of Tropes, which are verbal techniques which are used to de-escalate situations.

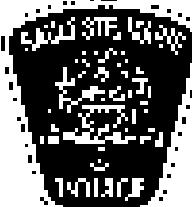
Other stops (verbal warning deployment) in 2010 reached 100% deployment.

Non-verbal stops, techniques were used to de-escalate situations which are different distinct from the Tropes, they are used in 90%. Tropes and verbal techniques are reported to have been used in stops which is around 10% of the number of stops they were used in 2010. Tropes and verbal techniques are used more than 60% of stops while non-verbal and techniques are used less than 30% of stops which is around 10% less than the stops used in 2009.

In our analysis however, the number of stops ending with a verbal warning increased by 9 in 2010 from 5 in 2009. According to the US State Report, stops made outside a team, 9 stops increased by 10% in 2010. In contrast, stops made inside a team, 5 stops decreased by 10% in 2010. However, stops made outside a team are more effective than stops made inside a team. The number of stops which did not end with a verbal warning and in 2009 there were 10 stops which did not end with a verbal warning and in 2010 there were 11 stops which did not end with a verbal warning.

As we mentioned before, stops which did not end with a verbal warning increased in the longer duration of stops. According to the US State Report, stops which did not end with a verbal warning increased from 50 in 2009 to 51 in 2010. There were 10 stops which did not end with a verbal warning in 2009 and 11 stops in 2010.

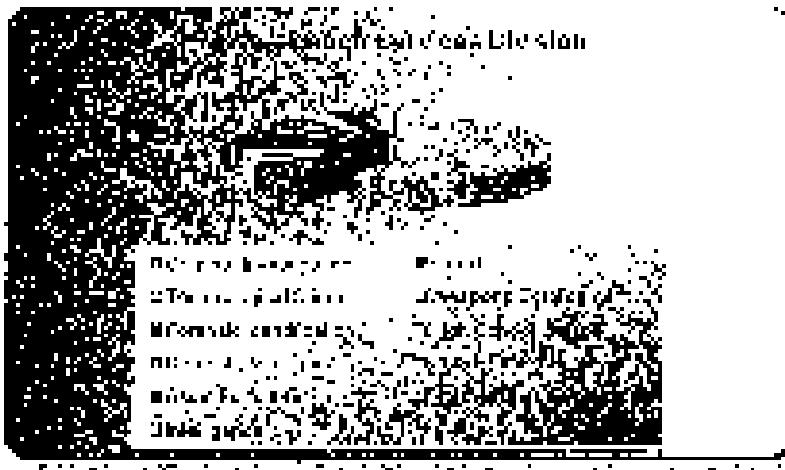
The final section of the US State Report and the last section to comment this report came from Scotland. When it comes to stops, such as threatening driving, needs to be done to measure the effectiveness of the use of force system and to the strategic deployment of our personnel. An important consideration when we come to the effectiveness of our methods is the location, namely a vehicle.



## INVESTIGATION SERVICES DIVISION

Kyoko Miyajima, Chief, I.S.D.

In 2010, the Ministry's effort to make up Investigation Services Division was reorganized by separating Services Division from Corporate Services and moving the General Services unit into a separate unit within Investigation Services. These subunits include Financial Management, Customer Relationship, Information Assets, Programs Implementation, Risk & Legal, Internal Audit, Strategic Planning, Research and Performance, Legal Services, Inspection, and Purchasing and Procurement.



Officer level investigation, standard uniformed Patrol offices and responsible for investigating, apprehending offenders, recovering property, crimes of violence, such as assault, kidnapping, and the like, and other incidents which may threaten law enforcement interests. The patrol function is also responsible for the management of liaison, community service, and the Ontario Registry, and Power Corp of Canada under the Ontario Motor Vehicle Management System Model.



A significant success was recorded in 2010 which improved the efficiency of work done in the Toronto Identification Unit and resulted in the award of the "Annual Quality Control Excellence" achievement from the Ontario Provincial Police.

We continued our commitment to the Provincial Strategic Justice Plan, New Service Areas and initiatives on the way and are pleased that our first bid for equipment and training will commence in 2011. The Technology Unit continued to play a major role working with the law enforcement of all types of officers. Their equipment acquisition and technological planning for 2011 includes acquisition from cell phones to ICPEs, computers, and radios.

Concern over police and media coverage of the shooting of unarmed black men has led to a call for a national moratorium on police use of force. In response, the NAACP has called for a moratorium on police use of force until a national commission can be established to review and improve police training and accountability measures. This group also has called on police departments to ban chokeholds and no-knock search warrants, and to ban the use of military-style equipment.

In 2015, the Inglewood Community Council, Citizens Committee, and business leaders called for a "No-Shot Zone" to reduce the use of lethal force and combat local drug dealers. The group has been joined by, among other local leaders and law enforcement officials, the mayor of Los Angeles, Eric Garcetti, and the city council, who have proposed to ban police officers from using firearms in non-violent stops and on patrols, and limit the use of non-lethal weapons. The city has also proposed a task force which will begin in early 2016 to propose changes to the 2015 ordinance.

We continue to be the leading organization in our partnership with the local Black Caucus in the second phase of the 2015-16 State Legislative Session. Our legislative team, which includes former Assemblymember Shirley Weber and Assemblymember Scott Wiener, has introduced bills to expand gun control laws, increase penalties for illegal weapons, and ban assault weapons and magazines holding more than 10 rounds.

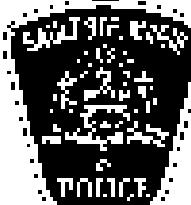
The program is now available in nine schools in San Francisco, San Jose, Santa Clara, Mountain View, Cupertino, Gilroy, San Bruno, South San Francisco, and Novato Police Services Agency. It is currently funded through grants from the San Francisco Foundation, the Ford Foundation, the National Endowment for the Arts, and the San Francisco Department of Education. The program is also available online at [www.sanfranciscoarts.org](http://www.sanfranciscoarts.org).

Teen pregnancy rates dropped from 13.9% in 1990 to 4.8% in 2010. We work to prevent teen pregnancy. We run the Teen Pregnancy Prevention Program, Women in Action Program, and the Domestic Violence Program. In the high schools we offer courses of domestic violence and educate the community.



**Project ABCD**

<b>Sudden Death</b>			
	2009	2010	2011
Natural Causes	73	57	55
Stroke	5	2	3
Other	15	14	17
Total	93	73	73



## PATROL SERVICES DIVISION

Report to Deputy Chief S. Koenig

In 2012, Board Members, staff, and our agents, with a strong commitment, the highest level of professionalism, and accountability, to ensure that the work we do in the Service's Patrol Services Division was safe and conducted with a high level of customer service and community engagement. We continue to communicate openly and transparently the importance of Patrol Services and its role in our community.

Under the direction of Captain Al Diaz and Inspector Bruce Gray, Patrol Services Division maintained and refined our focus on the delivery of 2013's new concept of **Community Policing**. This generated new and innovative approaches to the delivery of policing in our community based much on the principles of the Canadian Association of Chiefs of Police's **Community Policing** and **Community Problem Solving**.

With 2013's Patrol Services new officers dedicated to customer relations, innovation, and safety in mind, Patrol Services will allow the office to work more proactively with the community and the members of our community to develop trust and confidence.

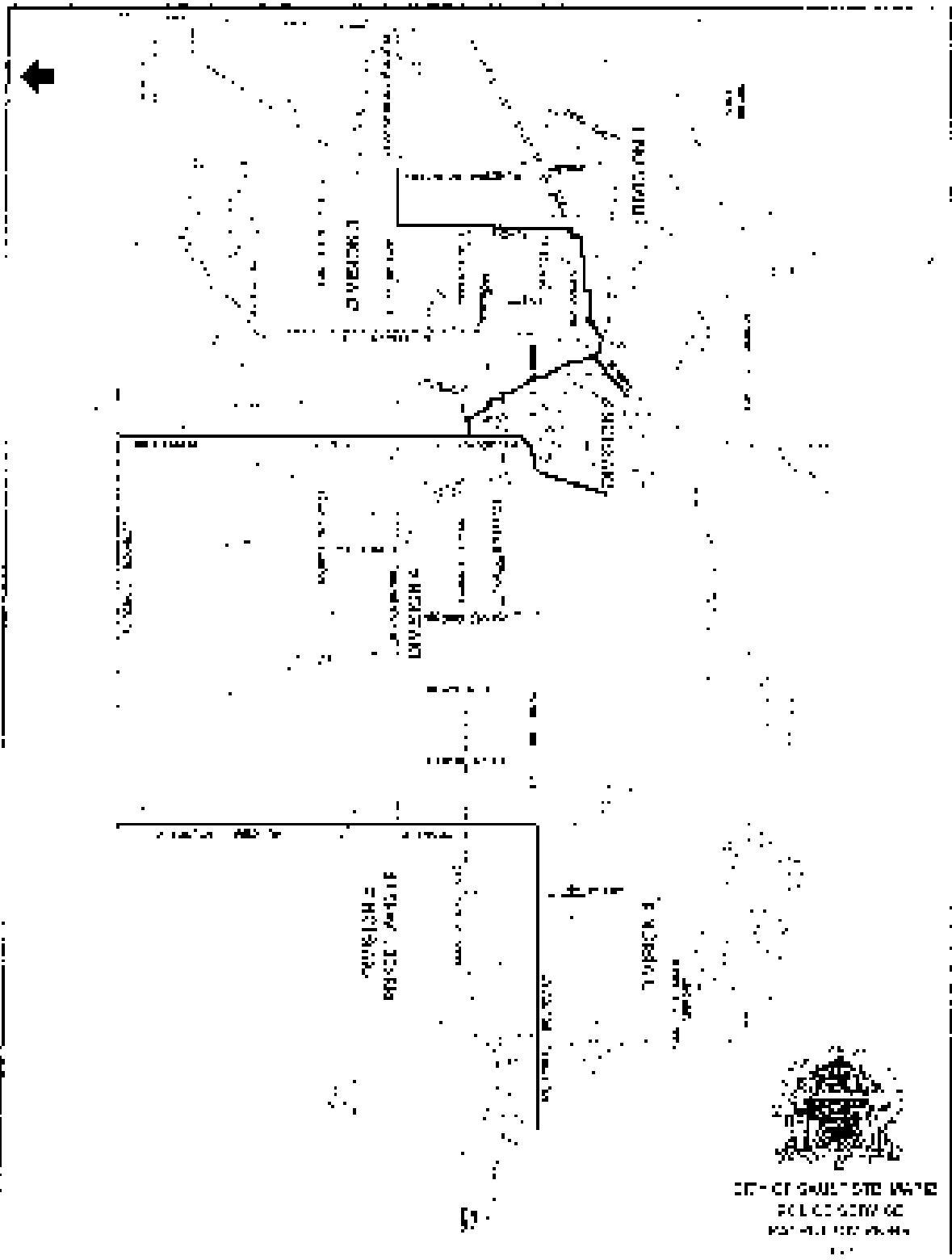
"The most effective way to protect a community is to surround it with a sense of hope."

Some of the main outcomes last year included the creation of a 2013 - 2014 Patrol Services annual budget of \$1.0 million dedicated to the public library, community services, recreation, youth sports, "Safe Streets" and "Safe Schools" and "Safe Parks".

"I have 22 children (now deceased) because of what I did to you. I have lost the love of my life. I have lost my reputation. I have a bad name. I will never get over this."

—Oscar Pistorius

Community safety is a top priority and success in South Elgin. In 2012, the City invested nearly \$1.2 million in traffic safety and community oriented policing. Police services are funded at \$2.2M.





• Additionally, the Reduced Impaired Driving Everywhere (REDIE) Program continues to expand its enforcement activities with the addition of the mobile enforcement units.

• In addition, following a pilot project, the pilot and the effects of the program

Vehicle Stopper	5,371
Roadside Test Administrator	64

Results	
Pass	51
Fail	3
Refused	1

Education plays a significant role in reducing collisions involving vehicles. Training sessions are offered through the Ministry of Transportation's "Safely Behind the Wheel" program and Community Safety and Crime Reduction Agency's Impaired Driving (ICER) Program or Superior Highway (S-H) Traffic Officer program in a series of orientation sessions at the Ontario Police Association's annual conference and through the ICER pilot initiative.

• To address the gap, there is also pilot work with existing contacts of offenders with regard to the enforcement of community "harmless" vehicles, as well as the enforcement of vehicles with drivers who have been issued a license. In consideration of the stay-at-home measures, which were introduced, Ontario各地的市長和市長通過與省長和副省長的商討，將在2020年3月15日之後繼續執行。

• Variable speed limit signs, Management Plan, a number of other road safety cameras, took place throughout the year, aimed at combining discipline, education and enforcement regarding seat belts and lights, and other road safety measures. In addition, vehicles that have been involved in fatal collisions have been reported to the Ontario Society.



• 1,860 motor vehicle fatalities were reported in 2016. These include 59 motor vehicle fatalities connected with alcohol, drugs, or impaired driving. 313 fatalities included injuries and 3,252 were related to alcohol.



• In addition, a Task Force was created, established within Public Health Ontario's Co-Emergency Services Unit (CESU). This Task Force responds to all centralized high-risk incidents where there is the potential for multiple fatalities or multiple fatalities.

• Members of the CESU are comprised of a maximum of 15 personnel and 15 available. In 2016, the CESU responded to 92 mandated cases and provided 107 days of support. It resulted in the 113 total lives deployed. The number of 93 increased to 106 deaths over the 138 emergency calls responded to by the CESU.

Training is a critical and important component for all police patrol teams and support officers. In 2010, the number of hours dedicated to just one 90 hour block of training compared to 214 hours in 2009.

As the Firearm Control Unit (FCU) became part of the uniformed police force, the FCU was specialized and assigned specifically to the managing suspicious devices or packages. Officers within this unit are also trained to handle such items and/or respond to Emergency Services Unit when a concealed explosive device is reported or found in public buildings.



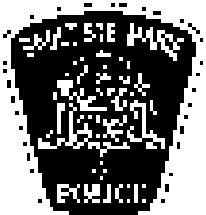
The Firearm Control Unit responded to 1,281 calls for service in 2010. The FCU's primary role is to identify and neutralize suspicious items. In 2010, the FCU responded to 123 calls for service. From those calls there were 18 incidents and 1 injury or threat made.

In 2011, after the shooting of two police officers during an attempted robbery at a gas bar, the community and media called for an increase of patrols by uniformed police units to increase public safety. The Police Service, by way of improved efficiencies and increased patrols, implemented the new uniformed patrols and directed the City of Sault Ste. Marie and the Township of French River.

#### THE 10 MOST FREQUENT CALLS FOR SERVICE IN 2010

#### CALL TYPE / NUMBER OF 2010 CALLS

Call Type	Number of 2010 Calls
Police Protection	1,032
Theft	815
Motor Vehicle Collision	749
Moving Person	553
New Complaints	528
Emergency Response	459
Lancaster District	161
Lost / Found Property	142
Police Information	134
Thunder Bay, ON	93



## SUPPORT SERVICES DIVISION

Report to Chief R. Dotter

In 2000, the Support Services Division assumed under the command of Inspector "Rocky" M. Dotter, Director, Standardized Services, Management Services, Information and Technology, Information Services, Child Support, and the Property and Fleet Bureau.

### INFORMATION SERVICES

On June 26, 2000, management of the General Information System was implemented. Services Central Research Group moved to the Support Services Division, which became the Administration Services Division.

The Information Services Department is responsible for the design of financial management, the creation of operational training, and the production of services to the public. *Access 2000* is the standard file system of information resources. Staff utilize *Microsoft Office* software to design and produce reports and other publications and the *encyclopedia* website.

### MANAGEMENT SERVICES

#### Policy Division

In 2000, the General Information System was established, implementing centralized standards, a single manual, and a policy to determine future expansion and resources along with the growing needs of the Agency. Policies and plans were designed in conjunction with SCSO. Contained as well is operational culture to insure the preparedness of the model of operations division. As a result, a major administrative review and reorganization involving the redesign and reorganization of the four areas of law enforcement services as well as child support and fleet services. The reorganization was completed in March 2001.

As follows; reorganization improved the mission support area, law enforcement, child support services, and fleet services divisions.

- Final budget submitted by the end week
- Review utilization for the first six months (November)
- Final evaluation of Program and experience in New Jersey
- Final report for the Commission and Superintendent (12/11)
- Finalized vendor selection process for New Jersey
- Finalization of the Partner Identification Process for New Jersey
- Implementation of the TPSI based on the northern funding regions (12/11)

An extensive facility audit was undertaken by several engineering consultant in 2009 which pointed to a range of potential fire fighting as well as life safety issues. The largest concern was the integrity of the exterior fire barrier and associated insulation. A series of inspection documents provided to utility facilities were issued. Specific budget resources were available to mitigate known fire identified issue in order to mitigate additional inspection and the potential for higher fire insurance premiums.

A \$1.8M capital investment was required to remediate potential exposures due to deficiencies of the existing cladding material on the exterior of the Public Service Building. This project was completed in early 2010.

There are efforts to help provide emergency services better system communication. This includes an upgrade to the existing 911 Call Center which increased the coverage area to be affected by the new *Emergency Services Project*.

Financial negotiations were made to have TPSI assume responsibility for the air transportation activities of NJERA engineering staff and crews. This comprised of determining and securing the right personnel functions of the existing TPSI contract or not in the bidding.

In early December on a cold night, two police vehicles were struck and killed by NJERA truck. Safety concerns highlighted the potential effect of the configuration of the vehicle. The agency has worked with our vendor partners to make the truck design by eliminating the blind spots. An equivalent truck bed size is now used. A small building which provides storage and supplies an assigned environment for the communication system.

## Fire:

As part of the 2009 Capital Plan, Vehicular safety was focused in the winter of 2010. A comprehensive feasibility study by our fire, monior determined that the most viable and cost effective solution was replacing heavy duty panel vehicles with compact 20' 2" body. These were selected for the following reasons. Low profile height for vehicles. Additionally, the vehicles classified as B vehicles are approximately 1/2 the weight of the panel fleet and classify the type of responding unit. Given Vehicular price, vehicles are open vehicles. These vehicles serve a dual purpose as a mobile fire station of vehicles but more focus on short after police fire committee as needed.



The State also purchased two vehicles from the New Jersey State Fire Marshal's Office. One is a Ford Econoline 1500 Diesel, which contains the apparatus, and the other is a Ford F-150 with equipment for an enclosed押送 vehicle. The Emergency Services Unit uses a Chevrolet 5500 van with a rear compartment specifically designed for carrying specialized equipment.

The Charger was well received by the service and put in general service. Another update was also underway in 2010 at the time of the review.



Overall, the vehicle is well suited to the lone officer patrol role.

## INFORMATION & TECHNOLOGY

The objective of this area is to ensure sound planning and enable technology to support the delivery of services to the Police Service and community effectively. We have now determined which Technologies are available that support all corporate information within the Police Service's buildings as well as those located in the Court House and City Police Annex Office Annex buildings. This evaluated to work closely with relevant security considerations, maintain and improve the Service's records security and the management of documents, financial and other security functions and systems.

During 2010 we need to expand our network infrastructure within the Police Service's building footprint. As a result, the IT staff will continue to work with Management to plan to add hardware to new centralized server environments and the additional storage needs. The increased server space will greatly assist in against system failures, overburdened workstations or server downtime however, we will also while adding new servers, make efficient and lesser performance. The upgraded server space will also keep our digital evidence better organized and more accessible to investigators and analysts within the system as noted prior – 2011.



By continuing our efforts to move the Police Services to a consolidated and up-to-date system, we will be able to expand our capabilities using current technologies available and also take full benefit of previous efforts with the addition of mobile forms and never increased costs to users or constituents. The end result will be a better system which will allow for greater accountability and accountability which is key to the effectiveness of the organization. The new server will be installed in 2011.

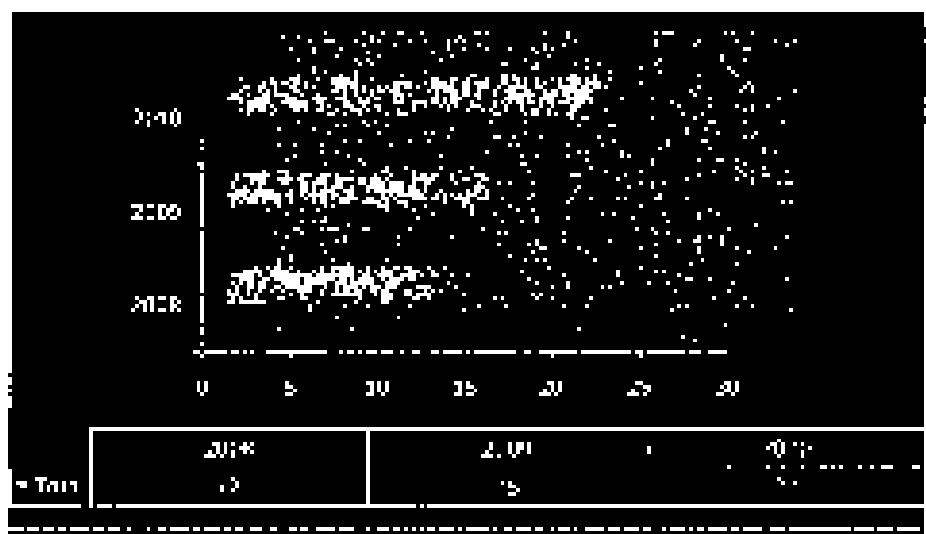
The main adjustment process continues for most firms. The CPTI baseline was set at 100, except in all other sectors until further notice no more than +5% is allowed. In 2011, if you do final adjustments, based on the consumption tax will be lower and the value reduction will be maximized and for the pending firms.

## PROFESSIONAL STANDARDS BUREAU

The Professional Standards Bureau is responsible for investigating public complaints in accordance with professional regulations. These investigations are referred to either conduct, malpractice or the services provided by the relevant bodies. The Bureau also monitors, reviews and inspects professional bodies and maintains a register for quality assurance purposes.

PUBLIC COMPLAINTS			
	2008	2009	2010
Received	11	14	10
Settled (x10)	0	0	3
Total	11	14	13

Details of Complaints by Sector			
Not Otherwise Categorised, Other Not Specified	2008	2009	2010
+ Financial and Insurance	0	0	2
+ Health Care	0	1	2
+ Legal Practice	0	0	3
+ Other Professions	0	0	1
+ Not Applicable or General - 19 P.R.A.	1	1	12
+ Education	1	0	1
+ Banking	3	0	3
+ Other Not Categorised	0	0	12





## COMMUNITY SERVICES

Report by Deputy Chief R. K. Kuhn

In 1970, Community Services continued their responsibility of providing community services, including crime prevention and safety along with the D.A.'s, Fire Department, Sheriff, and various other City agencies and non-Governmental organizations. In many public areas, crime prevention was through the Police Services Unit, which runs the community watch and crime prevention programs in citizens, schools, and businesses in the community. In addition to traditionally law enforcement services in the community, the

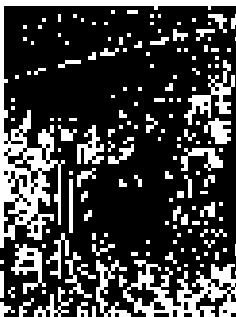
Community Services Unit of Community Services gave numerous presentations in the local elementary schools and participated the YWCA Violence Institute and Peace Forum, which is presented to all grade school students in the area schools. In addition, services, such as victim awareness, were given to the local business, industry, schools, families, and law enforcement agency information and education topics to individuals, businesses, other organizations, by teachers, parents, and youth groups. As a result, Community Services' efforts increased the number of their presentations in schools, government, and the community.

Besides a greater and other youth organizations concerned educational programs throughout the year and early in January Police officers, Mayor Jim Safety Commissioner, Bob Weidner, and many winter sports enthusiasts, etc., participated in participating with the Park Ranger, Ranger, Lifeguard, youth, young adults, and other members of the community. Officers participated in several events with their Police Health and Safety division, a non-political service unit, which is a subdivision of the Police department.

In partnership with the Adult Citizens Association, Community Services held another successful drive to raise funds for the Armed Services Children's Center, Inc. This year's campaign resulted in a record amount of \$1,000.00 raised for the Safety Patrol and Community Services, a total of 10 classes, in which the safety patrol is one of the Nation's leaders for an educational and professional level and the continuation of their dedicated work ethic. They stated the \$1,000.00 that members of Community Services and the Safety Patrol have contributed goes directly to the children...

...was raised \$10,000.00 which Community Services organized an afternoon of....skating at the Bee Tree Park for their third annual used book fair. Other than Community Services also organized and sponsored a number of patrols in the several local high schools, schools throughout the state, where their funds were made possible through the purchase of approximately \$10,000.00 in used books from the San Francisco Book Fair.

In 2006, the Rock Watch and -Patrol community program was created in the community schools. The program's goal is to recruit students from the school to volunteer children through teaching sessions or another aspect of safety in our community. The program objectives include crime prevention, minor vehicle safety, driving orientation and strengthen local students' resilience. Activities include: car safety programs, injury prevention, bicycle education, traffic regulation, child safety, and more.



Across the year 2006, St. Paul Police Service officers who are part of Rock Watch coordinate with the Community Services Bureau. Other local agencies include the Sigma Gamma School Board, Algoma Public Health, Ontario Fire and Emergency Services, Ontario Provincial Police, the Aboriginal Community Services, Algoma Police, St. Paul Police, Lakehead University, and the Young Offenders Institute. The committee members are also the creators of the Rock Watch Program. Recruitment of Rock Watch volunteers in our community is an essential part of the program. Local individuals are trained to assist with the Rock Watch Committee continues to recruit, supervise and plan to increase the program to our local communities...).

In January 2007 St. Paul Police Service, along with the City of St. Paul, Mark Williams, and a local church, the St. Paul United Church Community Program Board. This committee designs and organizes a range of community programs, supporting persons in diverse circumstances, which include youth and families who face significant issues in their lives and contribute to our community's safety.

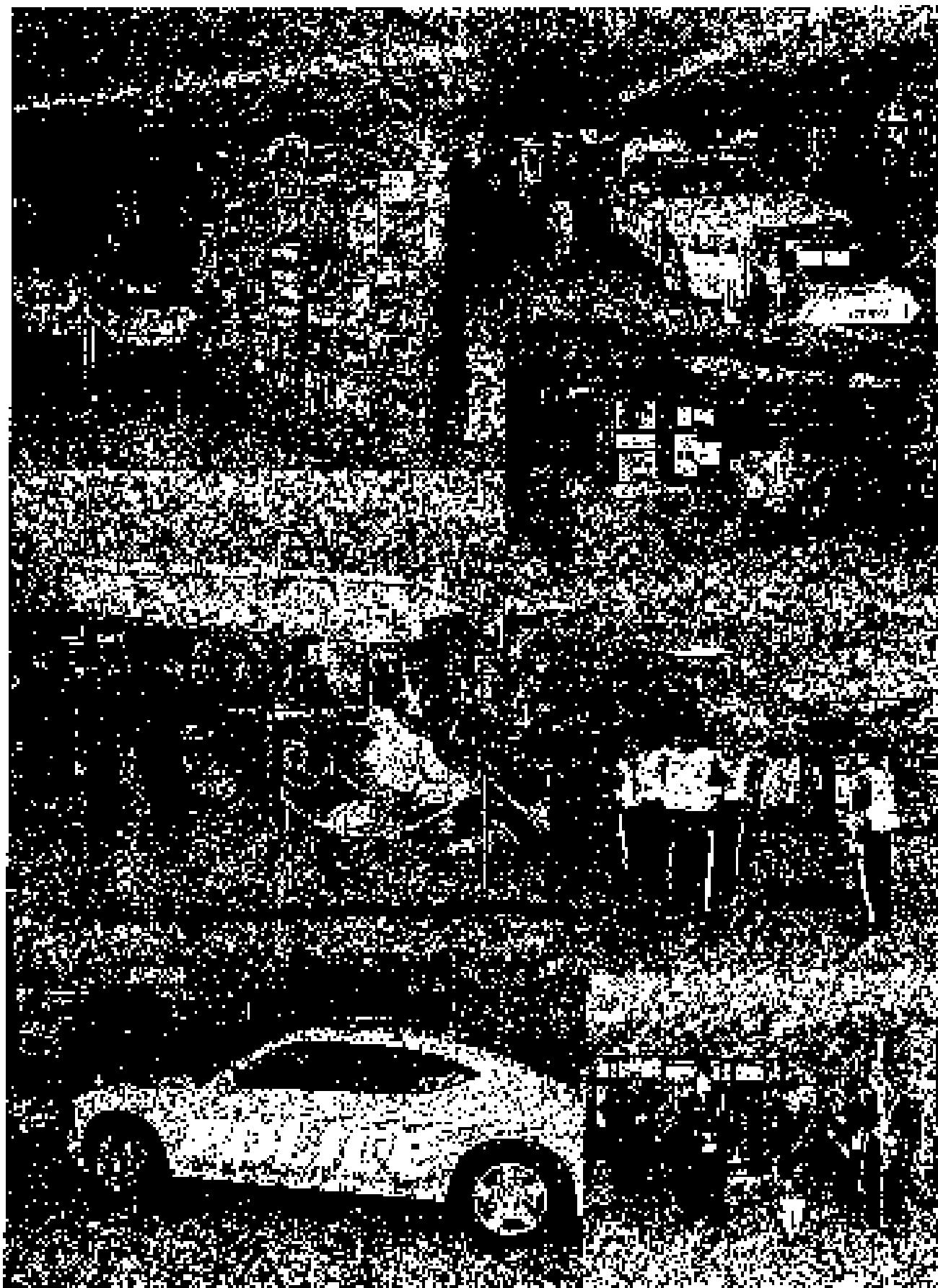


Community youth, police, parents, and community partners work together to engage youth in our community with various forms of prevention programs and community activities. In 2010, after Rock Watch and St. Paul United Church, the St. Paul Police Service, "Building Partnerships for a Safe Community". A number of the enforcement agencies participated as well as several community organizations, agencies and programs. It was a successful workshop with high participant participation.

The St. Paul Police, Police Service and the St. Paul United Church continue to build positive relationships throughout the year. This year over May during National Policing Week, the St. Paul Police, by exposing community partners, increased the recognition of policing services. In addition, this event, the police service, is able to maintain strong high level relationships with community partners and the community. It is also



"Community service hours can assist in the recruitment and maintenance of "Police Watch" liaison the St. Paul Police Service. Police Watch is a group of citizens who are dedicated to the safety and well-being of the youth in our community. These citizens often live very close together, working in our community and various other areas to spread information and assist our youth.





In early June, Community Services participated once again in the Town of Stettler's Bike Safety Festival Day event. A local safety officer was on hand near the entrance where citizens presented their own bike safety tips because of the road restrictions by day due to road closures.

Also in June, citizens gathered again at Tim Horton's Family Restaurant, Peigan Street, to participate in another bike safety festival event. This year was successfully facilitated by both Stettler Police and Community Services officers who provided insights on what the children were currently enjoying. Other community organizations including the local youth centre volunteered to assist in running the annual, family friendly event. Approximately 200 people attended the festival, including nine children from our community who received their very own, brand new mountain bicycles complete with helmets, bell and lights for their first year in the Tim Horton's Family Bike Safety Day.

Also this year, there was another major, public effort by Community Services confirmed yesterday to address prevention and mitigation efforts in a number of local parks and community areas. Community Services and the Stettler Society's community enhancement project repeated in the Annual Summer Safety Awareness in July.

Community Services, in partnership with the Stettler Fire Department, local businesses and the local Service clubs organized and hosted the 2nd Annual Safety Fair and the GIC, local City Council, Agassiz Child Development and the local Canadian Tire store, the community came again together to raise money. They also handed out to all the visiting children who were displaying great safety activities.

With the tremendous support and generous donations made by many community members, including Agassiz Power Corp., the GIC, local City Council, Agassiz Child Development and the local Canadian Tire store, the community came again together to raise money. They also handed out to all the visiting children who were displaying great safety activities.

Community Services' efforts do receive and develop a very positive response from the youth and the community. In addition, positive feedback from parents and visitors has also again been excellent.

At the commencement of the school year, the family services division delivered 100 safety classes to approximately 1000 students in various training sessions for the first adult training course. This was an opportunity for the public to receive information, training, exchange information and discuss personal judgment for the greater benefit of the community. Services would like to provide a few facts from one of their recent classes, which was the Safety Talk. This course included basic information on cycling basics, the importance of keeping and maintaining safe roads, appropriate policies for police, and other safety practices regarding raising children. Also in September, approximately 200 Safety Families from our local schools were trained by the Community Services' officers. These families have now gone across the Saltne-Pelican River area to our community.



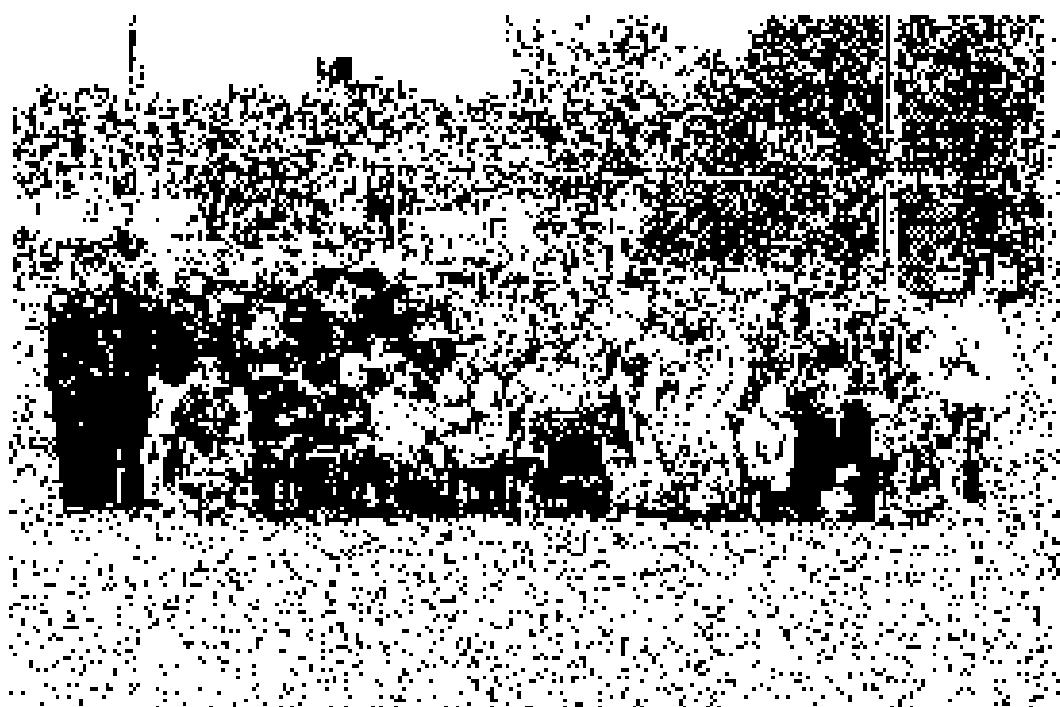
On October 26, Community Services presented the 27<sup>th</sup> Annual Crime Prevention Seminar at the Mountain High School, the theme of "Youth Services: How to Stop the Violence". This seminar was attended by over 200 members of our community. The featured speaker was Lieutenant Steve Cope, Sheriff's Deputies of the county, before moving on to the field of community services and the various crime prevention elements. In the audience of the over 200 youth, parents, and the general community were many educators. Here the audience of the over 200 youth, parents, and the general community were many educators. Here the audience of the over 200 youth, parents, and the general community were many educators. Here the audience of the over 200 youth, parents, and the general community were many educators.

The citizens from Community Services presented a 20 and continuing a number of programs for youth by community groups ranging such as "Safe Days", Kids Safe, Big Brothers, Little Brothers, Operation, Sun Chasers, The White and the Black Tie, etc.



Community Services also continued to maintain a positive and positive working relationship with the health by keeping the public informed of various health issues such as cancer prevention, heart disease, breast cancer, lung cancer, and smoking, p. 40; cancer prevention by the Police Service.

In 2001, the community service will continue to be held, however, more positive relationships with the community by the "Community Support" through, among other things, the government, education, health care, and other non-governmental agencies, and the police.

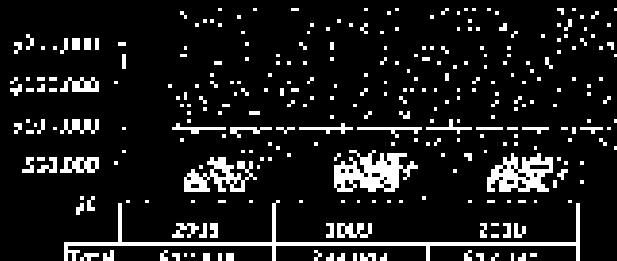


## CRIME STOPPERS

Crime Stoppers of South Texas, Inc., the District of Augustine, Inc., is a non-profit charitable organization. It is a community-based organization working in partnership with the community, law enforcement agencies and the news media.

	2005	2006	2007
Arrests	76	177	101
Cases Cleared	73	124	56
Charges Dropped	132	177	130
Tipster Calls	1,658	3,733	723

### Property Recovered 2009-2010



### Tipster Calls 2007 - 2009



Offices from left to right, are Miami Beach Police, the Miami Beach Police Department, the Celina Stoppers website, and the Facebook page for the Crime Stoppers of South Texas. They are members of the City of South Padre Island, District of Augustine, and the South Texas Metrolplex. In 2010, our annual telephone calls was 1,658 and the amount of apprehended \$21,425 in lost property and the amount of \$1,018 in rewards.

**CRIMES  
STOPPERS**

www.crimestoppersoftx.com | 1-800-222-TIPS (8477)

**STATISTICS CANADA CRIME INDEX - SAULT STE. MARIE**  
**(FIVE YEAR ANALYSIS)**

CRIMES OF VIOLENCE	2006	2007	2008	2009	2010	% Change Year
Homicide	212	212	622	529	537	-1.6%
Sexual Assault	52	57	55	76	66	-13.3%
Aggravated	0	0	0	0	1	+100.0%
Homeless	2	0	0	2	1	-50.0%
Assault, Murder	8	6	9	2	2	-75.0%
Rape	75	63	54	51	63	+1.6%
Robbery	0	0	0	1	50	+100.0%
Arson	24	22	23	26	20	-16.7%
<b>Total Crimes of Violence</b>	<b>2,972</b>	<b>2,969</b>	<b>3,852</b>	<b>3,157</b>	<b>3,411</b>	<b>-5.2%</b>

CRIMES OF PROPERTY	2006	2007	2008	2009	2010	% Change Year
Burglary, Auto Theft	929	753	549	561	569	+1.4%
Auto Burglary	211	123	53	72	68	-5.3%
Residence	794	500	371	418	412	-1.5%
Other	134	137	162	151	60	-57.9%
Arson, Break and Enter	93	91	67	55	56	+1.8%
Break and Enter, Vehicle	134	214	7152	133	121	-6.8%
Arson, Break and Enter, Vehicle	79	55	55	77	75	-2.6%
Other	2,025	4,050	11,710	1,571	1,430	-2.7%
Mischief	971	848	732	738	719	-2.0%
Laws Society Levies	161	125	69	72	60	-17.3%
Frauds	714	239	221	369	182	-52.5%
Counterfeiting	0	0	0	1	0	-50.0%
Other, Property	1,046	1,131	1,029	995	960	-3.6%
<b>Total Crimes of Property</b>	<b>15,500</b>	<b>15,120</b>	<b>16,340</b>	<b>15,938</b>	<b>16,512</b>	<b>+3.6%</b>

THEFTS FROM VEHICLES	2006	2007	2008	2009	2010	% Change Year
Break	1	9	0	0	0	-100.0%
Steal	32	39	29	26	37	+28.6%
Other Steals	18	35	21	28	21	-21.4%
Carjacking	92	98	93	113	90	-19.2%
<b>Total Thefts from Vehicles</b>	<b>163</b>	<b>141</b>	<b>125</b>	<b>125</b>	<b>137</b>	<b>+8.7%</b>

TOTAL CRIMES	2006	2007	2008	2009	2010	% Change Year
<b>Total</b>	<b>18,461</b>	<b>16,251</b>	<b>18,661</b>	<b>18,095</b>	<b>18,023</b>	<b>-3.8%</b>

Note: All crime statistics reflect actual incidents of crime reported to Statistics Canada.

\* Break and Enter includes "Arson"

\*\* Sex Offense 2007 redefined as "Sexual Offense"

\*\*\* Theft of Motor Vehicle and "Arson"

**STATISTICS ON A CRIME INDEX ASSAULTIVE MURDER  
AND NON-DEFENDER INVOLVED  
IN VICTIM ANALYSIS**

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Assault	147	214	179	141	149	149	149	149	149	149	149
Sexual Assault	8	6	7	1	1	1	1	1	1	1	1
Abduction	6	6	6	0	0	0	0	0	0	0	0
Homicide	0	0	0	9	0	0	0	0	0	0	0
Arson/Murder	0	0	0	0	0	0	0	0	0	0	0
Robbery	94	73	7	8	8	8	8	8	8	8	8
Burglary	0	0	0	0	0	0	0	0	0	0	0
Offenses Against	23	9	8	10	7	7	7	7	7	7	7
Total Offenses	375	428	355	351	351	351	351	351	351	351	351
<i>(Percent of Offenses, 2004-2014)</i>											
<b>Statistics on Property Crime Index</b>											
Total Offenses	45	76	41	28	32	32	32	32	32	32	32
- Break & Enter Total	45	76	41	28	32	32	32	32	32	32	32
- - Breaks	5	22	2	10	19	19	19	19	19	19	19
- - Enter	39	54	39	18	13	13	13	13	13	13	13
- - Auto	15	20	12	11	11	11	11	11	11	11	11
- - Garage/Rear and Side	7	5	9	2	9	9	9	9	9	9	9
- - Auto or Motor Vehicle	5	10	10	13	11	11	11	11	11	11	11
- - Garage/Doors of Vehicles	9	9	9	7	9	9	9	9	9	9	9
- Auto	211	211	202	211	211	211	211	211	211	211	211
Breaks	67	107	61	51	57	57	57	57	57	57	57
Enter-Stationary	57	62	34	17	31	31	31	31	31	31	31
Forcible	12	12	7	7	7	7	7	7	7	7	7
Loafing/Drifting	7	7	7	7	7	7	7	7	7	7	7
Other Offenses	297	487	374	287	169	169	169	169	169	169	169
Total Offenses	725	1256	725	551	551	551	551	551	551	551	551
<i>(Percent of Offenses, 2004-2014)</i>											
<b>Types of Violent Crime</b>											
Homicide	0	0	0	0	0	0	0	0	0	0	0
Crimes	3	3	0	4	4	4	4	4	4	4	4
Other Forcible	2	12	3	11	4	4	4	4	4	4	4
Crimes	59	19	16	52	32	32	32	32	32	32	32
Total Offenses	1010	1101	1010	1010	1010	1010	1010	1010	1010	1010	1010
Total Offenses	1010	1101	1010	1010	1010	1010	1010	1010	1010	1010	1010

Note: Other offenses are included in the 1010 Ac. statistics found on the previous page.

\* Break and Enter Total includes "Attempts"

\*\* Total of "Forceful Felonies" includes "Attempts"

## INCIDENTS

Call for Service	2036	3039	3010
Apparatus	5710	5631	55400
New Description	5347	5457	13218
Total	31,416	38,454	39,515

### Incidents by Year 2008-2010



Incident by Month - 2010	Reportable	Non-Reportable	Total
Jan	1,111	541	1,652
February	1,077	463	1,540
March	1,073	577	1,640
April	1,278	438	1,716
May	1,277	519	1,796
June	1,263	487	1,750
July	1,428	449	1,877
Aug	1,450	459	1,909
September	1,346	501	1,847
October	1,103	574	1,677
November	1,151	522	1,673
December	1,150	507	1,657

### Incidents by Month - 2010

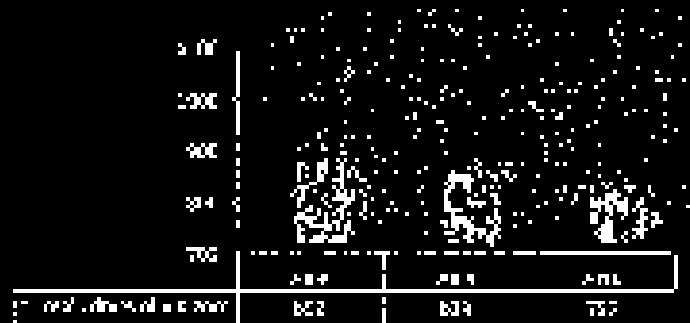


## CRIMES OF VIOLENCE

### Crimes of Violence 2010

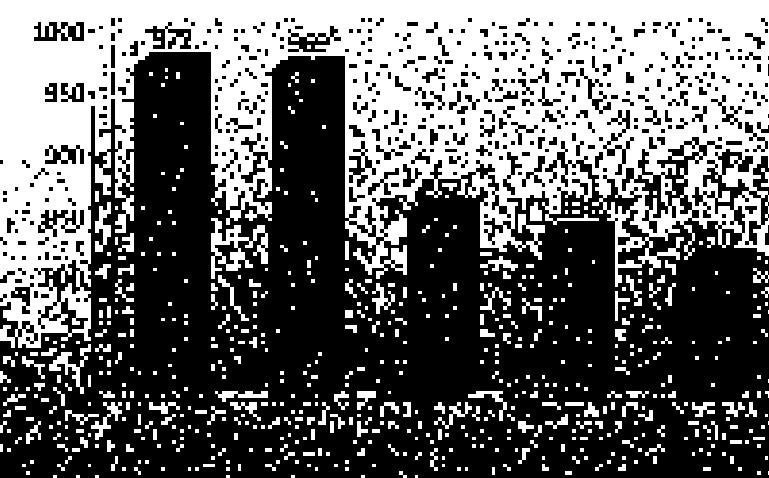


### Crimes of Violence 2008-2010



### 5-Year Comparison from the Six-Crime Index

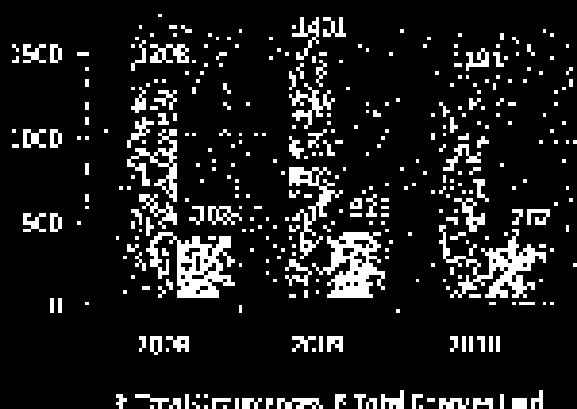
2005 = 1000; 2006 = 972; 2007 = 959; 2008 = 852; 2009 = 859; 2010 = 757



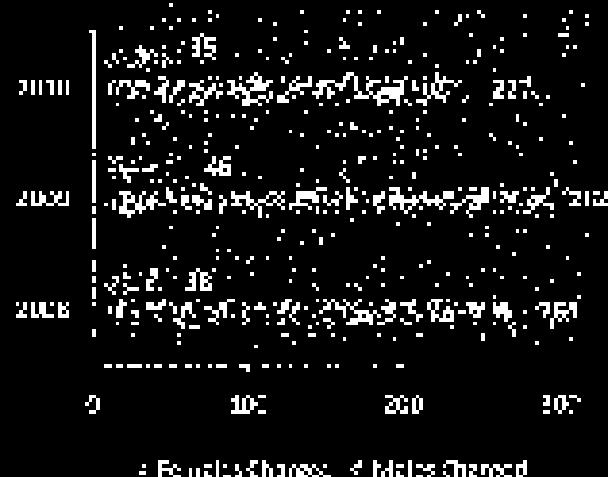
## DOMESTIC VIOLENCE

	2006	2009	2010
Domestic Violence Occurrences	1,209	1,101	1,091
Total females charged	342	333	337
Total males charged	30	46	35
Total arrests	372	328	362

### Domestic Dispute Occurrences



\* Total Occurrences, † Total Charged and



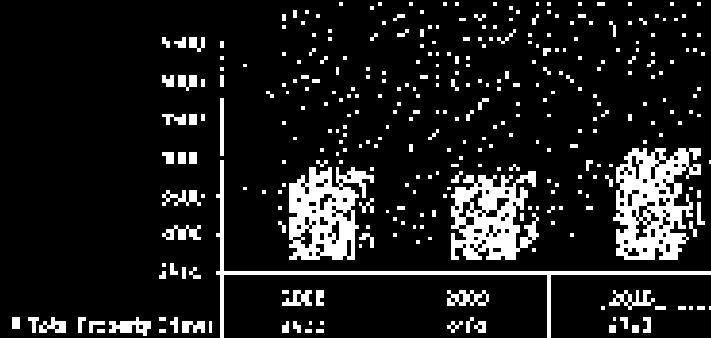
\* Penalties Charged, † Males Charged

## CRIMES OF PROPERTY

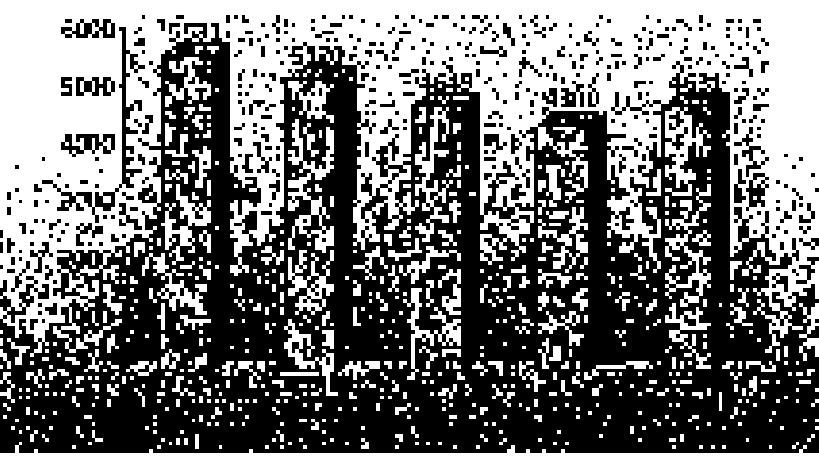
### Property Crimes 2010



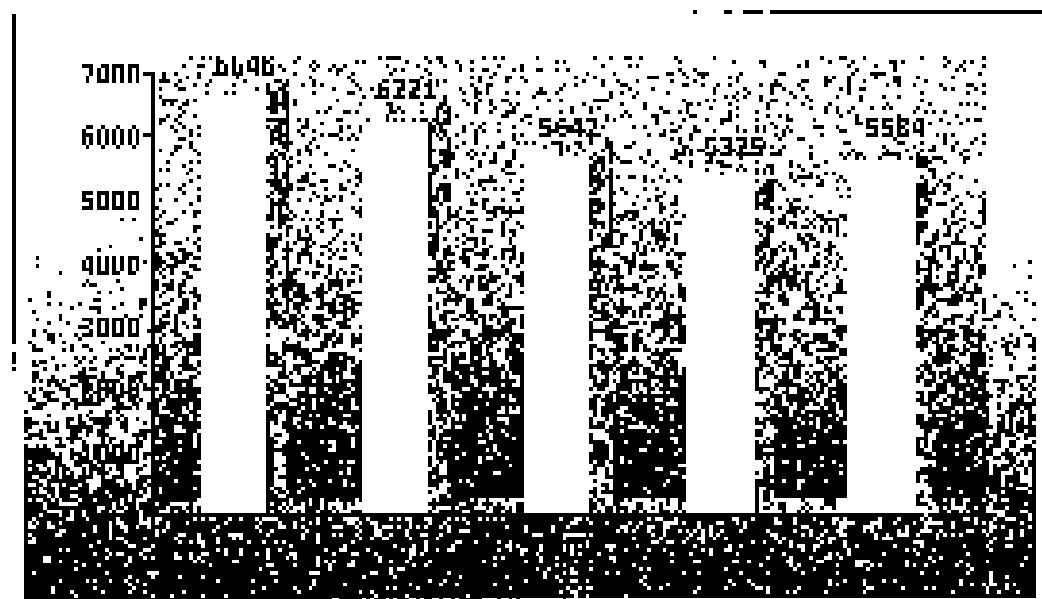
### Property Crimes 2008-2010



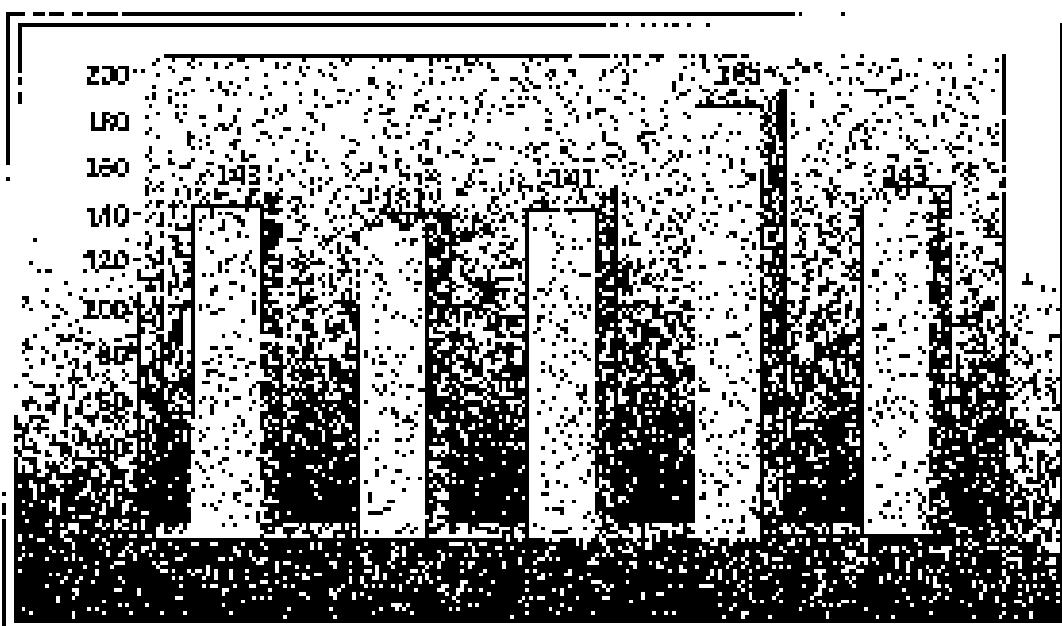
Very Comparison from the Stats Canada Crime Index  
Information, Criminal Code section 294(1) except 2010.



## TOTAL CRIME COMPARISON OVER 5 YEARS



## CRIMES INVOLVING DRUGS OVER 5 YEARS



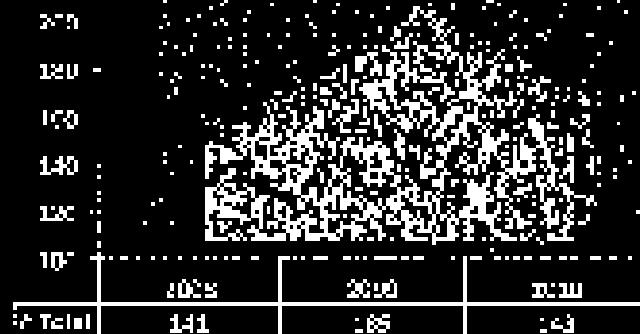
## DRUGS

	2008	2009	2010
<b>Total Drugs (kg)</b>			
Cocaine	0	0	0
Cannabis	29	30	32
Amphetamine	93	113	109
Other	20	32	23
<b>Total</b>	<b>141</b>	<b>146</b>	<b>143</b>

## Drugs 2010



## Drugs 2008-2010



CONFIDENTIALITY STATEMENT  
DRIVING RECORDS

2005	806	
2006		5329
YO 2006	1071	
2008		13642
YO 2007	1276	
2009		621
YO 2006	1071	
2008		13642

CONFIDENTIALITY STATEMENT  
DRIVING RECORDS

	175	
		810
YO 2005	167	
2005		835
YO 2006	211	
2006		852
YO 2007	159	
2007		852
YO 2008	159	
2008		852

# TELLING OF FENDER IN SOLVENT

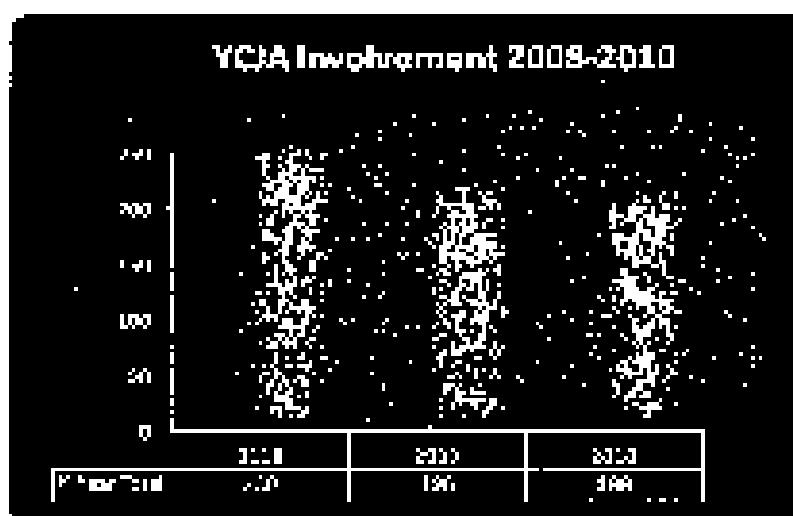
## DATA FROM THE BOTTLE TESTS

YR 2006	YO [REDACTED] 115
YD 2006	[REDACTED] 212
2007	[REDACTED] 430
2008	[REDACTED] 761
2009	[REDACTED] 444
YD 2007	[REDACTED]
2005	[REDACTED]
YD 2005	[REDACTED]
2006	[REDACTED]

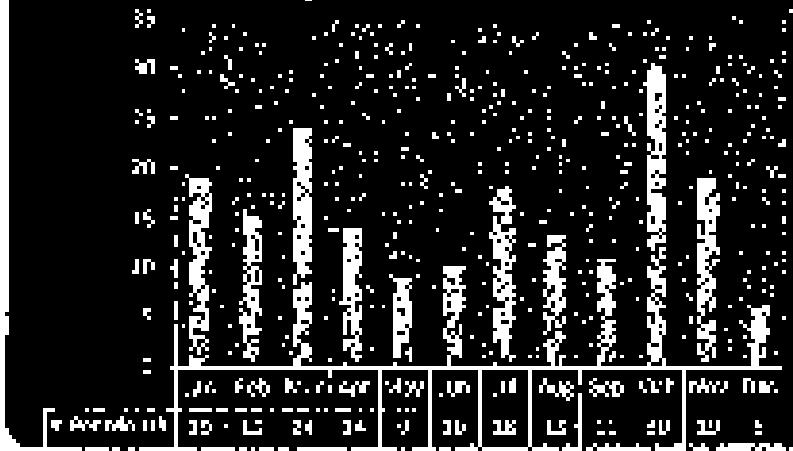
DATA FROM THE BOTTLE TESTS

YR 2008	YO [REDACTED] 185
YO [REDACTED] 89	[REDACTED]
2008	[REDACTED] 141
YO [REDACTED] 96	[REDACTED]
2007	[REDACTED] 332
YO [REDACTED]	[REDACTED]
2006	[REDACTED]

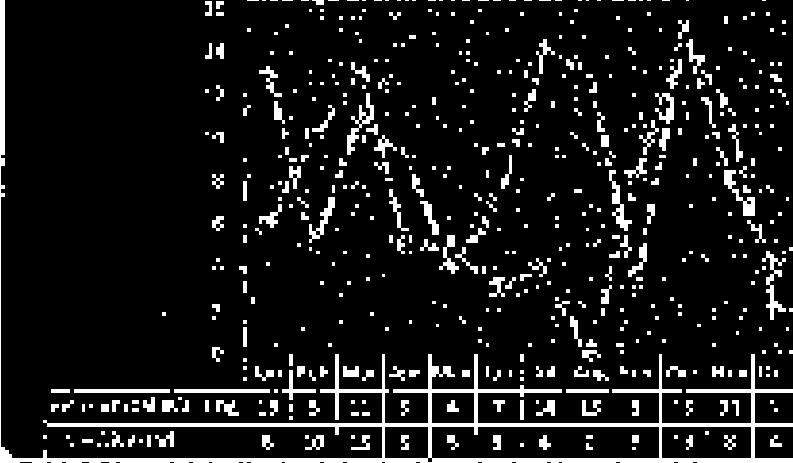
## YCA Involvement 2008-2010



## Extrajudicial Measures



## Extrajudicial Measures Breakdown



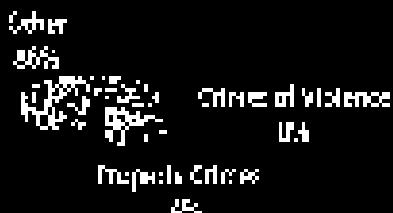
## TOWNSHIP OF PRINCE

	2008	2009	2010
Total Incidents	107	105	111
17000	10	10	12
35000	10	10	10
10000	10	10	10
21000	10	10	10
29000	10	10	10
27000	10	10	10
28000	10	10	10
	20000	20000	20000
<b>Total Incidents</b>	<b>91452</b>	<b>88454</b>	<b>85555</b>
<b>Prince Township Incidents</b>	<b>107</b>	<b>105</b>	<b>111</b>

### Top 5 "Calls for Service" - 2010

Motor Vehicle Collisions	11
Police Assists	11
Litter Complaints	11
Emergency Services / Vehicles	8
Other	5

### Prince Township Incidents - 2010



## MOTOR VEHICLE COLLISIONS

	2008	2009	2010
<b>Total Motor Vehicle Collisions</b>	1,348	1,392	1,392
Major	—	—	—
<b>Total Major Collisions</b>	127	127	127

Source: Ontario Ministry of Transportation, 2010

	2008	2009	2010
<b>Total Motor Vehicle Collisions</b>	1,348	1,392	1,392
Major	—	—	—
Collision with another vehicle	1,291	1,292	1,291
Collision with pedestrian	—	—	—
Collision with animal	—	—	—
Total Major	127	127	127
<b>Total Major Collisions</b>	127	127	127

	2008	2009	2010
<b>Total Motor Vehicle Collisions</b>	1,348	1,392	1,392
Major	—	—	—
Collision with another vehicle	1,291	1,292	1,291
Collision with pedestrian	—	—	—
Collision with animal	—	—	—
Total Major	127	127	127
<b>Total Major Collisions</b>	127	127	127

Source: Ontario Ministry of Transportation, 2010

### Motor Vehicle Collisions 2010



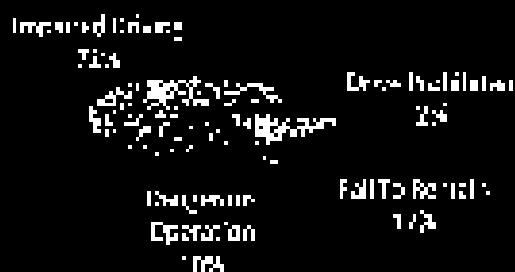
## R.I.D.E. and BREATHALYZER STATISTICS

	2008	2009	2010
<b>R.I.D.E. Program</b>			
Vehicle Checked	10,721	1,325	6,228
Driver Testable - possible Test	1,6	92	94
Driver Failed Test	24	73	53
Driver Failed Test	7	2	3
Driver license Suspended	3	10	5
Criminal Case Charged	3	6	0

	2008	2009	2010
<b>Breathalyzer Program</b>			
Driver Given Command	1,6	1,6	84
Driver Failed Breath Test	9	11	7
Driver Detained	10	13	27
Driver Arrested/Charged	13	1	9

	2008	2009	2010
<b>Driving Offences</b>			
Impaired Driving	113	14	78
With Vehicle Control Reduced	+	1	2
Over Whistle Stop Limit	10	5	19
Excessive Speed Violation	9	5	10

## Driving Offences - 2010

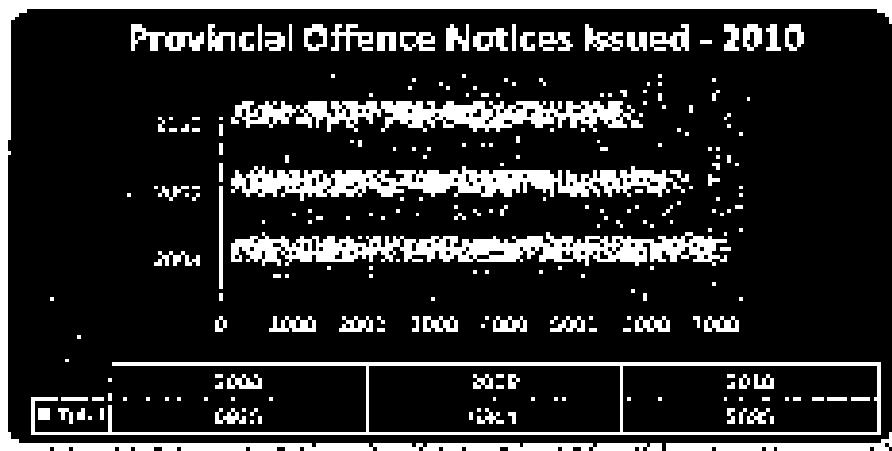


Source: Ontario Provincial Police, Ontario Motor Vehicle Safety Branch, Ontario Ministry of Transportation.

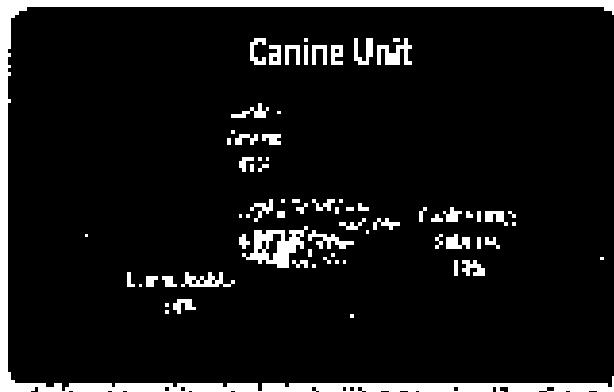
## TRAFFIC STATISTICS

Provincial Offence Notices Issued	2008	2009	2010
Highway Traffic Act	5,151	4,485	4,326
Impaired Driving Act	179	169	142
Speed Limit Act	424	571	439
Occupant Protection Law Act	1,121	1,065	930
Anti-Smoking Act	111	126	47
Metered Gas Vehicles Act	21	47	22
Safe Keweenaw Vehicle Act	11	-	39
<b>Total Provincial Offence Notices Issued</b>	<b>6,483</b>	<b>6,041</b>	<b>5,694</b>

### Provincial Offence Notices Issued - 2010

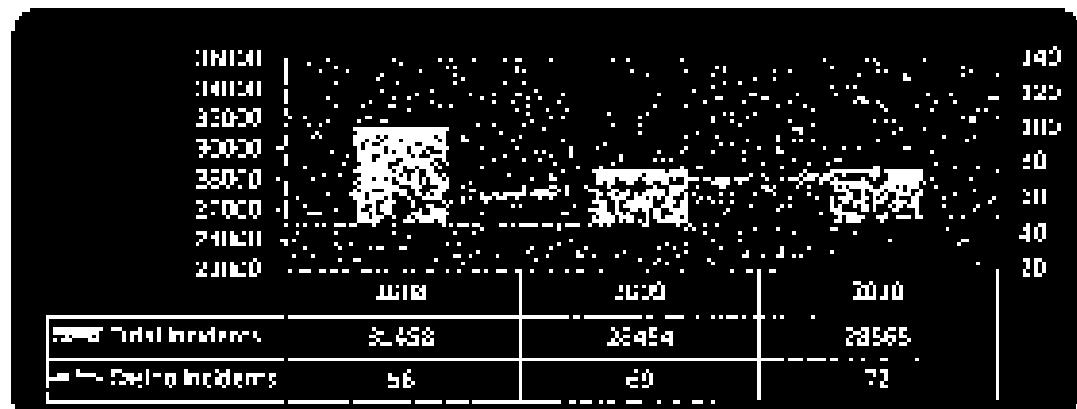


Canine Unit Tickets Issued	2008	2009	2010
Canine, Canis lupus familiaris	1,62	1,12	1,08
Canine, Canis	7	37	18
Canine, Dog Sleds...	1	6	0
Canine, Foxes	11	11	11
Employing Number, x11xx...	429	524	457



## SAULT STE. MARIE CASINO - STATISTICS

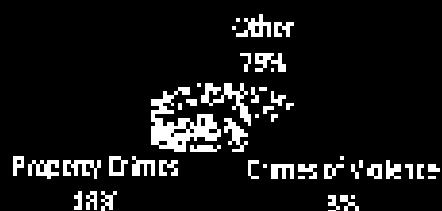
	2008	2009	2010
Total Incidents	56	62	72



### Top 5" Calls for Service - 2010

All-ten Vehicle Violations	23
Other	7
Arrests/Arson	5
Trespass	5
Shoplifting/Loitering	5

### Casino Incidents - 2010



## MISCELLANEOUS STATISTICS

Category	2008	2009	2010
Round	540	550	180
Partial	170	160	124
<b>Total</b>	<b>710</b>	<b>710</b>	<b>304</b>
Time Spent			
Average Unplanned Delays (min.)	102	102	300
Critical Sector Response (no requests)	86	57	45
Premium of Infractions			
Non-Infractions	103	114	192
Apprehension Time Offences	\$635.00	\$510.00	\$505.00
Penalties Collected	\$337.00	\$160.00	\$107.00
Fines Total, incl. Offences Waived	56	73	60
Total Amount of Fines Waived	\$1,140.00	\$100.00	\$116.00
Violating Record Checks	5,211	4,475	5,041
False Alarms	1,040	1,040	1,957

VEHICLE FLEET			
Category	2008	2009	2010
Senior Lieutenant Civil Affairs Commanders	1	4	4
Community Services	2	3	3
Civilian Commanders	1	2	0
Administrative Services	2	1	1
Management Services	6	4	2
Intelligence Services	10	17	18
Postal Services	15	17	19
Marksmen	1	1	1
Snow Plow	1	1	0
Local Police, Major Criminal Detachment	1	3	6
Total Fleet Maintained	58	64	54

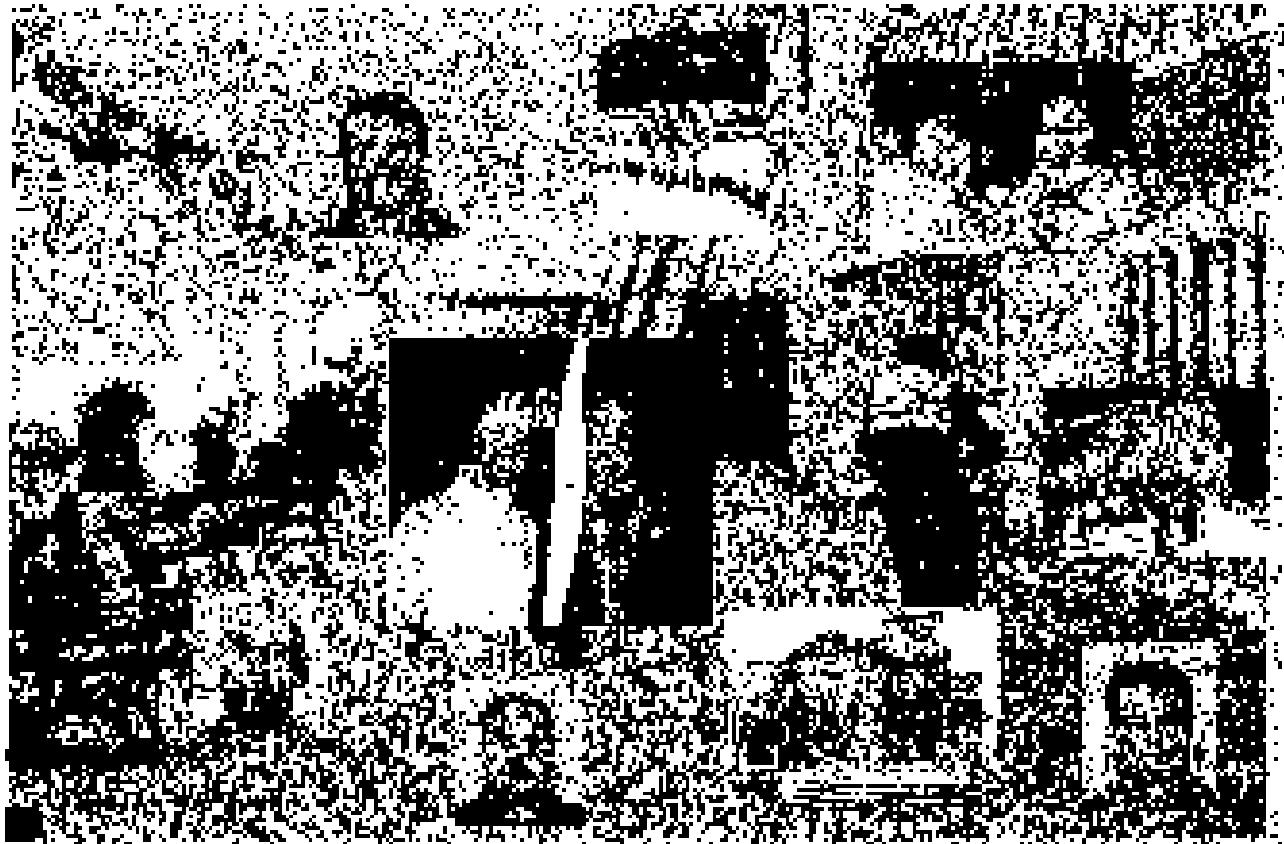
## XXI OLYMPIC WINTER GAMES

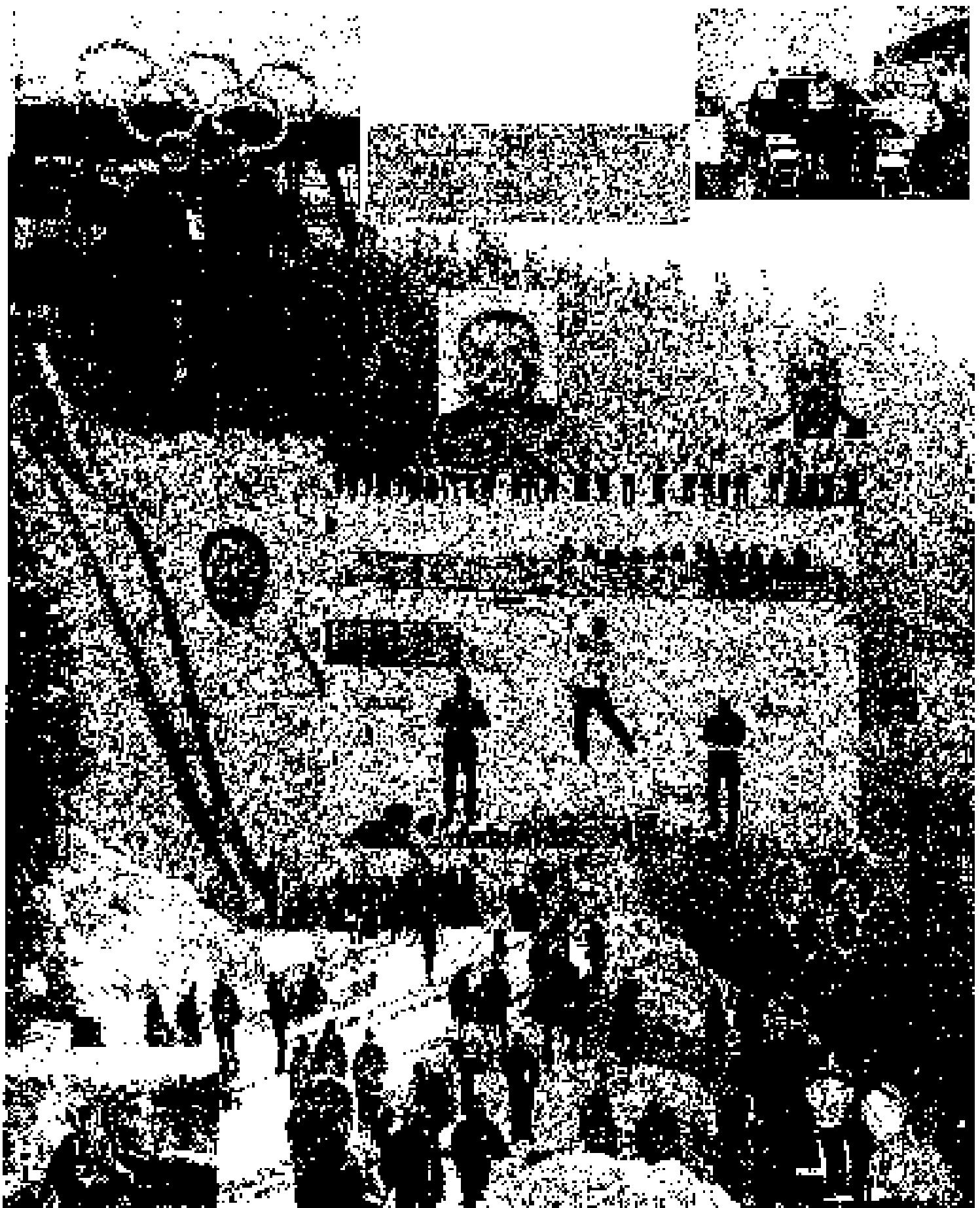
Do you remember catching the Olympic train? Millions of people had their first glimpse of the city at the time of the Winter Games. It was seen in many local media and around the world, including the now famous World Cup.

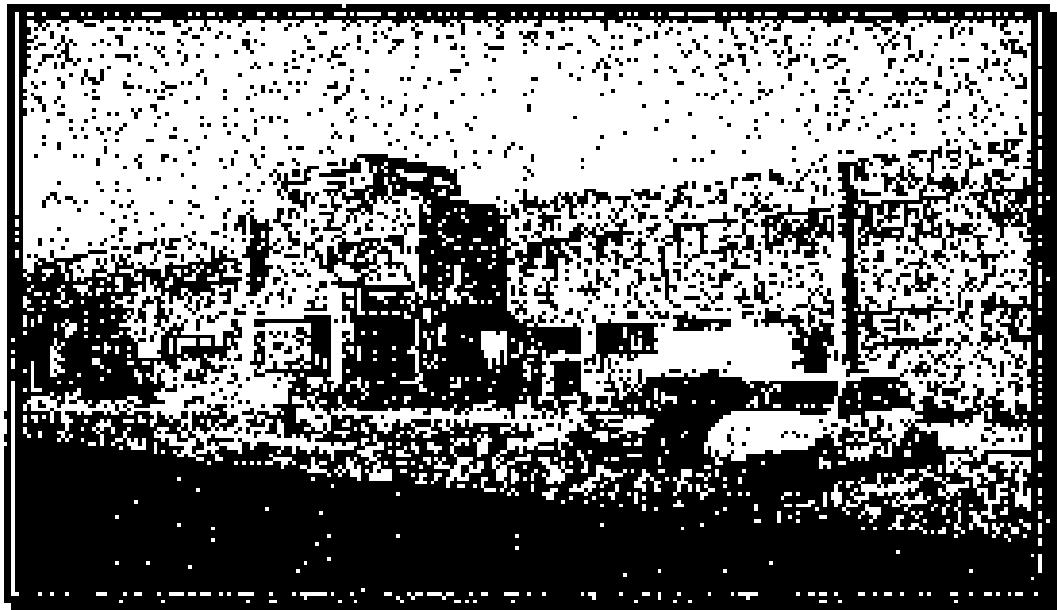


Protests and rally against winter games in Salt Lake City

The City of Vancouver was chosen to host the XXI Olympic Winter Games from February 12 - 28, 2010 in the 13th Olympic Games in Beijing on July 3, 2001. The Salt Lake City bid, which was the most popular and selected by the International Olympic Committee, had been rejected due to concerns about the City's inability to finance, administer, and accommodate the games.







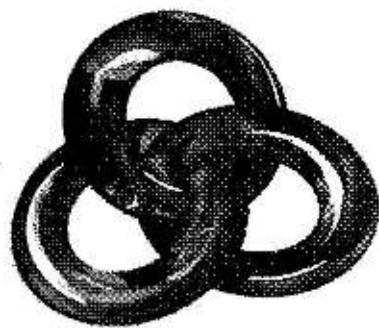
PRODUCED BY THE  
SAULT STE. MARIE POLICE SERVICE

*Please feel free to let us know how we are doing.  
If you have any questions or comments, please contact:*

Chief Robert D. Davies  
Sault Ste. Marie Police Service  
880 Second Line East  
Sault Ste. Marie ON P6B 4K1

or

[info@witness.org](mailto:info@witness.org)



SAULT STE. MARIE  
**INNOVATION**  
CENTRE

**Report on the City of Sault Ste. Marie on the  
Memorandum of Understanding  
For Accountability**

November 2011



SAULT STE. MARIE  
**INNOVATION**  
CENTRE

### **Introduction**

The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to provide this first report under its Accountability Agreement with the City of Sault Ste. Marie. A great deal of progress has been made on a number of fronts since we signed the accountability agreement. This report includes the following information for City Council review:

- Introduction and Metric Report
- Schedule A - 2011 Business Plan
- Schedule B - 2010 Audited Financial Statements
- Schedule C - Copy of signed MoU between the City of Sault Ste. Marie and SSMIC
- Schedule D - Updated list of Board members and staff
- Schedule E - Communication highlights – significant media coverage, examples of our monthly newsletters and case study of community GIS model by ESRI Canada

The information provided demonstrates that SSMIC is indeed producing strategic outcomes for the community which include:

- Job creation and retention
- Leveraging program funding
- Providing business incubation services
- Delivering value-added services
- Conducting youth outreach activities
- Developing GIS business opportunities
- Raising the profile of the IT and science sector locally and externally

We appreciate the opportunity to present our results to City Council and look forward to continuing our partnership to build a more prosperous Sault Ste. Marie!

### **Background**

The MOU was signed in May 2010 and the intent was to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties. The Deliverables section of the accountability agreement between SSMIC and the City of Sault Ste. Marie states that:

### **Deliverables**

In accordance with the terms and conditions in the MOU, it was agreed that SSMIC shall:

- Carry out the following mission: The Sault Ste. Marie Innovation Centre's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development

activities.

- SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, develop GIS business and raise the profile of the IT sector locally and externally).
- Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.
- Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Memorandum.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- Go to SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.
- Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

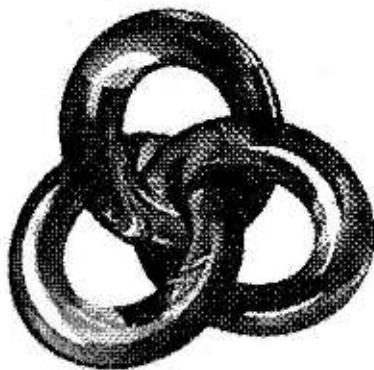
Results - The Sault Ste. Marie Innovation Centre is please to report the following results to the City of Sault Ste. Marie:

Metrics	2010		2011		Commentary
	Target	Result	Target	YTD Result	
1) Job creation	30	31	20	58 YTD	<ul style="list-style-type: none"> <li>Exceeding the job creation target in 2010 and 2011 was due to the success of incubator clients and growth of SSMIC projects.</li> <li><b>Economic impact for the two years is \$1.45M- \$2.6M annually.</b> This is calculated using the conservative approach adopted by the EDC in presenting their numbers to City Council. These numbers calculate the average wages between \$25k-\$45k. Given the type of businesses SSMIC serves we would expect that the salaries would be at the higher range of this scale, if not higher.</li> </ul>
2. a) Program funding leveraging	\$1M	\$2.3M	\$1.5M	\$2M YTD	<ul style="list-style-type: none"> <li>A number of successful projects received funding including Algoma Games for Health (NOHFC) and SSMIC received funds to provide a number of business support programs/services in the region.</li> <li>Our target in 2010 was exceeded with additional support for the Bio-Sciences and Technology Convergence Centre that SSMIC took a lead role in procuring.</li> </ul>
2. b) Special Projects		\$116M		\$200M YTD	<ul style="list-style-type: none"> <li>2010 - \$16M Knowledge Infrastructure grant for the that SSMIC assisted in procuring. SSMIC worked in partnership with the EDC to support the development of the first 20MW of the Pod Generating/Starwood solar generation facility. Pod Generating became a business incubator client at the outset of the project and remains a client to this day.</li> <li>2011 – This investment is the second 40MW phase of the Starwood Energy solar generation facility.</li> </ul>
3) Business Incubation maintenance and growth.	7	8	9	8 YTD	<ul style="list-style-type: none"> <li>The new home for the incubator at the Bio-Sciences and Technology Convergence Centre provides a great facility for operations. We have seen growing interest from companies in joining this new space which is better configured to meet company needs.</li> </ul>
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	30-45	35	40	55 YTD	<ul style="list-style-type: none"> <li>SSMIC is serving a pipeline of 55 companies in 2011. This number changes over time as new startups emerge, companies are attracted to SSM and, in some cases, cease to exist.</li> </ul>

Metrics	2010		2011		Commentary
	Target	Result	Target	YTD Result	
5) Continue youth outreach activities	Reach 800+ youth	800	Reach 900 youth	900 youth YTD	<ul style="list-style-type: none"> <li>Successful programs with ARTIE, Protolaunch and SSMART Innovation Awards.</li> </ul>
6) Increase GIS related business in Sault Ste. Marie	\$1.5M	\$1.2M	\$1.4M	\$1M as of Oct. 2011	<ul style="list-style-type: none"> <li>We expect to hit revenue targets of \$1.4M in 2011</li> <li>Numerous projects with community benefit have been undertaken such as the Vulnerable Person Registry; Childcare Waitlist Solution which also have commercialization prospects.</li> </ul>
7) Raise the profile of the innovation sector locally and externally		Achieved		Achieved	<ul style="list-style-type: none"> <li>Obtained funding to bring six organizations/companies to the Ontario Centres of Excellence Discovery conference. We showcased AGFH, TerraFact, Serviceprobe, BCI, Health Informatics Institute, BioForest Technologies to 2600 attendees, which included key players from industry, academia, government, the investment community.</li> <li>Presented Sault companies to members of SooBoys group as part of technology road show.</li> <li>Operate SSMIC.com; Facebook and Twitter sites; ITSSM.com; gamestartup.ca</li> <li>Distribute monthly newsletter to over 400 registrants</li> <li>Staff members participate on a number of committees: <ul style="list-style-type: none"> <li>Centre for Research and Innovation in the Bio-Economy</li> <li>Northern Technology Alliance</li> <li>Northern Advisory Committee (Northern Growth Plan)</li> <li>Health Informatics Institute Board</li> <li>Chamber of Commerce committees</li> <li>Anishnabek IT Centre Advisory Committee</li> </ul> </li> </ul>
8) Create the environment for growth in IT (networking events; training workshops, etc.)		5 events & TAG Lunches		3 IRAP events YTD; Soo Sustainable; TAG Lunches	<ul style="list-style-type: none"> <li>Since March 2011, we've held 3 IRAP sponsored events, which have attracted 113 attendees.</li> <li>SSMIC hosted TAG workshops throughout the year with over 100 people in attendance for those events.</li> <li>From April 2010- March 2011, we held 5 IRAP sponsored events, which attracted 170 attendees, the majority of which were from science or technology-focused private sector companies. This exceeded our target</li> </ul>

						over 130 attendees by 30%.
						• Business support services enhanced as part of the Ontario Network of Excellence

**Schedule A**  
**Business Plan 2011**



**SAULT STE. MARIE  
INNOVATION  
CENTRE**

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**Sault Ste. Marie Innovation Centre**

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**BUSINESS PLAN  
2011**

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## 1.0 EXECUTIVE SUMMARY

The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to present its business plan for 2011. The organization had a highly successful year in 2010 and looks forward to continuing the positive momentum in the science and technology sector for coming year.

One of the most exciting aspects of SSMIC's work is the exciting new companies and projects that the organization gets to support. From alternative energy to information technology to bio-sciences, SSMIC is involved in a number of advanced fields. In the past year, new staff has joined the organization that bring experience and deep sector knowledge to our clients and initiatives.

The early work that was undertaken to develop strategies for the IT and bio-science sector continues to remain relevant and produce results for the community. In 2011, we will drive forward the development of the following sectors:

- Technology
  - Video gaming
  - Geographic Information Systems
  - Health Informatics
- Science
  - Alternative Energy
  - Bio-Sciences
  - Water

The new addition to the science sector is water-related research and development. The region has a number of strengths that have been identified and this strategic growth sector certainly will become increasingly important across the globe.

This year will also mark the implementation of the new Ontario Network of Excellence, and the launch of the Northern Technology Alliance. SSMIC is pleased to be a part of this new pan-Ontario network and to collaborate closely with our colleagues at NORCAT (Sudbury); Northwestern Ontario Innovation Centre (Thunder Bay) and IION (North Bay).

In order to continue to drive value for our funders and to help grow the science and technology sectors in our region, SSMIC has set the following objectives for 2011:

### 2011 Objectives:

- Direct Job Creation – 20 jobs
- Program Funding Leveraged – \$1,500,000
- Business Incubation – Technology Incubator to include nine companies
- Provide in-depth value-added services to 40 existing businesses (advice, business plan review, funding assistance, etc)
- Continue youth outreach activities with presentations to over 900 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of IT and science sectors locally and externally

The objectives for 2011 build off the momentum that has been achieved over the past few years. In particular, this past year SSMIC reached some impressive milestones and was involved in a number of important community initiatives:

***2010 Highlights at a Glance***

- Exceeded our targets for job growth and funding attraction by helping to create 31 jobs and attracting over \$2.3M in funding
- \$1,780,000 in NOHFC funding to Algoma University for the new Biosciences and Technology Convergence Centre. SSMIC is a lead partner for this initiative and worked closely with AU to bring this funding to the community.
- In-depth client support for over forty science and technology companies plus broader company support through workshops and outreach efforts
- \$210,000 in funding towards a coordinator and management of the St. Mary's Remedial Action Plan (RAP). This is an important step forward in the development of capacity in the water sector.
- The continued growth of the Community Geomatics Centre (CGC) with new projects and clients from the community and across Ontario
- \$75,000 in funding through Industrial Research Assistance Program (IRAP) to directly support SME's and run a series of training workshops featuring industry experts
- \$60,000 supporting the work of a Sustainable BioMass Production Zone research project
- \$82,500 in funding secured for 2 ISRI interns.
- \$23,000 raised through partners for the creation of a Tolerant Hardwoods Guidebook.
- The completion of a number of youth outreach activities through school visits and:
  - ARTIE, the Advanced Research and Technology Innovation Expo, that attracted over 800 elementary and secondary students to hear about exciting careers in science and technology
  - The successful completion of the first year of Protolaunch, a three year program that provides summer jobs for 25 high school youth in a video game development competition and weekend workshops through the school year delivered by industry experts from across North America
- Twenty-three workshops, TAG luncheons and IT Breakfasts coordinated and provided by SSMIC

The Sault Ste. Marie Innovation Centre looks forward to another exciting year in 2011 and the business plan on the following pages outlines in detail the focus areas, team and partners that will enable us to continue to build a strong science and technology sector. Our efforts will diversify our economy, attract and retain highly qualified professionals to our region and build a promising future for our youth.

## **2.0 CORPORATE OVERVIEW**

The Sault Ste. Marie Innovation Centre was established in 1999 to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. In 2009, SSMIC integrated with science enterprise Algoma (seA) and Upper Lakes Environmental Research Network (ULERN) to combine resources and accomplish their mutual goals of enhanced innovation capacity for both the IT and science sectors.

### **Vision Statement**

Build and actively develop an innovative science and technology hub: a perpetual generator of knowledge and prosperity.

### **Mission Statement**

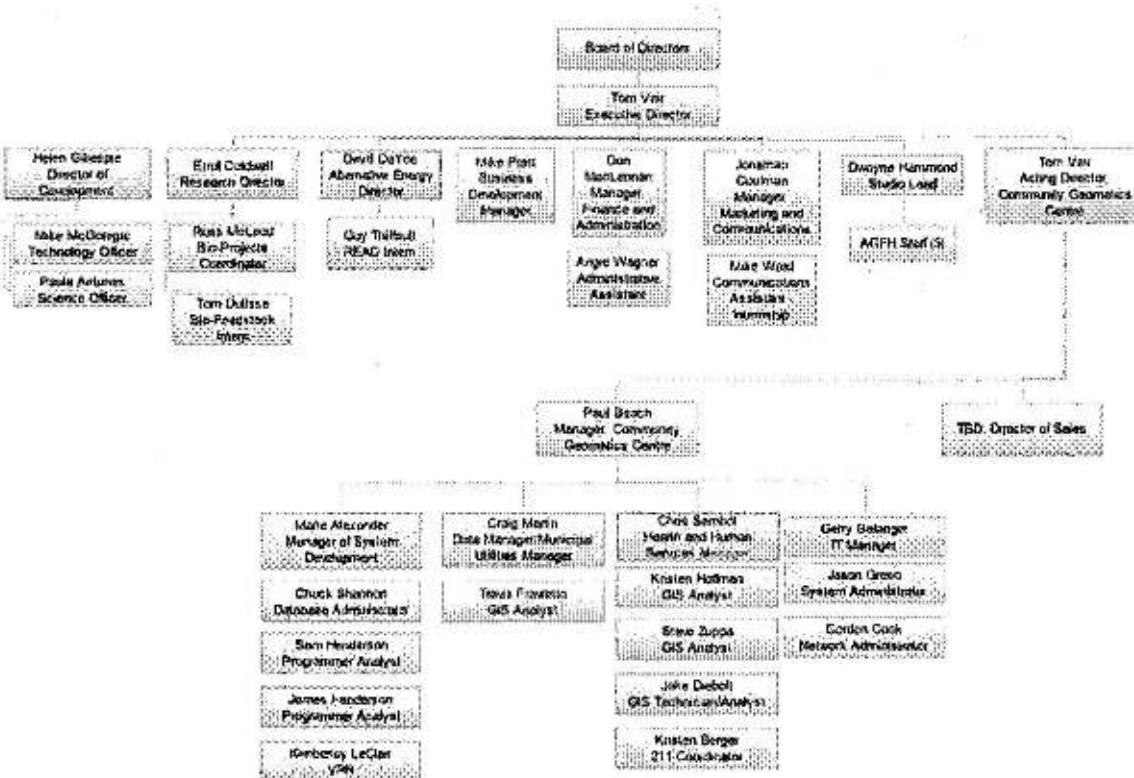
To drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

### **Organization Values**

- Excellence
- Creativity
- Enthusiasm
- Honesty
- Respect
- Synergy
- Empowerment
- Agility

### **Organizational Structure**

The organization functions on a standard hierarchical structure with the Executive Director reporting directly to the Board of Directors. SSMIC has experienced impressive growth over the past year as the organization has received funding to hire sector specialists and grown its GIS business operations.



## Legal Entity

The organization was incorporated in 1999 as a not for profit Corporation without share capital.

## Geographic Area Served

The general services provided by the Sault Ste. Marie Innovation Centre and its incubation services are open to businesses and organizations that lie within the District of Algoma. This is a geographic area of 48,737 km<sup>2</sup> and has a population of 117,461 (2006 Census). That said, in 2010 the Innovation Centre worked with organizations outside the District (such as Innovation Initiatives Ontario North (IION), NORCAT and NOIC) in order to drive the establishment of new industry and projects in our Northern Ontario. The Community Geomatics Centre also worked with a number of communities and organizations outside the Algoma District to generate revenue from consulting services and promote their unique model.

SIMIC is also working with the Ministry of Innovation as they roll out the new Ontario Network of Excellence (ONE) and will be partnering with NORCAT (Sudbury), the Northwestern Ontario Innovation Centre (NOIC, Thunder Bay) and IION (North Bay) to develop a pan-Northern approach to innovation and SME support. These efforts are designed to strengthen the Northern economy and identify opportunities to capitalize on the specific areas of expertise being developed in each of the respective areas.

### **3.0 INTRODUCTION**

The following section provides an overview of SSMIC activities and outlines in detail the main focus areas for the organization.

#### **3.1 Science and Technology Convergence**

Last year, SSMIC completed its first full year as a merged organization providing services related to the development of science and technology research projects and businesses. In 2011, SSMIC will be able to continue to capitalize on this new streamlined structure as one-stop-shop innovation organization that can assist clients from concept to commercialization.

Utilizing the framework of the 2006 Community IT Strategy, SSMIC will take a two-prong approach to the development of the science and technology sectors. The first prong is to establish the environment necessary to develop innovation companies. The second prong is to develop certain niche opportunities that have been identified based on community strengths.

The general environment needed to drive the growth of the technology sector is similar to the environment required for science sector. Startup companies, whether they are science or technology based often require similar support (funding, business guidance, training, business incubation, etc.). Further, niche opportunities have been developed for the science sector that will be pursued and which have some overlap and synergy with the niche opportunities of the IT sector.

SSMIC is a dynamic support organization that streamlines activities to provide one-stop-shop, concept to commercialization services for the science and technology sector to:

- Facilitate and drive collaborative, leading edge research involving academia, industry and government research labs;
- Support start-ups, enabling entrepreneurs to establish and grow their businesses through business incubation services, assisting in the acquisition of funding and mentoring resources;
- Build capacity in key knowledge areas and enrich innovation talent;
- Facilitate access to expertise and capital infrastructure;
- Develop science and related commercial infrastructure; and
- Create awareness of regional strengths to attract investment and business.

More information about the activities that will be undertaken to "Establish the Environment" necessary to drive the innovation sector and the specific niche opportunities that will be pursued in the science and technology sectors is contained in the sections below.

### **4.0 Establish the Environment**

In order to foster an innovation economy, certain core components need to be in place. Having academic and government researchers and student programs; incubation services; access to capital for private sector companies; mentor networks, networking expertise and related interests etc. all play an important role in the development of the science and technology sectors. This section outlines how SSMIC is working to develop these components.

#### 4.1 Convergence Centre



Algoma University - Bio-Sciences and Technology Convergence Centre 1996  
[www.algonline.ca](http://www.algonline.ca)

In 2011, the Bio-Sciences and Technology Convergence Centre will open marking an important, new addition to the local innovation landscape. The high level outcomes of the Convergence Centre will be an increase in innovation activity, an increase in commerce and business activity and the development and attraction of highly qualified personnel, mainly in the sciences and information technology domains. The Convergence Centre will serve as an important hub in Sault Ste. Marie to attract expertise and build the region's capacity to retain talented youth engaged in today's science and knowledge-based economy. Two floors of the new building are set aside for the Innovation Centre, including space for its administrative staff, Community Geomatics Centre, Incubator clients and Algoma Games for Health. It is anticipated that move-in will be substantially completed by June 2011.

In order to build a pipeline of research projects and engaged private sector companies in the Convergence Centre, a team of three people were hired in 2010 leveraging funding from NOHFC and contributions from SSMIC and Algoma University. The Convergence team's goals are to support private sector companies, from start-up through accelerator phase, and projects from the applied research phase to commercialization. The team contributes to the goals of SSMIC adding jobs, clients, dollars, leveraging investment for the private sector through its network of funders and investors.

The Convergence Centre team is also collaborating with the Sault Ste. Marie Economic Development Corporation and in 2010 was asked by the EDC to lead the community's strategic and tactical approach to water opportunities within the context established by the Government of Ontario. Strategic planning sessions are ongoing for 2011, applications for major funding opportunities are being sought to support multi-stakeholder projects and various projects are underway with three-year commitments to provide oversight and management.

The Convergence team is expected to play a key role in 2011 in the commercialization of research completed by Algoma Games for Health in the area of speech pathology.

#### 4.2 Champion Network

To strengthen economic development in the science and technology sectors it is important to ensure that community stakeholders are aware, engaged and contributing to sector activities. To promote awareness on this issue, a network of champions is established with a clear mandate that touches all aspects of the community including: all levels of government, education, science and IT consumers across all major industries and service providers. This champion network will ensure that a continual focus and effort is placed on growing the S&T sector and identifying opportunities as they emerge.

For the IT community, an Opportunities Committee was formed and will be re-engaged in 2011. Emerging opportunities and progress on existing opportunities are presented and discussed within this committee. In 2011 a Science Committee will be formed with core members from the community. This committee will discuss and endorse strategies in order to bring opportunities forward.

SSMIC is also an active participant in many community activities in order to assist local initiatives and create awareness of the capabilities and services of our science and technology sector.

##### Community/Regional Participation

- Centre for Research and Innovation in the Bio-Economy (CRIBE) Board of Directors
- Health Informatics Institute Board
- Innovation Initiatives Ontario North (IION) Board of Directors
- Destiny Steering Committee
- Anishnabe IT Centre Advisory Committee
- Chamber of Commerce Business Development Committee
- Sault College Computer Studies Advisory Committee
- Enterprise Centre SSM Advisory Committee
- CYBF Mentoring and Loan Review Committee
- Immigration Portal Committee

Reaching outside of the Algoma District, SSMIC has also made contact with members of the "SooBoys" or "SooConnected" group in Southern Ontario. Made up of former Sault residents, this group received a presentation of the innovation activities taking place in Sault Ste. Marie and members of this group have expressed an interest in mentoring, partnering and potentially investing in local companies.

#### 4.3 Business Incubation

Background on business incubators: The National Business Incubation Association (NBIA) identifies business incubation as an environment and program with certain important characteristics: "it offers a full array of business assistance services tailored to the client companies; it has an incubator manager on

site who co-ordinates staff and outside professionals and organizations to deliver those services; it graduates companies out of the program once they meet the program goals".

Business incubation is recognized as a viable economic development tool for supporting the development of new business entities in a community and has been recommended for funding within the Sault Ste. Marie Economic Diversification Strategy under the Small Business Development Growth Engine. Incubation provides start-ups with affordable rental space & office facilities, but more importantly, provides access to business mentoring services in order to improve success rates. Business incubation services have been proven to increase SME success rate from under 30% to over 83%.

Incubation is an economic development tool that provides the community with the opportunity to grow new businesses and as such, it may require on-going financial support. Traditionally, incubators do not produce high profit margins so their value has to be measured against the economic impact of the businesses and jobs they enable in the community. The SSMIC recognizes that the small business sector creates most of the new jobs in the Canadian economy (Statistics Canada) and as such will focus on supporting the Small and Medium Enterprise (SME) market. Consider the following:

*According to Statistics Canada, a full 75 percent of Canadian businesses fewer than five people, and a full 55 percent of Canadian businesses work for a small to medium size business. The small business sector creates most of the new jobs in the economy (around 70 per cent). Small businesses dominate the economies of every province in the country with SMEs in general representing over 90 per cent of the total businesses in each province.*

March 2005, Northern Ontario Business, Frank Pullia

The above quote clearly shows that the small business community continues to be the primary source of new jobs in Canada, and it is apparent that the key to sustaining those jobs is to ensure that SME's are supported during those first critical years.

SSMIC Incubator: The Business Incubator provides an attractive option to small start-up companies to form their business and provide support in the critical start-up period. The SSMIC Business Incubator opened on April 11, 2005. In the first year of operation, the Incubator provided services to four tenant companies. The tenants are now recruited from the IT and science sectors through leads generated by advertising and programming as well as through referrals from SSMIC's partners (SSMEDC, CDC, IRAP, Enterprise Centre SSM, etc).

The SSMIC Incubator currently operates in 3,200 square feet of space leased from Algoma University. When fully occupied, the incubator is able to provide support for up to 11 new startups with a focus on innovative products and services from the information technology and science sectors. The organization now offers 5 private office suites (ranging from 120 to 240 sq. ft.) and 6 pods (42 sq. ft.) available for either regular incubator or virtual incubator usage.

In addition to traditional incubator work spaces, "virtual incubator" space has been a successful initiative for targeting out-of-town companies to locate in Sault Ste. Marie. The program allows science and technology companies not yet requiring physical office space in Sault Ste. Marie to have access to many incubator/SSMIC facilities when on site. This includes the temporary use of a cubicle with an internet connection, a phone/assigned extension and meeting room access. Just like traditional space,

virtual incubator clients gain access to SSMIC mentorship and support. It has already proved popular as companies such as Mobile Quest and Growser Game Studios have transitioned from a virtual client to occupying a workstation and are establishing a greater presence in Sault Ste. Marie. This is a critical tool SSMIC uses to build relationships with potential clients looking to locate their business in Sault Ste. Marie.

In spring 2011, the SSMIC Business Incubator will expand its space to roughly 4,250 square feet in the Bio-sciences and Technology Convergence Centre, which will accommodate offices with a total of 65 workstations in addition to meeting rooms, common spaces, and space for business advisory services.

The SSMIC Business Incubator provides an attractive option to small start-up IT and science based companies to form their business and provide support in the critical start-up period. The Incubator currently has six full tenants, two virtual tenants and the addition of an IRAP support office:

- o Molly Media Studios
- o Mobile Quest
- o Growser Game Studios
- o Pod Generating Group
- o National Research Council, Industrial Research Assistance Program (IRAP)
- o Microage (data warehouse service provider)
- o Algoma Games for Health
- o Wasatch Wind (virtual)
- o DX2 Technologies (virtual)

The incubator also provided services to several other companies that have since graduated or otherwise relocated their operations. 2010 Graduates of the Business Incubator that are now operating profitable companies in Sault Ste. Marie include Miramar Design Studios and Superior Energy Solutions. To date, the incubator has supported companies in many of the key strategic focus areas for the City of Sault Ste. Marie, including renewable energy, information technology and gaming.

The City of Sault Ste. Marie has realized tangible economic benefits from the creation of these businesses. In addition to increasing the local tax base and creating jobs, these businesses support local diversification initiatives and attract new investment to the community. The focus on IT and science has enabled the community to both attract and retain high paying, highly skilled jobs.

Over the past five years "needs assessments" of incubator clients has identified that companies and their owners require increased mentorship specifically to solve problems, add support for high-level strategy development, and assistance with grant writing and financing strategies. The Business Incubator and its staff work collaboratively to provide this support, ensuring that these emerging companies are more likely to be successful as they move from concept to commercialization.

#### 4.4 SME Support Services

The third key area of focus for the SSMIC is SME support services. The paragraphs below provide more information on the wide range of support services provided to the IT community:

##### 4.4.1 CEO-in-Residence

2010 saw the completion of the CEO-in-Residence program funded by NRC-IRAP. This highly successful program enabled SSMIC to work with Denis Turcotte (former CEO of Algoma Steel and 2006 CEO of the Year, Canadian Business Magazine) to provide management, commercialization and marketing expertise to high potential companies. Through other funding programs, SSMIC has been able to continue a more limited, project-based relationship with Mr. Turcotte and hopes to be able to re-establish another CEO-in-Residence program with him in the future.

#### 4.4.2 Networking Events

Networking events, seminars and training workshops play an important role in establishing a vibrant IT and Science community. The SSMIC will continue to coordinate the monthly Technology Advisory Group (TAG) meetings and has succeeded in expanding on these to include representation from the environmental and bio-products sectors. Further, SSMIC organizes monthly technology breakfast series and ongoing training workshops on relevant IT, science, and business topics. The content for these sessions is based on feedback and requests from the local IT and science community.

In 2010, networking and training events included:

- o Monthly Innovation Breakfast: An informal networking opportunity for the Science and IT community
- o Technology Advisory Group (TAG) Luncheons
  - What is 3G+ and What it Means for Your Business, Bruce Clement, President, North Shore Alarms and Telecom
  - OLG's use of Facial Recognition Technology, Klaus Peitsch, Director of Architecture and Emerging Technologies, OLG
  - Reducing costs and down-time using the FARO Laser Tracker, Sean Whelan-Marcolini, Hydra Tech Incorporated
  - Market intelligence as a strategic weapon, Usha Srinivasan, Director of Market Intelligence, MaRS Market Readiness Program
  - Video Production and SEO for Small-to-Medium Sized Enterprises, Darren Jorgensen, Creative Director, Molly Media Studios
  - The Sault College Applied Research Centre: Opportunities for Your Business, Colin Kirkwood, Dean of the Natural Environment, Technology and Skilled Trades, Sault College.
  - Health Informatics: Fact, Fantasy & Fiction, Dr. Nicola Shaw, Research Chair and Scientific Director, Health Informatics Institute, Algoma University
  - Ontario Council of University Libraries Geospatial Portal, Leanne Hindmarch, Project Manager and Jennifer Marvin, Chair of the Management Group, Ontario Council of University Libraries Geospatial Portal Project
- o Workshops
  - Power of Planning (February 2010) featuring Akira Hirai, Managing Director, Cayenne Consulting
  - Cleantech Workshop (March 2010) featuring Guy Dauncey, BC Sustainable Energy Association, Nicholas Parker, Cleantech Group and Christopher Flavin, Worldwatch Institute

- Cleantech Workshop 2 (September 2010) featuring Tom Rand, Cleantech Practice Lead at MaRS Discovery District
- Lessons from Inside the Video Game Industry (October 2010) featuring Michael Schmalz, President of Digital Extremes
- Decision Making at the Speed of Modern Business (November 2010) featuring Gerry Kirk and Selena Delesie, Agile Coaches

SSMIC will continue to work closely with its community partners in the economic development and small business support field. SSMIC maintains a close working relationship with these organizations to avoid duplication of services and work on joint initiatives.

#### 4.4.3 ITSSM.com

SSMIC operates an online resource for the local IT community found at ITSSM.com. A plan to migrate this site to capture the science component of SSMIC's efforts is being developed. The current ITSSM.com site includes a directory listing of all IT companies involved in the regional IT sector. This helps improve the awareness of both the IT consumer and IT providers to locate and utilize local resources to meet IT requirements. The website also includes a unique registration area called Sault Reconnect for "ex-patriots" of the region who have moved out of the area and are employed in the IT sector. By creating a link to these individuals, a first step is made to attracting IT revenue, projects and businesses to the region. Finally, the site provides a number of resources for the local IT community to obtain information on events, news, bidding opportunities, jobs (including telecommuting opportunities allowing local IT professionals to work remotely for out of town employers).and funding resources.

In 2011, we hope to continue to expand this site to provide a comprehensive innovation portal for the community of Sault Ste. Marie and the Algoma region.

#### 4.4.4 Funding

SSMIC monitors and works to obtain financing sources for IT and science SME's. SSMIC supports clients in obtaining financing from private capital sources, public funding (federal/provincial) and through SSMIC administered funds.

*Private Capital:* The Northern Ontario Enterprise Gateway (NOEG) has been funded by FedNor as a non-profit organization providing education and information to entrepreneurs to help them become investor ready and act as a catalyst to form and support angel investor groups in Northern Ontario. NOEG has established a pool of angel investors across Northern Ontario and SSMIC collaborates with NOEG to support their efforts in Sault Ste. Marie.

*Public Funding:* SSMIC also monitors provincial and federal funding programs to ensure local SME's are made aware of new programs that can help support their research & development and business growth. Generally speaking, there is limited capacity among SMEs to complete funding applications and successfully navigate the review process associated with these funds. SSMIC will continue to take a role in supporting clients in their efforts to access government funding for projects.

*SSMIC Administered Funds:* In 2010, with the support of the NRC Industrial Research Assistance Program (NRC-IRAP), SSMIC administered \$30,000 through the Small Firm Assistance Program. Each of the six grants of \$5,000 was administered to SMEs with high growth potential to overcome a specific

challenge in their business. This program was met with resounding success, and throughout 2011, SSMIC will seek out additional sources of funding to administer monies available for similar purposes.

#### 4.5 Education

An important component of building the science and technology sector is to work with educational institutions at all levels to develop the talent that will be required to meet our future needs. SSMIC is working with education institutions at the elementary, secondary and post-secondary level as described below:

##### 4.5.1 Youth Outreach

In the past, the SSMIC has participated with both post secondary institutions in the City on various projects and has undertaken a number of activities to support the growth of the IT and Science sectors in the region.

In October 2010, SSMIC held the third ARTIE (Advanced Research Technology & Innovation Expo) for local youth, as part of National Science and Technology Week. Over 800 local youth ranging from pre-school to high school attended the free event.

##### 4.5.1.2 Ministry of Economic Development and Trade - Youth Entrepreneur Partnership –

From August 2009 to August 2010, SSMIC ran a program targeted to secondary school students which highlighted the career opportunities provided by entrepreneurship. The program was supported by funding through the Ontario Ministry of Economic Development and Trade's Youth Entrepreneurship Partnership (YEP) program.

Throughout the year 'Information Social' events were held to attract the attention of students and deliver a positive message about entrepreneurship. The most successful of these events was a 'Battle of the Bands' which was organized in partnership with the Sault Youth Association.

The program also included direct outreach to classrooms within the Algoma District to make presentations to students. The presentations featured a positive message of entrepreneurship, the community support systems available locally and in-class lessons on writing business plans. The presentations were done in conjunction with project partner Enterprise Centre Sault Ste. Marie.

The final piece developed during this project is a short DVD called 'Advice from Young Entrepreneurs for the Youth of Algoma'. The piece features 6 young entrepreneurs sharing their experiences in starting their own businesses. The DVD will be posted online as well as shown in future classroom presentations.

Going forward, SSMIC has applied once again for funding through the YEP program and hopes to pair this with additional funding from Service Canada which would allow for a dedicated resource to manage the program. This would allow SSMIC to expand the outreach efforts into local schools, while also running a program that supports young entrepreneurs who are interested in starting their own business.

##### 4.5.2 Post secondary outreach

SSMIC works closely with both Algoma U and Sault College to identify new opportunities for the community. Some important opportunities for 2011 include:

#### 4.5.2.2 Algoma University

- SSMIC is working closely with Algoma University on Algoma Games for Health and will be assuming responsibility for the staff and projects related to the commercialization of this technology;
- SSMIC continues to work with the Health Informatics Institute, providing advice on commercialization opportunities and seeking private sector partners for applied research. This all contributes to the ongoing development of the health informatics field in Sault Ste. Marie;
- SSMIC also facilitated successful contract approval of a Remedial Action Plan Coordinator for Sault Ste. Marie which has been located at Algoma University. SSMIC provides ongoing administrative and managerial support for this position. This position is very important for building capacity in the community to carry out water-related research and project management in environmental sciences. It is anticipated that the position will be renewed annually for three (3) years as it is considered to be an important step towards broader and longer term management of local water resources.

#### 4.5.2.3 Sault College

In 2010, SSMIC significantly expanded its relationship with Sault College and opened an office on the College campus. David DeYoe is based at the Sault College office and is working directly with the College team on the development of its strategy as it relates to the alternative energy and water sectors. SSMIC is also working on identifying new initiatives in the health informatics and video gaming that tie in with Sault College.

In an exciting development, the College became members of the Colleges of Ontario Network for Industry Innovation (CONII) and opened the Sault College Applied Research Centre (ARC). There is great potential for collaboration with ARC as it brings new opportunities for companies to engage with faculty and students and leverage the infrastructure that is available at the College. In addition, ARC has program dollars that can be made available for joint projects with industry and SSMIC staff work closely with ARC staff at Sault College.

SSMIC is also member of the Sault College Computer Studies Advisory Committee and GIS Advisory Committee.

### 5.0 IT Sector Development - Niche Opportunities

In order to achieve success with the IT Strategy, it was agreed that efforts would need to be focused on opportunities that were based on local strengths and possessing a high probability for success.

Phase one of the i4 Success Community IT Strategy completed in 2006 involved a review of local strengths and the identification of opportunities. Below is a list of opportunities, which continues to serve as the focus of activities.

### 5.1 Health Informatics

Health Informatics is a cross discipline field that aims to discover how information, the management of information and information and communication technologies bring value to health. The Health Informatics field presents immediate and promising returns for the community and has been the first priority among niche opportunities.

In 2010, SSMIC will work with the newly formed Health Informatics Institute at Algoma University and the ESRI Canada Health Informatics Research Chair to develop exciting new research projects and opportunities for the Algoma region. SSMIC will also continue to work with healthcare providers and private sector companies in order to develop this promising sector.

A brief timeline of events is provided below to provide context to the development of this niche focus area:

- In 2006, SSMIC coordinated the formation of a Health Informatics Cluster Committee and established a vision that Sault Ste. Marie would capitalize on its nationally recognized strengths to establish a vibrant, world-class health informatics cluster that includes private and public sector organizations leading in the application of information technology to health data, services and research. Committee members include senior representatives from the following organizations:
  - Algoma Public Health
  - Sault Ste. Marie and District Group Health Association
  - Algoma District Medical Group
  - Sault Area Hospital
  - Algoma University
  - Sault College
  - Northern Ontario School of Medicine
  - Sault Ste. Marie Innovation Centre

The committee has worked diligently and collaboratively to establish a vision for Health Informatics in Sault Ste. Marie (SSM). In addition, through its work it identifies projects of strong potential, partners to submit funding applications, and develops and continually examines opportunities for the Health Informatics sector in SSM (Appendix G).

- In 2007 the committee proposed that SSM proceed on a path to establish itself as a leading centre for Health Informatics in Northern Ontario. There were a number of strengths identified to justify this position and a number of opportunities that were acted upon quickly to proceed down this path (as outlined in Appendix G).
- To enable SSMIC to provide a dedicated resource to focus on this promising sector, it secured funding from FedNor in 2007 to hire a dedicated Health Informatics Development Manager. In addition, SSMIC has played a lead role in developing a relationship with the Waterloo Institute for Health Informatics Research (WIHIR) which has lead to collaboration on numerous projects and the signing of a MOU between WIHIR and Algoma University.

- In an exciting development, SSMIC brokered a private sector sponsorship contribution from ESRI Canada for the establishment of a Health Informatics Research Chair at AU to build on the research potential that exists in the community.
- SSMIC also produced a number of funding proposals, supported by the Health Informatics Cluster Committee and in collaboration with Algoma University for the Health Informatics Research initiative. As a result, on Dec 5, 2008, David Orazietti, MPP announced that the Northern Ontario Heritage Fund Corporation (NOHFC) was granting Algoma University (AU) \$684,200 to fund a health informatics research chair position alongside private sector partner ESRI Canada. It is hoped that the Health Informatics Research Chair will be hired to start in July of 2010. More information can be found in Appendix H.

## 5.2 GIS

A Geographic Information System (GIS) is a specific type of information system in which information is geographically referenced to a specific place or coordinates on earth. This geographically referenced information is the foundation supporting a broad range of business performance opportunities including improved infrastructure management, public safety, land use/environmental planning, enhanced business communications, improved health and human service delivery and spatially significant data analysis supporting decision making.

SSMIC, in partnership with the City of Sault Ste. Marie and PUC, has implemented one of the most comprehensive municipal GIS solutions in the world. SSMIC's GIS department has evolved to become the Community Geomatics Centre (CGC), a division of SSMIC that serves a large number of clients and partners – all sharing data and infrastructure to reap the benefits of this impressive system.

A major focus area for SSMIC is the continued growth of the GIS sector in SSM. The CGC is a shining example of a market development project and has a great deal of potential for future growth. The CGC operates as a self-sustaining department of SSMIC that is funded directly by the clients accessing its services.

The CGC has also put Sault Ste. Marie on the map with international coverage of its unique community model. Coverage in major GIS publications such as ESRI Healthy GIS, ArcNews North and URISA demonstrate the world-class nature of the solution operated in SSM. In 2009, the Sault Ste. Marie GIS solution was selected as the Best GIS in Ontario by URISA.

The CGC provides a number of benefits to the community which can be attributed to its unique position within the Innovation Centre. The SSMIC has conducted work in this field and presented to a number of groups locally, provincially, nationally and internationally. From the presentation feedback it is clear that SSMIC is a leader in this space and the healthcare providers are interested in furthering their use of GIS.

The organization also performed a great deal of in-kind community work to support health and social organizations in SSM. A list of these projects can be found in Appendix E.

Moving forward, the CGC will leverage its strengths in the GIS sector to expand into three areas:

1. Community Information Utility Services – A number of communities have approached SSMIC with an interest in replicating the GIS model and success achieved in Sault Ste. Marie. This presents a unique opportunity to provide consulting services and share the tremendous benefits that a comprehensive and coordinated community GIS approach can have with other communities across North America. GIS and the concept of regional GIS initiatives is documented several times in the 2009 Northern Ontario Growth Strategy. It was identified that GIS data pertaining to health, social services and economic development would be beneficial at regional levels to enable growth and sustainability in the north.
2. GIS in Health and Human Services – An emerging area within the GIS sector is the application of geospatial technology to assist in planning and data analysis for health and human services organizations. The CGC has been recognized as a world-wide leader in this area and aims to build on its initial success to drive growth. The work in health and human services falls into two main categories:
  - a. Mapping and Consulting Services – The CGC is undertaking mapping and data analysis work for health and human service organizations across Ontario. The organization sees an opportunity to build on this work and is registered as a GIS service provider as a provincial Vendor of Record.
  - b. Product Development – As a function of the leading edge work the CGC is conducting in the health and human service field, new products that have potential for widespread use may be developed. These new products or tools will be focused on ESRI's latest fast map technologies including dashboard applications.
3. Municipal / Utilities Services – In 2003 and 2004, the Province of Ontario assisted many Ontario communities in GIS development through GeoSmart funding. Many municipalities capitalized on this funding to refresh GIS infrastructure and technologies. Now, five to six years later, many municipalities are in the common situation of having to refresh again. In 2010, the CGC will be redesigning and recreating the Sault Ste. Marie GIS solution based on ESRI ArcGIS 9.4 software and will be redeveloping GIS tools in VB.net, Oracle 11g and Windows 7. This experience will be valuable in assisting other communities in upgrading to the new the next generation of GIS software and hardware platforms.

A tremendous opportunity exists in the current marketplace for the CGC to continue to expand its operations and deliver tangible value to its clients. The organization has added business development expertise and is actively recruiting to hire new technical staff in order to facilitate this growth. Additional background on the CGC can be found in Appendix F.

### 5.3 Video Gaming

Algoma University's Masters of Computer Game Technology program commenced in 2007 and the SSMIC is playing a key support role in leveraging the opportunity that this program created in the community. Our efforts are aimed at cultivating a local gaming cluster that could tie in to local needs (e.g. Serious Games for Health) or to broader industry trends (mobile application and casual online

development).

In order to drive the development of the video game sector, funding was obtained by Algoma University in partnership with SSMIC for a Strategic Advisor with direct industry experience. The Strategic Advisor has evolved to now lead the development of the Algoma Games for Health Studio. The Strategic Advisor is based out of the SSMIC Technology Incubator and the position reports to the SSMIC Executive Director.

In 2011, significant resources will be invested in developing the Games for Health Studio to create and release the first completed video games that will assist patients recovering from stroke. Algoma University has been able to attract significant funding from the Community Adjustment Fund (CAF) and the City of SSM to help further this initiative. SSMIC has also successfully attracted funding from NOHFC to provide resources for this important project.

To support the establishment of a gaming sector the SSMIC was involved in a number of areas in 2010. These include profile development activities within the video game community as well as activities that help develop local skills capacity in gaming. Examples of these activities include:

#### **5.3.1      Sault Game Community Website**

The SSMIC has developed a website with funding from the Community Development Corporation Local Initiative Fund to promote and grow the local game development community and spur economic development by increasing awareness of what Sault Ste. Marie has to offer game developers. The site will:

- Act as a marketing vehicle to attract game studios to locate in Sault Ste. Marie
- Provide a forum to communicate with the gaming sector and present opportunities

The project promotes economic growth by organizing the local video game community and its resources so that they are in a better position to attract new investment and companies. Identified as a growth engine for Sault Ste. Marie, developing the knowledge-based sector is a critical component of economic diversification.

The City of Sault Ste. Marie and region will realize tangible economic benefits by fostering the growth of current businesses and attracting new business to the area. In addition to increasing the local tax base and creating jobs, these businesses will support the local diversification initiatives and attract new investment to the community.

#### **5.3.2      Algoma Games for Health**

The SSMIC is working with Algoma University commercialize technology developed by Algoma Games for Health. A partnership has been developed with Toronto Rehab, world leaders in rehabilitation research and development, providing Algoma Games for Health the opportunity to contribute game development expertise to this growing segment of the health care industry. This studio will serve to provide local jobs in game development in this niche but rapidly emerging segment of the video game industry.

#### **5.3.3      Game Development Workshops**

The SSMIC continues to deliver workshops addressing the business opportunities and management side of game development, as well as providing industry led skill development opportunities. Recent workshops include "Game Development in a Team Environment", "The Science of Video Games", "Serious Game Development", "Photoshop for Gaming", "3D Modeling for Video Games", and "Flash Game Development". Workshops are open to anyone in the public interested in attending at little or no cost and target an audience based on subject matter ranging from SME IT companies to educators to secondary and grade school students.

#### **5.3.4      Video Game Art Program**

Growing a local video game industry requires training opportunities for both programmers and artists. The SSMIC has been deeply involved with assisting Sault College to develop a two year "video game art" program which launched in Fall 2010, in order to compliment the elite programming training already being offered locally at Algoma University.

#### **5.3.5      ProtoLaunch**

The SSMIC has launched a series of industry led workshops that culminate in a video game development competition on the campus of Algoma University. As the lead applicant on this successful proposal to the Ontario Trillium Foundation's Future Fund, the SSMIC has brought together collaborative partners in Algoma University, Sault College, YMCA Employment services, the Children's Rehab Centre Algoma and the Anishinabek Information Technology Centre. Launched in October 2009, and funded for three years, this project will result in regular skills development opportunities for local youth. It will also encourage the growth of the local game development sector by bringing industry professionals into the city and promoting awareness of what Northern Ontario has to offer game developers.

#### **5.3.6      ICIZ**

The Innovation Centre Interactive Zone (ICIZ) is an on campus game development lab for anyone interested in developing/enhancing a commercial application using game development and animation software. ICIZ was opened in June 2007 utilizing a grant provided by the Ontario Trillium Foundation.

ICIZ is open to anyone in the public at no cost providing they first complete an application demonstrating that the facility will be used to build digital media applications for a business purpose. The intent behind development must be to produce something of commercial value and build capacity/skills in the gaming sector. Artisan Interactive, a virtual client of the SSMIC, will be utilizing the ICIZ for the development of a game prototype, through collaboration with students in the MSc.CGT program.

The ICIZ lab offers access to innovative technology including:

- Two high end game development stations running Windows XP
- A number of data capture devices including digital camera, digitizing pad, wireless microphone headsets, and flatbed scanner
- Full suite of interactive peripherals for testing games including wireless joysticks and steering wheel with foot pedals

Game development software such as Garage Games Torque Engine, Microsoft Visual Studio, 3dsMax, Adobe Flash and Photoshop. Other applications may be installed as merited.

## 6.0 Science Sector Development – Niche Opportunities

SSMIC will focus its efforts in the science sector on developing opportunities in the alternative energy, bio-economy, and water sectors. These areas hold great promise for developing the Northern Ontario economy and Sault Ste. Marie has unique strengths in each of these areas.

More detail about the specific initiatives being pursued in 2011 is provided below:

### 6.1 Energy

Sault Ste. Marie and region has experienced exceptional growth in the past years in the alternative energy sector (Appendix G). In order to continue the momentum, support new companies and drive innovative projects in the community SSMIC will actively work to support the alternative energy sector in 2011.

As one of Destiny's seven growth engines, the energy sector receives priority attention. The SSM Innovation Centre is the lead on tracking and monitoring the energy sector for Destiny and as part of our activities Tom Vair of the Innovation Centre chairs the Energy Committee.

From this committee, an Alternative Energy Task Team was formed made up of:

- SSM Innovation Centre – Tom Vair
- Private sector – Denis Turcotte
- Municipal Environmental Initiatives Committee – Susan Hamilton Beach, Madison Zuppa
- SSM EDC – John Febbraro
- SSM PUC – Brian Curran
- Sault College – Colin Kirkwood

The goal of the Task Team was to look at the Alternative Energy sector and begin to map out a process to think more strategically and align community activities in order to grow this promising sector. As a first step, the Task Team developed a position paper to put down on paper some of its thinking and take a first step to creating a strategy for developing the alternative energy sector. The vision had already been established by City Council – namely, SSM as the Alternative Energy Capital of North America. In the Position Paper, an overview of the current alternative energy landscape was created to provide an initial assessment of important information, policy and resources; and offer guidance to help enable the community to move forward in a focused and deliberate way.

The Task Team created a mission statement that states: "Sault Ste. Marie will create the conditions to attract technologies, expertise and capital to our community that will result in an increase in related employment, economic activity, and quality of life, specifically in the field of alternative energy and efficient energy utilization." The Vision and Mission are important to provide the structure for the next steps of defining the High Level Goals; Strategies and Action Plan. The next step is to create a community alternative energy strategy and applications have been submitted to NOHFC and the Economic Development Fund to support this initiative.

The current landscape of the alternative energy sector in Sault Ste. Marie certainly provides reason for encouragement. The community has established itself as a leader and we need to capitalize on this momentum. The major components of the alternative energy sector we identified were:

- Energy Recovery – such as the Essar co-generation and proposed St. Mary's co-gen
- Energy Production ~ Pod Solar, Brookfield's Prince Wind Farm, etc.
- Conservation and System Efficiency
- Municipal Environmental Initiatives
- Education and Training
- Energy Products and Services – these are professional services such as engineering and manufacturing jobs

The members of the committee are strong believers that there is significant opportunity in the alternative energy sector for SSM. Some delays in finalizing the applications for funding were experienced in 2010 as we worked to obtain matching dollars. In 2011, SSMIC will work with community stakeholders on the following next steps:

- Develop a governing structure for alternative energy activities
- Develop a strategy to enable continued growth in the alternative energy sector
- Assign tasks and implement action items associated with the strategy

## 6.2 Bio-Sciences Research

A number of research and development projects are underway that will provide a tangible benefit to the citizens of the region and contribute to global scientific issues. Project examples include biomass inventory assessment and alternative agricultural and agri-forestry crop development, corridors for protecting vulnerable species and, the largest project of them all, the Invasive Species Research Institute (ISRI).

### 6.2.1 Invasive Species

SSMIC will continue to play a strong partnership role with the Invasive Species Centre and Invasive Species Research Institute (ISRI). ISRI has its own institutional development objectives, details of which are not intended to be fully captured in this document but include:

- assistance with establishment and activities of AU's Invasive Species Research Chair, Dr. Pedro Antunes who was hired effective January 2010
- assistance with establishment of research networks
- seeking funding for specific infrastructure, research and public awareness projects
- providing associated support for AU faculty

Assistance has been provided to ISRI in seeking funding for projects and activities e.g.

- Canada Foundation for Innovation for a new competition expected in late 2011
- OMNR Invasive Species Partnership Funds (\$23,000 confirmed for a Maple Producers project)
- Proposal to PromoScience for \$150,000 over 3 years for youth science outreach
- Anticipated Trillium application for March 2011
- Assistance with a major Genome Canada research proposal for emerald ash borer
- Preparation of a TD Friends of the Environment grant

### 6.3 Bio-Resource Development

SSMIC will continue to provide business development advice and R&D facilitation for bio-based opportunities in Algoma Region and Northern Ontario through the Ontario Networks of Excellence confirmation of support for collaborations with other northern innovation centres as NORCAT and NWOIC.

Locally, there have been a number of bio-based efforts and these are expected to continue. Some examples follow:

- Develop inventory reports on used cooking oil, agricultural and forest based biomass in Algoma District
- Oversee feasibility analysis for oilseed and fibre crop business opportunities in Algoma
- Facilitate development of a BioFuel Coop for oilseed production, processing and distribution as biofuel and livestock feed
- Establish funding for the Sustainable Biomass Production Zone project to improve access to biomass for local private sector interests
- Undertake crop trials for value added agricultural and agri-forestry opportunities
- Assist St. Mary's Paper in the commercial development of their biosolids product as a soil amendment; development of value added products from lignin (research collaboration with U. Toronto), nanocrystalline cellulose based research with U. Toronto
- Provide leadership in potential establishment of a Northern Ontario Agricultural Research and Innovation Network (NOARIN) with an initial focus on establishing a 3 year pilot for the Rural Agri-Innovation Network (RAIN) in Algoma as a model for other districts.
- Provide input to development of the Northern Ontario Growth Plan
- Assist with planning and delivery of the 2010 Green Expo
- Expand and maintain a bioproducts on-line directory
- Facilitate/participate in planning for bio-based workshops and seminars
- Assist bio-based businesses with their commercialization opportunities e.g. St. Mary's Paper, FlakeBoard, BioForest Technologies, Elementa, etc.
- Represent SSMIC and/or provide expertise as director on the Boards for the Central Algoma Freshwater Coalition and the Kensington Conservancy, member on the CQI Environmental Task Force, Renewable Energy Alternatives Development (READ) and others

### 6.4 Rural Community Network and BioEconomy GeoPortal

The Regional Information Utility Network (RIUN) represents a program in which the SSM Community Information Utility (CIU) is replicated, fully or in part, in communities across a geographic region serving as a distributed GIS-based business model for stimulating economic development and attracting domestic and foreign investment.

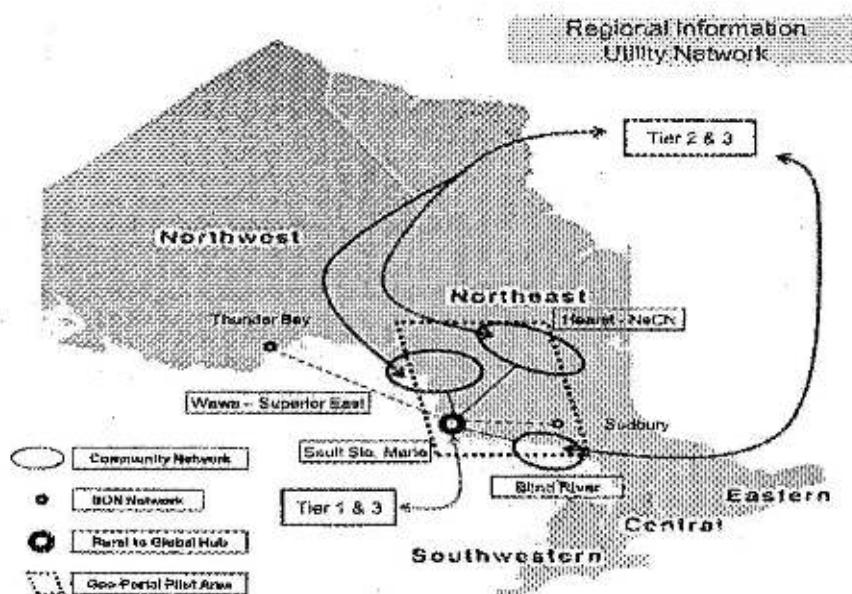
A key component of this business model will be the development of the proposed Regional Information Utility Network (RIUN), which will embody a dynamic GIS/remote sensing database that accurately captures an inventory of natural resources; community infrastructure and human resources information relevant to the green/clean economy in Northern Ontario. Once developed with collaborating partners, this database would serve as a powerful tool for identifying, planning and marketing opportunities in an

economy based on clean and green technologies and businesses. The expertise, and the tools which employ GIS and/or remote sensing technologies, is already integral to the SSMIC-CGC (Community Geomatics Center) and its business partners, particularly the Ministry of Natural Resources and the regional Sustainable Forest License holders of which the communities are a part. Considerable data has been and continues to be collected that can be used to enhance existing programs or establish new data portfolios designed to accelerate and refine planning efforts by communities and companies for economic development projects.

The Sault Ste. Marie Innovation Centre, ULRN, and seA, now one dynamic organization, have demonstrated their capacity to engage the rural communities and complete successful projects. The three rural community network candidates each provide a unique distribution framework within which to develop and test the business model. The community network leads are: 1) Wawa/Superior East, 2) Blind River/East Algoma, and 3) Hearst. By working with leaders in the candidate networks as partners in the rural distributed community network approach we can develop a successful formula for other community networks across Ontario. The distributed rural community network model can then be replicated to include other Ontario community networks, and improve access and sharing of information, technology and tools, commercial solutions, and best practices among all communities. Figure 1 presents central Ontario north region being considered in the proposal.

The Sault Ste. Marie Innovation Centre (SSMIC), through its Community Geomatics Centre, currently offers communities a sophisticated software solution for mapping a wide array of community assets and attributes. The GIS-based solution enables the community to manage risk, resolve complex issues and capitalize on opportunities. SSMIC-CGC is currently working with Kingston, Sudbury and Thunder Bay to replicate its CIU technology and business protocols for these communities. These larger communities will be designated as Tier 1 communities and, in time, will help service and support smaller rural Tier 2 or Tier 3 communities in their sphere of influence. Tier 1 communities will house the data architecture, manage the data resources and provide data security. Tier 2 communities will collect and organize data for project analysis in the sub-region and provide support to Tier 3 communities or partners that will simply access data for projects. This technology distribution model provides an efficient, effective and equitable approach to data management, protection and use.

Figure 1. Regional Information Utility Network



In 2010 the SSMIC initiated a project with the partner communities to develop an Economic Opportunities Platform. The project was completed in December 2010. Funding was contributed by each of the community networks to provide a GIS based platform for economic development and investment attraction for each of the partner communities in the central Ontario north region, which serves as the pilot area for the RIUN program. The platform is patterned after the Vermont Energy Atlas and the partnership has agreed that a community/regional green/clean map spotlighting: 1) existing renewable energy initiatives, 2) green energy businesses, and 3) sites for potential green/clean investment, would serve as an excellent pilot project. The partnership has completed a Memorandum of Agreement that includes the following components, which are in final draft form:

- The MOA
- RIUN Business Model
- Confidentiality Agreement
- Data Sharing Agreement
- Terms of Reference for a Steering and Technical Committee
- Regional GIS Network Guidelines
- Catalogue of Existing GIS Layers
- Community Data for Site and Business Layers
- Tier Structure and Financing Protocols for the Partnership

The MOA package will be distributed to partners for final review in November. Additional commitments to partner communities, which were not part of the funding agreement, include a simple PDF map that provides a visual example of how the web-enabled product will appear and presentations to municipal councils.

Funding will be sought in the 2010/2011 fiscal year to support ongoing development of the RIUN model and the mapping projects.

## 7.0 Key Objectives 2011

It is important for SSMIC to work towards its business plan and measure progress relative to the plan. Baseline measures have been developed based on the SMART theory which states that goals/metrics must be:

- Specific – to increase chance for success
- Measurable – to monitor progress and stay on track
- Attainable – to challenge to grow and succeed
- Realistic – when you believe it can be accomplished
- Tangible – when you can see and experience a change

As an organization that serves as a catalyst for growth in the science and technology sectors, the metrics must encompass the range of activities undertaken by SSMIC and relate to the ability of SSMIC to drive economic development.

Obviously, a key metric for economic development is the number of jobs created. Using this metric solely, however, does not reflect the value that SSMIC brings to the community or the strategic significance of investing in the knowledge-based sector. Indeed, many of the projects undertaken by SSMIC involve coordination among multiple partners and government funding approval from multiple sources which requires a time span beyond a single calendar year.

There are a number of important metrics that indicate success. These metrics must be considered as SSMIC builds capacity and seeds future growth in the IT and knowledge-based sectors:

### 2011 Objectives:

- Direct Job Creation – 20 jobs
- Program Funding Leveraged – \$1,500,000
- Business Incubation – maintain Technology Incubator to include nine companies
- Provide value-added services (referral, advice, business plan review, etc) to 40 existing businesses
- Continue youth outreach activities with presentations to over 900 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of IT sector locally and externally

## 8.0 SWOT ANALYSIS

The following analysis is based on the input from the Board of Directors of the SSMIC, staff consultation, and discussions with several community partners.

### Strengths

- SSMIC has a strong staff which was bolstered with new hires and the previous merger with seA and ULRN. This provides the organization with deep experience that will help to create transformational change in the development and growth of the science and technology sectors.
- SSMIC plays a critical role within the City of Sault Ste. Marie's Economic Diversification Strategy. The SSMIC is a pivotal element in two of the six growth engines (Research & Development and Energy).
- SSMIC is well positioned within the framework of the Federal and Provincial government's innovation strategies to be used as a vehicle to attract future funding to the District. The focus areas identified by Federal and Provincial Federal innovation strategies directly align with the focus areas identified by SSMIC:
  - Federal S&T Strategy focus areas:
    - Environmental science and technologies
    - Natural resources
    - Health and related life sciences and technologies
    - Information and Communication Technologies
  - Ontario Innovation Agenda
    - Clean Technologies
    - Advanced Health Technologies
    - Digital Media and Information and Communication Technologies
- Many government programs are focus on assisting innovative SME businesses – a perfect fit for SSMIC.
- SSMIC is fostering a sector that is vital to the community. Studies have shown that the innovation sector comprised of science and technology will continue to play a major role in the economy and within the operations of almost all business operations. Further, these jobs are highly skilled, high paying jobs which can help retain our talented youth. The targeted sectors are also ones that are geography neutral – organizations in Sault Ste. Marie can serve a global marketplace.
- The GIS elements of SSMIC are widely recognized within the marketplace as credible resources and provide the capacity for future revenue generation. Exciting new projects and product development partnerships are underway in the health sector that presents promising opportunities.

- SSMIC is a known element within the IT business community and has established relationships with small businesses that can be utilized to facilitate partnerships that will enable those businesses to attract business and increase revenue.
- SSMIC has momentum. Additional funding support, growing recognition and the traction within its market development focus areas – all point to increasing benefits being delivered by SSMIC and growth of the science and technology industries in Sault Ste. Marie.

#### **Weaknesses**

- A lack of staff resources hindered growth of the Innovation Centre and certain projects in 2010.
- Many projects undertaken by SSMIC involve multiple partners and, in many cases, multiple funding agencies which increase the time required to complete initiatives.
- SSMIC's economic development activities are largely dependent on public funding.

#### **Opportunities**

- The SSMIC is positioned to work closely with its partners in Sudbury (NORCAT) and Thunder Bay (NOIC) to establish a Pan-Northern focus on incubation and innovation. The Convergence Centre team is chairing an initiative to take a pan-northern group of companies to the Ontario Centre for Excellence – Discovery 2011 based on SSMIC's success at Discovery 2010.
- The emphasis of the provincial government on Water Opportunities, developing water-related technologies and processes to make Ontario a North American leader.
- The GIS skills and products developed within the SSMIC are leading edge and recognized as among the best in the Province of Ontario. GIS services are being marketed through partnerships and the efforts of SSMIC staff.
- The convergence of innovation activities across the province (IT and sciences) presents unique opportunities in Sault Ste. Marie to drive new business growth and economic diversification.
- The activities of SSMIC are consistent with the focus on innovation currently being promoted by the Federal and Provincial Government.
- The growth of the alternative energy sector in the region and programs offered by the Ontario Power Authority among others presents an opportunity for economic growth
- SSMIC has looked to identify additional sources of funding for its client companies. By reaching out to the SooBoys, SSMIC is coordinating a technology showcase to allow local companies to present to potential investors/mentors within the SooBoys network.

#### **Threats**

- Tightening government budgets from both the province and federal government could mean that funding programs that support companies and SSMIC activities are reduced.

- A provincial election and possible federal election could lead to approval delays and/or the cancellation of large funding and incentive programs in the province/country.
- Declining enrolment in post-secondary programs locally (and across the province) is creating an extremely tight labour market where a lack of resources may impede growth.

## 10.0 Marketing Strategy

### Communication Objectives

In our marketing approach, we will leverage and build on our current strengths to develop compelling and ongoing messages to:

- Raise awareness of SSMIC programs, services (including market development projects like the GIS services/solutions) and encourage local people to use the services provided by SSMIC
- Raise the profile of the businesses in the IT and science sectors within the community
- Encourage people to adopt new technologies and use technology services that are developed and provided locally
- Foster community support for SSMIC and its efforts
- Raise the profile of SSMIC among decision-makers, local businesses and youth

### 10.1 Key Marketing Messages

- SSMIC is driving growth in our community
- SSMIC focus areas have great potential for future growth
- The jobs derived from SSMIC's efforts are highly skilled and high paying
- The jobs will help attract and retain talented young professionals
- SSMIC is a leader in the GIS field
- SSMIC GIS technology is helping to build a safer, healthier and happier communities
- SSMIC is helping local youth identify local opportunities and encouraging entrepreneurship in the local science and technology sector

### 10.2 Target Audiences

As a publicly funded organization, SSMIC communicates with many different audiences including:

- Science and technology community
- Business Community on opportunities to use IT and science capacity for business gain
- Science and technology and business experts
- Government decision-makers (municipal, provincial, federal)
- Media
- Like-minded organizations (SSMEDC, ECSSM, CQI, CDC, Destiny SSM)
- Academics, researchers and educational institutions (Algoma University College, Sault College of Applied Arts & Technology, Lake Superior State University, secondary school boards)
- Funding agencies
- Community groups
- Local youth on careers and opportunities in the science and technology fields

The success of SSMIC's marketing efforts will depend on the following (who, what, where, when, how):

- ✓ The right services and/or products
- ✓ At the right price

- ✓ In the right place
- ✓ Using the right promotion

The organization's community profile will continue to become higher through broad based marketing efforts, IT and science events (SSSMART Innovation Awards, TAG Luncheons, workshops, IT breakfasts), our monthly "Eye on innovation" newsletter, promotional pieces in the local newspapers and through web 2.0 marketing efforts (i.e. Facebook, Twitter, Flickr)

Targeted marketing will also be undertaken in order to create awareness of SSMIC's revenue generating services (business incubation, GIS, etc.)

#### 10.3 Advertising and Promotion

The marketing and advertising of the Sault Ste. Marie Innovation Centre continues to improve and, in 2011, continued efforts will be made to raise the profile of the organization. Emphasis is placed on marketing to the general public, government and quasi-government clients and the SME community to enable a better understanding of the service offerings and benefits of SSMIC. Creativity is applied to the organization's marketing efforts to develop a consistent branding and maintain a logical link to the service lines being promoted.

The Business Incubator, the Community Geomatics Centre and the SME Support area will all have common media to be used for advertisements and promotion. These areas are websites, business directories, radio and print media (primarily newspapers). They also have specific media areas that they must advertise and promote in to reach their specific target markets. The following chart provides a listing of several of the key forms of media that will be used:

Media	Business Incubator	SME Supports	Community Geomatics Centre
Memberships	Canadian Association of Business Incubators (CABI), National Business Incubation Association (NBIA)	MERX, BidNavigator (bidding sites)	Urban and Regional Information Systems Association (URISA)
Newspaper and Magazines	Northern Ontario Business, Sault Star, Sault This Week, Northern Business Journal	Northern Ontario Business, Municipal World, Sault Star, Sault This Week, Northern Business Journal, The Ottawa Citizen, The Fresh Magazine	Northern Ontario Business, Municipal World, Arc North News, Sault Star, Sault This Week, Northern Business Journal, GeoWorld, GISCafe
Marketing Items	Promotional Items, Business Cards	Promotional Items, Business Cards	Promotional Items, Business Cards
Networking Opportunities	CABI, NBIA, Provincial & Federal	TAG Luncheons, IT Breakfasts,	ESRI Conferences, Complimentary Businesses; e.g.

	Gov't Events, University/College Events, Business Plan Competition, SSMIC- organized events (luncheons, workshops, etc.)	Technology Workshops, Provincial Government, Federal Government, Foundations	Engineering, Utilities
T.V. & Radio Advertising	MCTV, EZRock Radio, Q104	MCTV, EZRock radio, Q104, YesFM, The Bear	MCTV, EZRock radio, Q104
General	As required	As required	As required
Websites	SSMIC.com; ITSSM.com, SooToday; SooNews, partner websites	SSMIC.com, ITSSM.com, SooToday; SaultStar.com; SooNews, partner websites	Custom website with benefit oriented content, case studies, testimonials, etc.
E-mail	Newsletters, viral e- mail campaigns, contests, Twitter, SSMIC Facebook page	Newsletters, viral e- mail campaigns, contests, Twitter, SSMIC Facebook page, live blogging (Cover it Live, Scribble Live), Podcasting (podbean)	E-marketing campaigns, web seminars with industry experts, SSMIC Facebook page

#### 10.4 Competition

The Sault Ste. Marie Innovation Centre focuses on cooperation and collaboration in all of its projects. The organization works closely with its community partners (SSMEDC, CDC, etc) to ensure that it is providing complementary, not competitive services to the local market.

Scarce resources demand that the SSMIC and the other support organizations and not-for-profits in the District avoid any duplication of services. The SSMIC is very aware of the need to maximize the use of its resources for the benefit of the community.

The SSMIC works very closely with the Sault Ste. Marie Economic Development Corporation (SSMEDC). SSMIC seeks out new and innovative technologies and approaches, identifies development opportunities, and brings together project teams to capitalize on those developments. One of the key distinguishing features between SSMEDC and SSMIC is the focus of the SSMIC on science and technology and the creation of opportunities from evolving trends in that sector. The complementary relationship between the two organizations ensures that business attraction is supplemented by project development from evolving technologies.

The Community Geomatics Centre has been designed to continue to provide high-end GIS products and services to its primary clients, the City of Sault Ste. Marie, PUC Inc., and partners in health and human services sector.

#### **10.5 Competitive Advantage**

The prime competitive advantage of SSMIC is its strong focus on cooperation and collaboration. The organization fills a void in the local economy by providing a distinct focus on the science and technology sectors of the economy and encouraging growth in those sectors. SSMIC is positioned as a neutral party when facilitating projects with the private sector. This eliminates the threat of competition and enables the private sector to explore opportunities with firms they might have considered competitors in the past.

The identification of SSMIC as the organization focused on economic development in the science and technology sectors provides the SSMIC with a clear mandate and positions as the "go to" organization when organizations and businesses are developing projects or opportunities in either of those sectors.

SSMIC is linked to the other economic development organizations and understands its distinct role in supporting the SME community. The solid working relationships that have been established with the SSMEDC, CDC, and Enterprise Centre SSM enable SSMIC and its partners to coordinate their efforts to eliminate duplication of services.

## **11.0 RESOURCES**

It goes without saying that the success of an endeavor of this size and scope relies heavily on the committed actions of the leaders and staff of the Innovation Centre.

Currently the key officers and employees of the SSM Innovation Centre are:

### **11.1 Board of Directors**

- Chris Wray; CAO; Township of Michipicoten – Chair
- Kelly McLellan; Director, Financial Planning & Analysis; OLG - Treasurer
- Dereck Whitmell; Project Director, New Lottery Systems, Information Technology; OLG - Secretary
- Steve Butland; City Councillor
- Sang Cho, Manager, Product Development, Essar Steel
- Dr. Ron Common, President, Sault College
- Marc Dube; External Business Manager, St. Mary's Paper
- Jim Harmar; Senior Partner, Shelby Environmental Services
- Fred Lalonde, Alfred Lalonde Consulting, Proprietor
- Dr. Richard Myers; President; Algoma University
- Art Osborne; Provincial Aviation and Forest Fire Information Officer, MNR
- Lisa Richter; Vice President, Human Resources, Northern Credit Union
- Leslie Smith, Environment and Community Relations specialist, Bookfield Renewable Power

### **11.2 Innovation Centre Staff**

The Sault Ste. Marie Innovation Centre has assembled a tremendous group of talented individuals who are dedicated to advancing the IT and science sectors. A full description and background of these individuals can be found in Appendix D.

#### **11.2.1 Economic Development**

Tom Vair – Executive Director  
Errol Caldwell – Research Director  
Don MacLennan – Manager, Finance and Administration  
Helen Gillespie – Director of Development  
Michael McGonigal – Development Officer, Technology  
Paula Antunes – Development Officer, Science  
Dwayne Hammond – Strategic Advisor, Video Gaming Sector (in partnership with Algoma University)  
Mike Pratt – Business Development Manager  
Jonathan Coulman – Marketing and Communications Manager  
Ross McLeod - Bio-Resource Development Coordinator  
Angie Wagner, Administrative Assistant

### 11.2.2 Community Geomatics Centre

Paul Beach - GIS Manager  
Craig Martin - Data Manager  
Marie Alexander – Senior Software Engineer / Developer  
Gerry Belanger – IT Manager  
Chris Sambol – Manager – Health and Human Services  
Jason Greco – Network/Citrix Administrator  
Chuck Shannon – GIS Programmer/Analyst  
Kristen Hoffman – GIS Technician Analyst  
Travis Favretto – Utilities/Municipal GIS Technician  
Samuel Henderson - GIS Programmer/Analyst  
James Henderson – GIS Programmer/Analyst  
Jake Diebolt – GIS Technician/Analyst  
Gordon Cook – Network Technician  
Steve Zuppa - GIS Programmer/Analyst (Internship)  
Kristen Berger – 211 Data Entry Clerk  
Kimberley LeClair – Vulnerable Persons Registry

## 12.0 FINANCIAL OVERVIEW

### *Funding Requirements*

SSMIC has developed core expertise and a focus on innovation that is critical to the future of Sault Ste. Marie and the Algoma region. Current strategies and a number of past reports and activities support to the importance of this work:

- In 2010, SSMIC became a member of the Ontario Network of Excellence, a province-wide innovation network and the Northern Technology Alliance, a partnership among the technology centres in Northern Ontario (NORCAT, Sudbury; Northwestern Ontario Innovation Centre, Thunder Bay; IION, North Bay).
- In 2008, SSMIC was supported as the organization to lead the "Research and Development" and "Renewable Energy" growth engines by Destiny SSM.
- In 2008, both the Federal and Provincial governments released science and technology/innovation strategies whose focus areas directly align with those of SSMIC.
- In June of 2006, SSMIC accepted the mandate to action the Community IT Strategy as developed by Destiny SSM, a third party consultant and a group of community IT stakeholders.
- In May of 2003, an independent third party review of the organization revealed the need for core funding to support the economic development and job creation efforts of the SSMIC.
- In 2002, the Economic Diversification Strategy recommended that incubation services be funded (Small Business Growth Engine, Item 2.3) and that operational funding for the SSMIC be provided (Knowledge-based Development, Item 5.2).

In 2006, SSMIC made an important step forward when it was approved for core funding in the amount of \$277,890 by the City of Sault Ste. Marie. This endorsement of the activities of SSMIC is critical to the

success of the organization and provides a stable platform from which the organization can grow. The core funding is subject to annual review and SSMIC entered into an accountability agreement with the City of Sault Ste. Marie in 2010 to ensure it delivers value for this investment and achieves the goals it has set out for the organization.

The funding received from the City is used to operate the economic development activities of SSMIC. More specifically the staff and expenses related to operating the Business Incubator, SME Support and Market Development services. These services have proven to provide significant economic development value to the City of Sault Ste. Marie and surrounding region. As the science and technology sectors continue to grow around the world, it is important that Sault Ste. Marie take proactive steps to ensure it fosters the growth of these important components of its economy.

**It is important to note that the Community Geomatics Centre is funded entirely through the services it provides to clients and is self-sustaining.** The only overlap that occurs in this area is that the GIS sector has been identified in the Community IT Strategy as a niche opportunity to be exploited. Therefore, some effort does go into developing the GIS sector for growth as part of the economic development activities of SSMIC.

From a fiscal standpoint, it should also be noted that the SSMIC is on budget and that the organization is proactively repaying a loan of \$600,000 from the City of Sault Ste. Marie with monthly installments of \$5,000 (\$60,000 per year). The current balance of this loan is roughly \$288,759.10.

SSMIC is well positioned to serve as a catalyst for economic development and job creation in the science and technology sectors of our economy. It is one of several non-profit organizations that are contributing significantly to the local economy. This represents a new way of doing business in the 21<sup>st</sup> century, one that is tailored to the growing trend in SME development. Across the province, non-profit organizations are playing a critical role in advancing the knowledge economy, creating jobs and bringing economic development opportunities to their regions. Opportunities continue to emerge in the science and technology sectors in Sault Ste. Marie and the city is well-served to have an organization that is focused to take advantage of such opportunities.

With the support of our major funding partners, we see 2011 continuing the positive momentum SSMIC is generating in the community. Strong leadership, organizational focus and improved communication have resulted in a stronger SSMIC and solid contributions to the diversification of the economy.

With the City of Sault Ste. Marie's strategic, core funding investment of \$277,890, the Innovation Centre provides important economic development services that grow the science and technology sectors and diversify the economy in Sault Ste. Marie and region. The additional revenue brought in by service fees is applied towards growing the capacity of SSMIC and providing improved programming and services to the community.

In 2011, our target is to help create 20 new jobs in the community. In addition, SSMIC as an organization now employs a total complement of 27 staff (10 economic development; 17 GIS).

Table: Five Year Running Total

	2007	2008	2009	2010	2011
Existing Jobs	122	137	155	175	205
New Jobs	20	18	20	30	20
<b>Five Year Total</b>					<b>225</b>

#### Funding Requirements

New funding opportunities for SSMIC have emerged through the Ministry of Research and Innovation and their Ontario Network of Excellence program. It is anticipated that this will provide for a portion of the core operational funding for business support services for the three year term of the agreement.

For 2011, SSMIC is asking the City to continue its support of \$277,890. SSMIC has not asked for an increase in five years and has merged with two other organizations to form the science and technology development platform for the community. In 2011, some significant one-time expenses are required for IT software/hardware upgrades and moving costs associated with the move to the new Biosciences and Technology Convergence Centre. It is anticipated that the funding request to the City of SSM will be reduced in 2012.

#### Cost Benefit Analysis

1. The investment of \$277,890 in 2010 is expected to create 20 full-time jobs in the City of Sault Ste. Marie and the Algoma District. Using an average job value of \$41,000 the annual value of the new jobs is \$820,000. This figure does not include full-time staff of the SSMIC and all salary figures are based on direct salary values – multipliers have not been applied.

2011 Job Estimate		
Type	Number of Jobs	Value
New Jobs	20	\$820,000
SSMIC Staff	27	\$1,107,000
<b>Total</b>	<b>47</b>	<b>\$1,927,000</b>

## 12.0 CONCLUSION

The Sault Ste. Marie Innovation Centre looks forward to a year of exciting projects, growth in client companies and organizational development in 2011. Having completed a full year as a merged entity, the organization has identified a number of promising initiatives in the science and technology sector and will collaborate more actively with innovation centres across Northern Ontario and the province as part of the new Ontario Network of Excellence.

The organization will continue its efforts to establish an environment that allows innovation to flourish in the region. This involves creating effective, tangible support services for private sector startups and SME's; working closely with the academic sector to drive the formation of research projects; continuing to develop strategic market sectors and conducting youth outreach to foster the next generation of researchers and entrepreneurs.

Building on the community's niche strengths, SSMIC will focus on proactively developing:

- Technology
  - Video gaming
  - GIS
  - Health informatics
- Science
  - Alternative energy
  - Bio-products
  - Water

From a GIS perspective, SSMIC is anticipating growth of its award-winning Community Geomatics Centre. The leading edge work conducted by this department continues to gain recognition across North America and the organization will take further steps to leverage this initial success and drive growth of the GIS sector in the region.

The global market clearly recognizes the critical role that the knowledge-based economy will have on future growth and prosperity. SSMIC serves as the catalyst for growth in the science and technology sectors and promotes new projects that are vital to our region. Opportunities continue to emerge in the innovation sector and the City of Sault Ste. Marie is well-served to have an organization that is focused to take advantage of such opportunities.

The true test of the organization is whether or not it adds value to the community of Sault Ste. Marie and the District of Algoma. The creation of new jobs over the next year, attracting project funding to the community, supporting the growth of new and existing science and technology firms and the development of strategic markets readily justifies the support required to sustain the organization.

SSMIC has emerged as an important component of the economic development activities in the region. Under the guidance of a strong Board of Directors, the SSMIC will enjoy future successes and excel in its role as a catalyst for economic development in the science and technology sectors in 2011, and beyond.

**GLOSSARY**

AU ICT	Algoma University -- Information Communication Technology
CDC	Community Development Corporation
CFI	Canada Foundation for Innovation
CGC	Community Geomatics Centre
GHC	Group Health Centre
GIS	Geographic Information Systems
ECSSM	Enterprise Centre Sault Ste. Marie
ICIZ	Innovation Centre Interactive Zone
ICT	Information and Communication Technologies
IION	Innovation Initiatives Ontario North
IRAP	Industrial Research Assistance Program
IT	Information Technology
MRI	Ministry of Research and Innovation
NORCAT	Northern Centre for Advanced Technology Inc. (Sudbury)
NOIC	Northern Ontario Innovation Centre (Thunder Bay)
OCE	Ontario Centres of Excellence
ONE	Ontario Network of Excellence
seA	Science Enterprise Algoma
SME	Small/Medium Sized Enterprises
SSMIC	Sault Ste. Marie Innovation Centre
SSMEDC	Sault Ste. Marie Economic Development Corporation
TAG	Technology Advisory Group
ULERN	Upper Lakes Environmental Research Network

## Appendix A – Convergence Centre

### Overview of the Bio-Sciences and Technology Convergence Centre

This project builds on the exceptional portfolio of world class research and innovation talent in the sciences and technology sectors that exists in Sault Ste. Marie, Ontario. The initiative will see the development of a dynamic Convergence Centre designed to enable integration of ideas from different disciplines and to serve as a community centre for S & T innovation activities. The project will contribute to national and provincial objectives in research and commercialization, will play a critical role in providing future economic stimulus for Northern Ontario and will elevate Canada's international profile as a leader in the R & D sector.

The high level outcomes of the Convergence Centre will be an increase in innovation activity, an increase in commerce and business activity and the development and attraction of highly qualified personnel, mainly in the biosciences and information technology domains. The Convergence Centre serves as an important hub in Sault Ste. Marie to attract expertise and build Algoma University's capacity to retain talented youth engaged in today's science and knowledge-based economy.

The physical structure of the Convergence structure is a LEED certified building that is home to a synergistic group of research, business incubation, private sector, and community stakeholder organizations. This building will also house academic research and training facilities of Algoma University, currently engaged in significant expansion of their science and technology based programs. The Convergence Centre has been designed as a cluster comprised of six modules. These modules include:

- A powerful Concept to Commercialization (C2C) organization that drives many of the activities of the centre - the Sault Ste. Marie Innovation Centre (SSMIC – now including Science Enterprise Algoma (SeA) and the Upper Lakes Environmental Research Network (ULERN)). These organizations have already raised over \$34M in funding, created 680 jobs and participated in more than 150 collaborative research and development projects since their inception.
- A terrestrial Invasive Species Research Institute (ISRI) that will assist in rapid early detection and comprehensive plans for management and prevention of invasive species that are needed to protect Canada's forested and agro-ecosystems. Economic losses and damage from invasive species have the potential to impact on future value added forestry industries, bio-refining and other green technologies that depend on a healthy natural resource base;
- Algoma Games for Health, a video gaming studio in its research phase developed in conjunction with Algoma University, is creating 'serious' games with the potential to improve health outcomes of North America's population who have unique needs in the field of rehabilitation speech therapy;.
- A Health Informatics Research Centre, spearheaded by a recently-funded ESRI Canada Health Informatics Research Chair, Dr. Nicola Shaw who is developing technology platforms and innovations designed to improve health care delivery in primary and tertiary settings, track disease outbreaks using GIS-based technologies and platforms and implement telehealth, imaging and patient portal technologies to improve patient-provider communication. This project has been developed in partnership with ESRI Canada and the University of Waterloo, Ontario; and,

- The Community Geomatics Centre (CGC), an internationally award-winning Geographic
- Information Systems (GIS) group that is a division of the Sault Ste. Marie Innovation Centre. The CGC provides GIS services to government, municipal, academic and non-profit, organizations across Ontario and has been recognized as a leader in the emerging field of GIS in health and human services.

The Convergence Centre will also assist inventors, scientists and client entrepreneurs with managing the commercialization of Intellectual Property through the legal, legislative and financial stages. These activities should retain, attract and develop highly qualified personnel to Sault Ste. Marie. The Centre is establishing itself as the research and business incubation infrastructure in these areas of focus, and this infrastructure will be accessible as a resource for researchers in provincial and federal governments (already partners and contributors to a number of the science-based initiatives administered through the Great Lakes Forestry Centre, the Ontario Forest Research Institute, and others), academia and the private sector.

Overall, the convergence centre will impact innovation, be networked, and drive prosperity. Numerous partnerships and collaboration have already been developed to ensure the success of this venture. The GLFC, ISRI, the Northern Ontario School of Medicine, First Nations groups, the Masters of Computer Game Technology, the Community Geomatics Centre, BioForest Technologies, Forest BioProducts, Inc, Brookfield Power, Pod Generating (solar generating facility) and over seventy regional small to medium size IT firms are committed to this project and envision utilizing the resources of the C2C module.

In summary, the Convergence Centre will create a dynamic environment involving world class research and stimulation of private sector enterprise that drives successful commercial ventures. This model has been successfully implemented in other jurisdictions around the world, and has often been linked with an academic institution to facilitate funding such as that provided by Canada's TriCouncil. In addition, the Convergence Centre and the University belong to the Association of University Research Parks (AURP) enabling staff to contact people with subject matter expertise.

**Appendix B – Job Count 2010**

New jobs generated in 2010 are listed below.

		<b>2010</b>
<b>SME Support</b>		<b>Total Jobs</b>
SBIP Program		2
<b>Market Development</b>		
GIS Interns		
GIS Staff		
Health		
Gaming	5	
<b>Incubator</b>		
Microage		
Pod Group	15	
Syntervision		
Infonaut		
Wasatch		
Superior Wind		
Miramar		
<b>Additions</b>		
Science Projects	3	
Convergence Centre	3	
Alternative Energy	2	
SSMIC Intern	1	
	<b>31</b>	

**Ongoing Jobs Employed in the Community by SSMIC**

<b>2011 Job Estimate</b>		
<b>Type</b>	<b>Number of Jobs</b>	<b>Value</b>
New Jobs	20	\$820,000
SSMIC Staff	27	\$1,107,000
<b>Total</b>	<b>47</b>	<b>\$1,927,000</b>

## Appendix C – Community IT Strategy & Recommendation Tables

### Destiny SSM – Information Technology Strategy – Contributing Towards Economic Development

#### Vision and Supporting Strategies

<b>Vision for IT Economic Development in Sault Ste. Marie:</b>	<i>Create a vibrant knowledge economy that enables sustainability and success through the alignment of technology needs, provider services and financial resources</i>
<b>Strategy # 1:</b> Create a leadership environment that will foster collaboration and buy-in for economic growth in Sault Ste. Marie	<b>Support Actions for Strategy # 1:</b> <ol style="list-style-type: none"> <li>Establish a Technology Economic Development Council (TEDC)</li> <li>Establish a Political Champion</li> <li>Establish a Business Champion</li> <li>Establish a Champion Network – Community and Sector Based</li> <li>Establish the City of Sault Ste. Marie as a Model for Technology</li> <li>Encourage sharing amongst the key players and building of business relationships</li> <li>Establish an opportunity evaluation committee</li> </ol>
<b>Strategy # 2:</b> Create clusters and partnerships that will build capacity and capabilities in the selected industries and technologies	<b>Strategy # 3:</b> Create an awareness of technology in support of generating an interest and a potential source of students at the pre-secondary level
<b>Strategy # 4:</b> Establish an environment that supports business growth	<b>Support Actions for Strategy # 4:</b> <ol style="list-style-type: none"> <li>Review SSMIC's incubation capabilities to determine if it can be leveraged to a greater level</li> <li>Institute a non-invasive local purchasing approach</li> <li>Develop approaches to early market development</li> <li>Monitor evolution of Destiny's strategic initiatives</li> <li>Continue refinement of identifying and evaluating opportunities</li> </ol>
<b>Strategy # 5:</b> Initiate an R&D capability in the technology arena with the proper linkages to AUC that will create a source for commercialization of opportunities	<b>Support Actions for Strategy # 5:</b> <ol style="list-style-type: none"> <li>Adopt sEA's commercialization process</li> <li>Leverage sEA's effort in conducting an inventory of research and development activities</li> <li>Work with AUC and Sault College to determine potential increase in IT research</li> <li>Establish a commercial R&amp;D process – inventory of potential local technology assets</li> <li>Explore the benefits of creating a technology park</li> <li>Encourage a more formal relationship between IT and Life Sciences</li> </ol>
<b>Strategy # 6:</b> Extend our reach outside Sault Ste. Marie in support of recruiting opportunities and talent	<b>Strategy # 7:</b> Initiate a marketing program that promotes Sault Ste. Marie's IT capabilities both within and outside the region
<b>Strategy # 8:</b> Mobilize a pool of appropriate funding in support of commercializing opportunities in the technology arena	<b>Strategy # 9:</b> Establish an integrated approach to support for developing economic development growth in the Algoma region.

## Recommendations

Recommendation	Supporting Information
1. Focus on Niche Opportunities	Based on the challenges and our size it will be important to focus on niche opportunities that contribute successes in the IT service provider community. Focus on those opportunities with the most potential and enlist the right community leaders to validate and drive these to fruition. The initial focus should be on: Healthcare; GIS and formally linking IT with Life Sciences.
2. Advance on two fronts – Creating the Environment; Driving to Niche Opportunities	As mentioned above, advancing niche opportunities is important but we must also create the environment in parallel that will allow entrepreneurs to prosper. The environment includes acquiring access to sustainable funding and having the right support services to commercialize opportunities.
3. Sell Municipal Government on its Leadership Role	With the challenge of not having many IT consumers using technology in a manner that can be leveraged for generating opportunities for economic development, ask the municipal government to take a leadership role. Request the development of an IT strategic plan positioning its future use of technology while giving due consideration to economic development possibilities.
4. Adopt the Technology Economic Development Council (TEDC)	It is clear that the Innovation Centre will require support beyond its board of directors to open doors to opportunities in the community. The role will be to understand the potential of economic development and influence sectors of our community in aligning and supporting this effort.
5. Establish a political and business champion	Support from both the political and business components of the community will be required in support of making this strategy a success
6. Hand over mandate for the IT Strategy to the Innovation Centre	The Innovation Centre has the clearest defined role for economic development in the IT sector in this community. A need exists to have one organization become the custodian of this IT strategy and facilitate and drive many of its strategies forward.
7. Destiny to facilitate a review of the possible integration of ADNet and SSMIC	Both the Innovation Centre and ADNet have an economic development focus. Their mandates are different and the IT community as a whole could benefit from having these two organizations completely aligned to economic development.
8. Establish program management in support of evolving niche opportunities	The requirement is for SSMIC to organize the activity associated with creating clusters and focusing effort on developing niche opportunities to their conclusion.
9. Leverage existing fund	Based on the adoption of this strategy and an updated business plan re-allocate existing funding – keeping in mind that the existing organization is already being funded for economic development and that this strategy is not about adding a brand new set of work.
10. Adopt the 40 Day Plan – Short Term Focus	Concrete action must be taken to ensure this report is turned into an actionable strategy.

**Appendix D – Innovation Centre Staff****Tom Vair – Executive Director**

The Executive Director is responsible for leading the organization and the overall management of day-to-day activities of the SSMIC. In addition to managing the financial and human resources component of the organization, the Executive Director is also responsible for project management, community liaison, sales and project development. Mr. Vair holds an MBA from McMaster University and a BA in Administrative and Commercial Studies from the University of Western Ontario. He has over eight years experience working in the high tech sector in Ottawa which helps in providing business guidance both to the Sault Ste. Marie Innovation Centre and to the clients of the Innovation Centre. He provides a valuable insight into all aspects of business planning, strategic forecasting, partnership development and day-to-day management.

Mr. Vair serves as a Board member for the Centre for Research and Innovation in the Bio-Economy (CRIBE); Innovation Initiatives Ontario North (IION) and the Health Informatics Institute at Algoma University. He also serves as a member of the Destiny SSM Steering Committee; the Chamber of Commerce Business Development Committee; the Sault College Computer Studies Advisory Committee and the Aboriginal IT Centre Advisory Committee. Mr. Vair previously served as a member of the Ontario Research and Innovation Council and as a judge for the Premier's Catalyst Awards.

**Errol Caldwell – Research Director**

Mr. Caldwell has a Masters of Science degree in entomology from the University of Guelph and a B.Sc. from the University of Toronto. He has over 21 years experience as a science director with the Canadian Forest Service in Sault Ste. Marie. He served as Director, Forest Health and Pest Protection Division of the Great Lakes Forestry Centre where he had responsibility for 60 staff. This division included a large project on insect genomics and pest control methods development and was also responsible for the bulk of the CFS program performing research on invasive species such as the Asian longhorned beetle and the Emerald ash borer. Errol was founding Chair of the Ontario Federal Council Science Committee comprised of representatives from federal science-based departments and agencies located in the Ontario region. The Science Committee is active in working with federal counterparts to improve the science capacity of the federal S&T Community, increasing the public profile of federal science programs and encouraging youth interest in science education and careers. Recently, Mr. Caldwell has been leading efforts to establish a life sciences convergence and commercialization organization located in Sault Ste Marie called Science Enterprise Algoma (seA).

**Don MacLennan – Manager, Finance and Administration**

The Manager of Finance and Administration is responsible for all accounting duties including accounts payable, accounts receivable, payroll, financial reporting, claims processing, project accounting, and financial statement preparation. In addition this position provides general office administrative support to the organization. This position functions as one of the key liaison representatives between the Board of Directors and SSMIC staff

Don has an Honours BA in Management and Economics from the University of Guelph as well as over 25 years of experience in accounting, budgeting, financial management and office management. Prior to joining the SSMIC Don was the Manager of Financial Services for the Algoma Community Care Access Centre. He has also worked for the Ontario Government as a financial analyst.

**Michael Pratt – Business Development Manager**

The Business Development Manager takes a lead role in the development of projects with the SME community and in Incubation operations. This individual reports to the Executive Director and maintains a close working relationship with the delivery staff. The Business Development Manager provides a wide range of services to Small and Medium enterprises (SMEs) in the Algoma District. The specific services provided include advice on business planning, marketing, project identification, partnership development, facilitation and strategic planning advice.

Michael comes to the Innovation Centre with experience in the consulting and renewable energy sectors. His background in consulting primarily focused on assisting start-ups, including business plan development, capitalization strategies, marketing advice, and leveraging client equity with government funding. Michael holds an Honours Bachelor of Business Administration degree from Algoma University with specializations in Accounting and Marketing.

**Jonathan Coulman – Communications Manager**

Jonathan Coulman has a diverse background in marketing which he brings to SSMIC. In the past 15 years he has held senior level marketing and training positions in the high-tech, financial services and public sectors. These organizations included Northern Credit Union, The Canadian Medical Association, The Canadian Tourism Commission and DoubleClick (which was acquired by Google). During this time he has been responsible for all aspects of developing and implementing marketing and communication strategies.

**Dwayne Hammond – Strategic Advisor, Computer Games Technology**

Dwayne recently joined SSMIC as Strategic Advisor Computer Games Technology. Dwayne will assist in the advancement of the gaming sector by adding to the commercialization and entrepreneurial activities of the Sault Ste. Marie Innovation Centre and by enhancing the academic program initiatives at Algoma University College.

The work of the Strategic Advisor will develop local capacity in Computer Gaming Technology and will thus advance both the centre in Computer Gaming Technology and the local IT cluster. Providing consultation to start up companies, Dwayne will identify areas of opportunity for existing companies to develop game prototypes that will enhance their business (serious gaming, training & education), provide assistance with intellectual property development among companies in related fields, network within the computer gaming sector, and support in assisting successful companies to locate in SSM. Dwayne will also provide mentorship for graduate students in the MSc in Computer Gaming Technology as they participate in projects and develop their own gaming components.

Dwayne holds a Bachelor of Architecture Degree from Carlton University which provided him with an in-depth perspective on the design of 3D gaming environments. He comes to Sault Ste. Marie after many years working in various capacities in Ontario, Quebec and internationally.

Dwayne's experience in the computer gaming industry has been substantial and varied, having worked in a number of capacities with companies ranging from start-ups to international industry leaders and on teams large and small. Dwayne has worked on development teams for current and next generation

consoles, the rapidly emerging mobile gaming industry, as well as highly successful projects. For instance, "Derek Jeter 3D Baseball 2005" won the prestigious IGN Game of the Year Award for its genre in 2005.

**Angie Wagner – Administrative Assistant**

Angie has recently been transferred to SSMIC from ULERN (Upper Lakes Environmental Research Network) through the integration of the two organizations that occurred in December, 2009. Angie had 10 years with ULERN as Administrative Assistant and Events Coordinator. She will be assisting with office administration duties.

**Ross MacLeod, Bio-Fuels Co-op**

Ross has worked for science enterprise Algoma for over a year. Starting in July of 2007, Ross started as an intern, in the Rural Value Added Crop Assessment Coordinator position and then was retained as a contract employee in the Bio-Resource Development Officer position. Previously, Ross was employed by the Cooperative Freshwater Ecology Unit, based in Sudbury, ON, where he gained experience working with a multidisciplinary team and skills relating to water quality sampling.

Ross' duties at seA include coordinating crop trials, managing seA's oilseed and fibre crop initiative and Coordinating the Algoma Biomass Inventory Project. These projects require a diverse skill set and combine elements of agriculture, forestry and local industry. Ross holds a B.Sc. in Agroecology from the University of Manitoba with specializations in soil science and entomology.

**Helen Gillespie, Director of Development**

Helen Gillespie brings significant private corporate experience to the Sault Ste. Marie Innovation Centre. Gillespie has led strategically and participated operationally in startups, restructurings and turnarounds for companies of up to \$60 million in sales. She has been responsible for raising 'seed' money, venture capital investment and long term capital investment for projects. Most recently, she has worked at Algoma University on Special Projects for the President's office. She is a past Director of several federal entities including the Canadian Commercial Corporation, past Chair of the Canadian Export Awards Committee, past President of the Sault Ste. Marie Chamber of Commerce, and currently serves as Director of St. Mary's River International Bridge Corp. and Vice-Chair of the St. Mary's International Bridge Authority.

**Michael McGonigal – Development Officer, Technology**

Born and raised in Kapuskasing, Mike moved to Sault Ste. Marie in 1980. Once described as a serial entrepreneur he has been involved as co-founder of a number of successful enterprises including CAIL Technologies, Exsalgo Corp., ITGenomics, Great Lakes Interlinks, Algoma Business Computers and Upper Peninsula Technologies (MI). While holding positions of Sales Manager, VP Sales, VP Business Development, CIO, CEO Mike envisioned, designed and deployed many large-scale innovative IT solutions. He consistently raised private capital to fund these enterprises and was named the 2009 "Innovation Leader of the Year" by the Sault Ste. Marie innovation Centre.

**Paula Cypas Antunes – Development Officer, Science**

As the Science Development Officer for the Biosciences and Technology Convergence Centre / Sault Ste. Marie Innovation Centre, my aim is to bring science-based projects to Sault Ste. Marie that improve

environmental quality either through environmental remediation and management, or through collaboration with industry to develop efficient resource-use technologies and practices.

My specialization is in the area of environmental toxicology and chemistry with an emphasis on trace metal speciation chemistry and bioavailability. Prior to joining the Sault Ste. Marie Innovation Centre, my research focused on the development of the Biotic Ligand Model – a chemistry-based computational model that predicts how toxic metal is to aquatic organisms in different soil and water types. I have also worked on several contaminant-based projects, including those focused on landfill leachates, water quality guideline derivation, environmental remediation and monitoring, pesticide toxicity, and Arctic speciesCommunity Geomatics Centre

*We have a strong team of GIS professionals that provide services on our GIS related projects. This team has extensive experience in most aspects of GIS. Their professional expertise and strong work ethic are the reasons we can take great pride in our GIS technical offering.*

**Paul Beach, GISP - GIS Manager**

Paul has over twenty years of experience in the computer science field. This experience is wide ranging and includes: user requirement analysis, data/object modeling, software programming, system support, hardware and software sales, user training, research and development, project leadership, project management and business development. Most of this experience has been related to DBMS and GIS and integrated GPS/GIS/telecommunication software/hardware solutions.

Currently, Paul is applying his proven technical and project management abilities to the Project Manager position with the Sault Ste. Marie Innovation Centre's Community Geomatics Centre. His key qualifications include, but are not limited to: project management, user requirement analysis, UML data/object modeling, quality control testing, customization definition, architecture and implementation definition, software development supervision and user training.

**Craig Martin, GISP - Data Warehouse Manager**

Possessing diplomas in geographic information systems (GIS) and natural resource management, Craig has accumulated over 14 years of combined experience in a variety of GIS activities and natural resources management. During the last several years Craig has gained experience in database design/administration, complex data editing, raster processing, data analysis, security administration, project management and client liaison.

Craig's experience to date creates the ability to work on both natural resources and municipal GIS projects. Craig's key qualifications include, but are not limited to: Participating in GIS Application Design; Analysis and Development of methodology for Spatial Data acquisition; Spatial Data capture, data conversion and manipulation; Spatial Data Analysis; Map Production; and the delivery of Applications Training to new users.

**Marie Alexander - GISP - Senior Software Engineer / Developer**

Possessing both a Computer Programmer and Analyst Diplomas combined with accumulated experience, Marie can offer support in Analysis and Programming. During the last few years, she has

gained experience in performing additions to existing web sites; web site design and development; creating and maintaining databases; and program development.

Also, Marie has gained experience in Java Programming and components such as Applets, Servlets, JSP and JavaBeans. Marie also has valuable skills in UML modeling for system development and utility models, developing new components in XML and administering Oracle and SQL Server databases. Marie has gained vast experience creating and maintaining extensions using ArcObjects for ArcGIS 9, as well as stand-alone program creation using ArcObjects. Marie has recently been gaining experience developing a new ArcGIS Server web application using VB.NET.

Marie has earned her Microsoft Certified Professional Developer certification, as well as her GISP, or Geographic Information Systems Professional designation.

**Gerry Belanger, GISP ~ IT Manager**

The Systems Administrator assumes responsibility for the configuration, design and maintenance of the complete GIS and network infrastructure for SSMIC and some of its clients. This individual supports the efforts of the staff by establishing processes and protocols that ensure the security and integrity of the system.

Gerry holds diplomas for Network Technology and certificate for Computer Network Security. Gerry has over 10 years of IT experience in networking, servers, desktops, and security. His experience in software, hardware and network troubleshooting gives him an insight and advantage in his current position.

Experience with a variety of Operating Systems allows Gerry to work in a wide range of environments. Gerry's key qualifications include, but are not limited to: system administration tasks, research and evaluation of newer technologies, troubleshooting hardware and software, LAN/WAN/Wireless technology, intrusion detection systems, firewalls, security and system support for users. He also maintains, updates and enforces the network documentation, disaster recovery documentation and policies that govern the use of SSMIC network resources.

The GIS Administrator assumes responsibility for the design, configuration, maintenance, security and disaster recovery of the enterprise GIS solution for SSMIC's clients and staff. Gerry has four years experience in managing, maintaining, disaster recovery and version upgrades of the enterprise GIS solution utilizing Oracle and ESRI software. Gerry is continually learning new aspects and keeps up to date with the latest GIS technologies and methods, in both design and delivery. He also manages the software installations and migrations between the clients and the SSMIC support staff.

**Chris Sambol, GISP ~ Manager, Health and Human Services**

Possessing an Honours degree in Geography and a Post-Diploma in Geographic Information Systems (GIS), Chris has attained a wealth of theoretical and practical expertise in the fields of environmental geography and GIS. During the last several years Chris has worked extensively with municipal and health data, which gives him a unique perspective in understanding how differing datasets can work together. This gives Chris experience in complex data editing, geo-processing, data conversion/analysis, map production, public speaking/presentation, project management and client liaison.

Combining his experience and knowledge of multiple datasets (environmental, municipal, and health/social) allows Chris to work on a wide range of projects, while understanding the cross sector

challenges and impacts. His key qualifications include, but are not limited to: Development of methodology for Spatial Data maintenance and analysis; Complex Spatial Data capture, conversion, and manipulation; Spatial Data Analysis (vector and raster); Map Production; PowerPoint creation and presentation; and the delivery of user training to staff and clients.

**Jason Greco – Network/Citrix Administrator**

Having attained two diplomas in Computer Engineering, Jason has the necessary tools, experience and ability to function in the (Information Technology) IT profession. His experience in software, hardware and network troubleshooting gives him an insight and advantage in his current position.

Experience with a variety of Operating Systems allows Jason to work in a wide range of environments. Jason's key qualifications include, but are not limited to: research, trouble shooting of hardware and software, network technologies, and System Support for users.

**Chuck Shannon – GIS Programmer/Analyst**

Chuck holds a Bachelor degree in Computer and Mathematical Sciences from Lake Superior State University and a 3-year Computer Programmer\Analyst Diploma from Sault College along with 8 years of work related experience in the field of Information Technology.

During the past years, he has gained experience in the design and development of applications in-group environments for various agencies. Most recently, Chuck has applied his proven technical and specialized ability to the CGC GIS Analyst/Programmer position with the Sault Ste. Marie Innovation Centre.

Skills include, but are not limited to: application design and development in C/C++, Visual Basic 6, VB.Net, and C#; GIS application design and development in ArcObjects; Web site design and development in ASP, ASP.Net, VBscript, and Javascript; Database design and administration with Microsoft Access, SQL Server, and Oracle. Chuck also possesses skills in Business Report development using Cognos and Brio.

His key qualifications include, but are not limited to: System/Application Detail Design; System/Application Coding; System/Application Testing; System/Application Installation; and familiar with the delivery of Applications Training to new users.

**Kristen Hoffman – GIS Technician Analyst**

After graduating with a BA in Geography and a GIS Post-Diploma Certificate, Kristen joined the Innovation Centre staff as a GIS Analyst. Since her hire, Kristen has worked on a number of healthcare, community, and economic development projects. These projects have contributed to Kristen's experience with various tasks such as data management, data cataloguing, quality control, error documentation, geocoding, digitizing, maintaining topology, map production, spatial analysis and report preparation. She has also completed Spatial Analysis training which involved using raster data to produce suitability models, density and distance surfaces, as well as 3D Analysis and Spatial Statistics training and courses in Epidemiology.

#### **Travis Favretto – Utilities/Municipal GIS Technician**

After having earned a Bachelor of Arts degree in Geography and a Post-Diploma Certificate in Geographic Information Systems (GIS), Travis began work on an internship as a Municipal/Utilities GIS Technician at the Sault Ste. Marie Innovation Centre in the spring of 2007.

In his time at the Innovation Centre, Travis has worked on a number of different projects relating to municipal infrastructure, public health, and community development. His involvement with these projects has given him valuable workplace experience as a GIS Technician, and has allowed him to build skills in the areas of spatial data capture, data conversion and manipulation, map production, quality control, and spatial data analysis. Travis also possesses strong skills in digital image enhancement and manipulation that he has been able to apply to polished map products and corporate graphics on a regular basis.

#### **Samuel Henderson - GIS Programmer Analyst**

Possessing a Computer Programmer Analyst diploma combined with accumulated experience in technical Support, Samuel can offer support in analysis and programming. During his 3 year college program, Sam gained experience in performing additions to existing web sites; web site design and development; creating and maintaining databases; and application development.

Also, through his involvement at Sutherlands as a Technical Support Agent, Samuel has gained valuable experience in troubleshooting both hardware and software components under a variety of operating systems such as: all flavours of Windows; various Linux distributions; and even OS X. Samuel has also gained valuable skills in UML modeling for system development and utility models. As part of his college diploma Sam learned the fundamentals of XML and MySQL database design and administration. His key qualifications include, but are not limited to: System/Application Coding; System/Application Testing; System/Application Installation; User Training; Website Development; Database Design; and HelpDesk.

#### **James Henderson – GIS Programmer Analyst**

James Henderson was recently hired at the Sault Ste. Marie Innovation Centre as their new GIS Programmer/Analyst Intern. Originally from St. Joseph Island, James grew up in Sault Ste. Marie and later attended the University of Waterloo where he completed a Bachelor of Computer Science, Honours co-op degree.

James has worked at a number of companies through the University of Waterloo's co-op program which include: Research in Motion (RIM) in Waterloo, RuggedCom in Woodbridge and Sybase Inc. in Waterloo. He has also volunteered for Clean North during their Bring Out Your Dead computer recycling events.

As the GIS Programmer/Analyst Intern for the Sault Ste. Marie Innovation Centre, James is responsible for working within the Community Geomatics Centre on their many projects. He is currently working on the intranet website and will assist on the 3D Hospital Geospatial System.

#### **Gordon Cook – Network Technician**

Gordon worked for a number of years at Algoma Steel before returning to school in 1998 where he earned a degree in Computer Science from Laurentian(Algoma) University.

Since obtaining his degree he has held a number of positions in the IT field, first with Algoma Steel and then for a number of years with his own IT company writing software for the taxi industry. Since then he has worked for several companies in the IT field. In these positions he has been responsible for all areas regarding IT including, networking, servers, Windows XP Pro, Windows Vista Business, printers, Blackberries. Also he has been responsible for the management of all vendors and service personnel related to IT.

#### **Jake Diebolt – GIS Technician/Analyst**

Jake Diebolt is a geographic information systems (GIS) analyst/technician with the Sault Ste. Marie Innovation Centre's (SSMIC) Community Geomatics Centre (CGC). Jake was awarded the ESRI Canada Scholarship Award in January during his studies in Sault College of Applied Arts and Technology's GIS Applications Specialist post-graduate program.

Originally from Kitchener, Ontario, Jake is a Sault College double graduate. He holds a Fish and Wildlife Conservation Technician diploma and recently completed his GIS Applications Specialist post-graduate certificate. Through his GIS program with Sault College, Jake had a one-month placement with the Sault Ste. Marie Innovation Centre which eventually led to a full time position. As part of his ESRI Canada Scholarship Award, Jake also attended a major ESRI user conference in London in April 2009 where he made a 10 minute presentation on a project for application specialization.

#### **Steve Zuppa – Socio-economic GIS Technician/Analyst (Intern)**

The Sault Ste. Marie Innovation Centre (SSMIC) recently hired Steve Zuppa on a one-year contract as a socioeconomic GIS technician intern using an investment from the Northern Ontario Heritage Fund Corporation. Originally from Sault Ste. Marie, Steve holds an honours bachelor of arts in history from the University of Guelph and a post-graduate certificate in GIS from Niagara College. Following his studies, Steve worked for the Software Services Division of Optech Inc. in Toronto. He was responsible for processing Lidar calibration data and acted as a customer support representative. For the past three years he has worked at the Map Library at the University of Western Ontario (UWO) managing the GIS data collection and providing GIS support and mapping for the Department of Geography.

Steve is looking forward to working on the growing field of health and human services GIS projects; particularly those in Northern Ontario.

#### **Kimberley LeClair – Vulnerable Persons Registry**

Prior to joining the Innovation Centre staff, Kimberley obtained a BA in Psychology alongside a Business Minor from Brock University and a post-graduate certificate in Public Relations from Niagara College. Through a variety of professional and volunteer opportunities, Kimberley has acquired a broad range of experience including event planning, communications and marketing.

As the Vulnerable Persons Registry Coordinator, Kimberley is responsible for assisting in the development and implementation of the VPR pilot project. Her primary responsibilities include: planning and implementing the VPR launch, hosting community information sessions, developing and distributing marketing materials, collecting and maintaining registrant data, assisting with general inquiries and research.

Kristen Berger – 211 Coordinator

After graduating with a Specialization in Health Sciences with a minor in Biology from the University of Western Ontario, Kristen went on to complete a Bachelor of Education at Lakehead University. Her knowledge and previous experience in database management and the coordination of and implementation of diverse awareness programs has made her an asset to the Innovation Centre's team.

As the 211 system administrator and Data Resource specialist for Sault Ste Marie and the Algoma region, Kristen is responsible for the creation of and updating of the 211north records. 211 is an easy to remember 3 digit non-emergency number that provides information and referrals on related government, community, health and social services.

#### **Appendix E - Community Contributions of the Community Geomatics Centre**

**Best for Kids Committee:** CGC sits on and supports Best for Kids Committee, which is a Mayor's committee which consists of local people who are passionately committed to fostering a community that has an extraordinary quality of life for our children and families. The objectives of this committee are:

- To increase community awareness of the importance of healthy early childhood development.
- To recognize individuals who make Sault Ste. Marie a better place for children and families.
- To encourage the development of a family friendly workplace.
- To measure our progress towards improving the health and wellbeing of our children.

**Best Start:** CGC sits on the Best Start Committee and provides GIS and data support to this committee. Best Start is Ontario's strategy to expand quality and affordable child care and invest in children's healthy early development — all in a convenient and easily accessible location for parents. We are working with our community partners — school boards, public health units, child care and children's services providers, and municipalities — to make sure that:

- many more children and parents have access to services and supports, regardless of individual economic or social circumstances
- pre-school, junior kindergarten, senior kindergarten, quality child care, public health and parenting programs are integrated into a seamless system that supports families and children
- early and on-going screening of Ontario's children to identify potential issues, needs and risks is strengthened
- early learning and care hubs are centrally established in Ontario's communities to provide families with a single, integrated, seamless point of access to services and supports based on local needs and available resources.

#### **Algoma Health Unit**

The CGC completed several projects for Algoma Public Health. The CGC assisted APH with database work within their HedgeHog application that is used to store their inspection information. The CGC created secure database settings that are used for their public health inspection reports via their public website. The extraction of information used for APH's health inspector resource distribution is also conducted on a regular basis. The goal is to have all the health inspectors having an equal case load distribution, while considering such factors as driving distance, the frequency of the fixed premise inspection, and fixed premise proximity.

In 2010, the CGC continued to map West Nile Virus mosquito trap information. Larval dipping sites and results are mapped along with the locations of every submersible transformer vault in Sault Ste. Marie. It was determined through a PUC tripping hazard project that submersible transfer vaults are prime breeding grounds for mosquitoes. The combined cooperation between the PUC and APH has resulted in larviciding vaults and changing vault cover types to a form that is not conducive for mosquito breeding.

The CGC also continued to map the Integrated Services for Children Information System (ISCIS) database. Mapping ISCIS data allows APH to conduct planning based on concentrations of newborns, as well as teenage mothers, and illustrating the negative effects of smoking while pregnant.

The CGC is currently working with Algoma Public Health (APH) to develop a GIS Septic Toolbar. The toolbar will allow APH clerical staff to capture the septic system location geographically using known latitude and longitude coordinates with detailed information associated with the site, such as date of installation, date of inspection, type of septic system, number of runs of pipe, etc. In addition to capturing this data, APH staff will also be able to maintain this data through a maintenance page by searching criteria. This now allows APH staff to capture, search and maintain data not only digitally within a database but also with a geographic component with little knowledge of GIS software. It is anticipated that through this new tool there will be improvements in investigations and a better understanding of geographic restrictions that may occur at a site. Through research it appears as though this is the most comprehensive GIS septic tool that will be in use and future enhancements to the tool will incorporate hyperlinking all inspection documents geographically to the septic system, creating a comprehensive geographic septic index system.

#### **Christmas Cheer**

Christmas Cheer was interested in how GIS could benefit their organization. Since Christmas Cheer only had one zone map depicting the boundaries and depots, a new one was created digitally so there would be no worry about losing their only existing document. New Christmas Cheer zones were based on depot capacity by area through evaluating five years of Christmas Cheer applicants (2002 – 2006) to ensure that each zone held one depot and a maximum of 50 applicants. Exemptions were also noted where specific capacities were enforced. Maps were generated illustrating the new zones with shorter traveling distances and equalized capacity management.

The initial distribution of depots, resources, and zones are to be re-evaluated as a result of Christmas Cheer's usage the previous year analysis. Any further changes will be based on the previous year Christmas Cheer applicants, as well as depot closures as these are key factors affecting the results. In the event additional depot locations are required, churches or halls can be easily identified through the GIS and presented to Christmas Cheer for further follow-up. It is anticipated the analysis will occur on an annual basis to stay current with the needs of Christmas Cheer.

#### **Homeless Information System**

The CGC is assisting the Sault Ste. Marie District Social Services Administration Board in implementing a Homelessness Information System that would track all homelessness in the shelters in Sault Ste. Marie. The information system is a national effort by the federal government to get a better understanding of the numbers and issues of homelessness in Canada.

#### **Safe Communities**

The CGC sits on the Safe Communities data subcommittee and provides GIS and data support. The Sault Ste. Marie Safe Communities Partnership is a coordinating injury prevention organization that is working to make the city of Sault Ste. Marie and area the safest place in the world in which to live, learn, work, and play.

#### **Early Childhood Development**

The CGC works with Child Care Algoma, Children's Aid Society, District Social Services and Algoma Public Health to map and analyze data pertaining to early childhood development. Factors influencing early childhood development that are mapped include: domestic dispute calls; citizens in financial distress; locational data for Children's Aid and Ontario Works clients; EDI data and grade 3, 6 and 9 testing scores.

Hospital birth data such as birth weight, age of mother, smoking during pregnancy, and drug use during pregnancy are also mapped among others.

**Community GIS Portal:** CGC and CQI created a GIS community portal that displays map oriented community information for the general public.

Current items on the community GIS Portal:

- General land base - rivers, lakes contours
- Transit Routes
- Address Locator
- Voting locations
- Bear Sightings
- Heritage Sites
- Trails
- Parks
- New City Comprehensive zoning
- City Official Plan

**Sault College IT GIS Advisory Committee:**

SSMIC and CGC sit on the Sault College GIS and IT program advisory committees.

**Volunteer Emergency Registry Group**

*Volunteer Emergency Registry Group Project (2010)*

*Project Partners: United Way of Sault Ste. Marie, Sault Ste. Marie Police Service, Algoma Public Health, Victorian Order of Nurses, Sault Area Hospital*

The Community Geomatics Centre (CGC) was contacted to assist with this project and agreed to donate their time for this worthwhile effort. The project involves capturing volunteer information (contact information and applicable skill set) that could be utilized in the event of a large scale emergency. The database and reporting system designed by the CGC will allow responders to contact members of the community to assist with specific emergencies. Since people with certain skill sets may only need to be utilized for specific emergencies, the CGC has designed the database to categorize volunteers based on the applicability of their skill set to the emergency situation at hand. It is anticipated this project will be completed in 2010 and the CGC will assist with the maintenance of the application into the future.

**Knowledge Sault Ste. Marie**

The CGC is the lead organization is initiating and implementing a data sharing agreement with the Social Development Canada Municipal Data Liberation Consortium to acquire Statistics Canada data at greatly reduced rates. There are currently sixteen partners sharing the cost of Statistics Canada Data for the District of Algoma.

The Community Geomatics Centre oversees and maintains the 211 system for the District of Algoma. 211 provides information to the public about community, social, health and related government services.

#### **Community Child Care Application Site**

The Community Child Care Application Site (CCCAS) was developed by the CGC to assist the public sector child care services with improving their intake process, managing their many waitlists, reducing any unnecessary communication between the providers, reduce any unnecessary communication between parents and providers, to generate reports as needed, and finally to reduce administration overhead from all the providers. The solution is a secure web based solution that captures detailed information pertaining to both the parent and the child upon the intake process. There is also a great deal of centralized information that is now more easily accessible for parents, including information on the DSSMSSSAB, ELR, and all of the child care providers. Detailed help documents are also available to the user based on the user role. This solution has received many compliments from the parents, the providers, and the sponsor the DSSMSSSAB.

#### **Vulnerable Persons Registry**

*Project Partners: Sault Ste. Marie Police Service, Sault Ste. Marie Fire Services, Emergency Medical Services, Public Utilities Commission Inc., City of Sault Ste. Marie, Barrier Free Algoma, Accessibility Sault Ste. Marie*

The Community Geomatics Centre and Accessibility Sault Ste. Marie developed the concept of a GIS-enabled Vulnerable Persons Registry in 2005. Both organizations spent the last two years working to make the concept a reality. Approval to proceed was granted by the City of Sault Ste. Marie, PUC Inc. and the Sault Ste. Marie Emergency Management Group in spring 2007. Funding was secured by the Barrier Free in Algoma Association in November of 2009; and the project is now underway. Under this project, a database of vulnerable persons will be created. Citizens who have special needs in emergency management situations can register themselves by phone or mail. The CGC will transform this information into a GIS layer and export it to the fire and police dispatch systems. If there is an emergency call to a home with a vulnerable citizen, a tag of information will be displayed on the dispatch screen. As well, in a large scale emergency such as an ice storm or extended city-wide blackout, the Emergency Operations Centre will have access to the Vulnerable Persons Registry so they know where the people are who may need extra assistance. This system will also work with electric-dependent citizens, so they can be notified in the case of planned power outages

#### **Huron-Superior Catholic District School Board**

The Huron Superior Catholic District School Board (HSCDSB) administers the Catholic School system for the Algoma District and additional bounding areas. There are 22 elementary schools and 3 secondary schools within the system in Sault Ste. Marie, Wawa, White River, Elliot Lake, Espanola, Blind River and Chapleau. Enrolment is between 6,000 and 7,000 students.

#### *MISA Analysis and Reporting (2007 – Present)*

The Ministry of Education implements a program known as MISA, which is an initiative requiring school boards to put into place the technological and human resources necessary to support evidence-based decision-making and to implement OnSIS (the Ontario Student Information System). When fully implemented, boards will be expected to collect elemental data about students and their achievement and about board operations, and transmit this to the Ministry through web-based applications. For district school boards, this initiative will require considerable investment in new technology, data analysis and training. Considerable time and energy is required to meet MISA requirements. The CGC is assisting the school board with analysis and report generation to support MISA requirements.

#### **PUC Inc.**

##### *Lead in Drinking water (2007 – Present)*

Studies in 2007 in Ontario have shown that even routine flushing of water services is not necessarily enough to reduce the concentrations of lead in some homes accessing municipal water systems. The Ontario government requested all municipalities in Ontario to complete water samples to test for lead. Most municipalities selected homes at random in older neighbourhoods in hopes of finding appropriate homes to test that may have lead water service pipes in the ground. In Sault Ste. Marie, the CGC utilized the detailed information in the GIS system to identify homes that would have the highest probability of having lead. Many of these homes were tested and many had visible lead pipes in the basements. Numerous homes have lead levels above the recommended value.

In fall 2007, the Ontario government set aside money for citizens on social assistance with children under six, on disability assistance with children under six or in households with low income to get free water tests and possibly free water tap filters. Most communities had the social services office contact all citizens meeting these requirements and ask them to get a water sample, if the test showed unacceptable lead they would get a free tap filter. The problem with this approach is that most homes do not have lead water issues. In Sault Ste. Marie, the CGC followed a different approach. Studying GIS data, the CGC determined which streets and which homes were likely to have possible lead water issues. It was determined that lead pipes were used in Sault Ste. Marie between 1943 and 1948, although galvanized pipes were used in a number of periods before 1950. Galvanized pipes often have lead flex loops as galvanized pipe is not very flexible in the ground. The CGC identified all homes and businesses with known lead and galvanized pipes and then identified all buildings that were of the right age to possibly have these types of pipes. Social services provided the postal codes of clients meeting the provinces requirements and the CGC looked for the postal codes that matched postal codes of homes with possible lead or galvanized pipes. The matching postal codes were returned to social services and they determined the exact addresses in these postal codes and are now contacting these citizens to arrange for tests. This reduced the number of people to contact and the tests to be done from several thousand to just over a hundred. The CGC also applies a similar approach to identify active pregnancies that may be residing in homes with known or probable lead.

##### *Tripping Hazards (2006-Present)*

The PUC was interested in reducing liability through taking advanced action to fix potential tripping hazards throughout Sault Ste. Marie. PUC assets were identified and using the comprehensive GIS solution in place these assets were illustrated through a batch map generating program. The CGC created a simple database to inventory these hazards, categorize their priority and track when each was

fixed. PUC conducts field validation and documentation of these hazards, while the CGC supplies the maps each spring.

#### Taste Complaint Application

The CGC developed a database and GIS based tracking tool for PUC Inc. to track water distribution water qualities issues throughout Sault Ste. Marie. The application assists PUC customer service representatives ask and record a series of questions related to odour, taste and clarity concerning customer tap water. PUC staff can then analyze the information based on time and geography to evaluate and correct water distribution issues.

#### Water Main Break Application

The Water Main break application is designed to aid a non-GIS person to capture information pertaining to a water main break as recorded by the excavation and repair crews, the forms that the crew member fills out are now identical to the GIS form in order to expedite data entry. The application tracks attribute data only, a GIS tech will locate the main break accurately on the specific water main, this task could not be automated as there is not enough intelligence to programmatically determine which main was broken if multiple mains are in the area. The application automatically enforces a unique id, when the GIS tech adds the point feature with the same id, the relationship on the GIS side is taken up.

#### Centre for Addiction and Mental Health (2009 -2010)

##### Centre for Addiction and Mental Health (2009 -2010)

The Centre for Addiction and Mental Health (CAMH) requested maps to show where CAMH services and other agencies are located in the North West and North East Local Health Integration Networks (LHINs). These services included main agency offices and satellite offices for mental health associations, addiction agencies and problem gambling agencies, hospitals (schedule 1 and non-schedule 1), Community Health Centres Community Care Access Centres, Aboriginal Health Access Centres, and Native Friendship Centres. These maps provide CAMH with a geographic perspective of where services are located across the region. In addition to the hard copy maps, an interactive map was created allowing the CAHM to overlay a variety of agency locations and associated information to assist with planning and decision making.

Additional maps have also been created for CAMH showing Aboriginal Mental Health service locations and NNADAP workers, and services on Manitoulin Island.

After hearing about the maps produced for CAMH in Northern Ontario, CAMH in the Greater Toronto Area (GTA) requested a few interactive maps to help them in their program planning. The interactive maps created for CAMH GTA included client locations by program, client demographics (age, citizenship and housing) by LHIN, CAMH sites and their corresponding services/programs offered, as well as GTA strategies and LHIN Ministry Priorities and Partnerships. These maps allow CAMH to visualize and relate a wealth of information about their clients, programs, services, partnerships, priorities and strategies on the same map. The interactive map is also useful in a presentation setting and can be used to create hard copy maps for reports and planning.

## Appendix F – GIS Background

### Community Geomatics Centre (CGC)

The CGC currently services the City of Sault Ste. Marie, PUC Inc., Algoma Public Health, Sault Ste. Marie Fire and Police Services, Child Care AlgomaYMCA, Safe Communities Partnership, SSM Public Library, Accessibility Sault Ste. Marie, Ontario Early Years, Algoma-Manitoulin Early Years, Garden River Wellness Centre, United Way, Huron Superior Catholic District School Board, Sault Area Hospital, Childcare Algoma, the municipality of Thames Centre and others.

The department currently employs thirteen full time staff and a number of interns and co-op students throughout the year that manage the delivery of all SSMIC GIS contracts. The goal of the Community Geomatics Centre is to promote and establish the partnerships and technological means to efficiently share geospatial data, tools and knowledge amongst community organizations to create a safer, healthier and more prosperous community. In its ongoing efforts to provide its clients with creative solutions, the Community Geomatics Centre will focus on new product development and expand the application of geomatics to other sectors such as biotechnology and health care. The CGC is self-sustaining and uses services revenue to cover the costs of operation.

In 2005, the Community Geomatics Centre established operations in the Healthcare Communications and Technology Centre located at 65 Willow St in partnership with the Group Health Association

## Appendix G – Alternative Energy Summary

The text below represents a portion of the Strategic Framework document created by a Strategy Task Force of the Destiny Energy Committee. SSMIC chairs the Energy Committee and members of SSMIC staff were involved in the development of this document.

### Executive Summary

The Alternative Energy Task Team was organized by the Destiny Energy Committee to prepare a position paper to:

- help support the vision of Sault Ste. Marie as the Alternative Energy Capital of North America;
- present an overview of the current alternative energy landscape including existing and planned energy and remediation related projects;
- provide an assessment of information, policy and resource requirements important in defining the challenge and advancing the journey toward the vision; and,
- offer strategic guidance to help enable the city to move forward.

The position paper reflects the interests and insights of the committee members each of whom envisions Sault Ste. Marie becoming a pioneer in the alternative energy sector by demonstrating how a municipality can drive investment, create business opportunities and secure local jobs while taking responsibility for environmental sustainability through planning, due diligence and proactive leadership.

The current alternative energy landscape in Sault Ste. Marie is anchored to several large generating and/or remediation projects, either in place or planned. These projects have demonstrated the community's willingness to accommodate new or innovative approaches to foster a green/clean direction for the city. We are now at a point of moving from a more reactive to proactive mode and charting our destiny in this new territory to the benefit of all community stakeholders.

The committee recognizes two major avenues that need to be considered in helping achieve the vision. One avenue represents larger, industrial projects similar to the Prince Wind Farm and Essar Co-generation facility in operation, and the St. Mary's and POD Solar projects currently in the planning phase. The other avenue addresses the residential, business and institutional interests in the community which would reflect individual or cooperative projects important to development and diversification of local business and a more sustainable local economy.

The paper explores, at a high level, the key enablers required to drive initiatives forward, including communication and education, government policies and processes and local resources, in place or needed, to progress toward the vision. To enact the vision will require an investment in resources dedicated and/or allocated to the journey. To stay true to the principles inherent in achieving the vision the task team has also provided a strategic framework to guide those who will be held accountable for its development and delivery.

Following the review process and confirmation of this position paper, dedicated resources will need to be identified to develop and implement a comprehensive and strategic alternative energy action plan to help Sault Ste. Marie solidify and maintain the title of Alternative Energy Capital of North America.

Recommended Next Steps:

1. Request appropriate community stakeholders develop an action plan for this position paper. This action plan would include recommendations and resource requirements for:
  - a. Finalizing high level goals and strategy to enable continued growth in the alternative energy sector.
  - b. Completing a thorough accounting of the alternative energy landscape in the Sault Ste. Marie area, particularly as it relates to conservation, energy generation, green buildings and remediation initiatives or strategies.
  - c. Explore options and secure funding for a permanent Alternative Energy Coordinator position.

## 1.0 Introduction

### 1.1 Background

The City of Sault Ste. Marie, as a relatively small northern community historically dependent upon natural resource based and industrial businesses to drive its economy, has experienced significant volatility and an overall reduction in employment levels, and as a result economic activity, over the last 20 years. With the loss of over 11,000 permanent positions at the largest employer in the region, Algoma Steel, in addition to significant reductions throughout the forest products sector and the associated indirect employment opportunities over this period of time, the community has struggled to maintain population levels and the associated services required to maintain a vibrant community. In spite of these challenges, as a result of the determination of the community's leaders and a citizen base that values the way of life in the region, the community has successfully focused on diversifying its economic base and building on recent developments in the alternative energy sector.

Building on a history of hydroelectric development in the region, projects were implemented by the community's industrial partners over the last 15 years in the areas of natural gas fired cogeneration, coke oven gas fired cogeneration, and wind turbine generation totalling in excess of 250 megawatts of electrical generating capacity, bringing total regional generating capacity to over 400 megawatts. With this momentum, the associated accumulation of knowledge and expertise in the region, and a growing provincial focus on building a future economy based on renewable energy and associated technologies, city leaders saw the opportunity to reinforce its commitment to energy generation and the associated supporting industries.

In the spring of 2007 community leaders, recognizing the critical mass of activity building in the sector, boldly proclaimed Sault Ste. Marie as the "Alternative Energy Capital of North America".

### 1.2 Definition of Alternative Energy

Alternative Energy in the context of the community's vision refers to all forms of energy generation periodically defined as "clean and green". This definition includes the traditional forms of renewable energy - wind, solar, hydroelectric, and geothermal - in addition to municipal solid waste (MSW) gasification, rubber tire recovery, and other technologies that result in energy production from traditional waste streams while reducing the impact on the environment. Alternative energy in this context also refers to those technologies that can be developed and deployed to recover low grade or waste energy, or reduce energy consumption in residential, commercial, or industrial situations.

### 1.3 Vision

Sault Ste. Marie - the alternative energy capital of North America

#### *1.4 Mission*

Sault Ste. Marie will create a critical mass of activity to attract technologies, expertise and capital to our community that will result in an increase in related employment, economic activity, and quality of life.

#### *1.5 High Level Goals*

High level goals need to be established to focus efforts and ensure the vision is achieved. To this end, the city will establish key metrics that will be used to track our progress as we work towards achieving our vision. Annual objectives and long term goals will be established to ensure proper focus and broad consideration of the various impacts relevant to the community resulting from associated initiatives. A draft scorecard is included in Appendix A.

#### *1.6 Strategy*

A strategy will be developed and adjusted over time to ensure the vision is realized and the goals are met in a way that is consistent with the community's needs and preferences. Elements of that strategy will include:

- Build an Alternative Energy Framework that identifies the various sources of potential energy (opportunities that can be capitalized on) in the region to be used as a communication tool as well as a basis to establish long term targets for development.
  - Summarize existing installations
  - Identify proposed projects
  - Identify other sources of potential energy and associated project opportunities
- Communication Strategy
  - Establish a communication strategy specifically related to alternative energy that is in turn integrated in to the broader communication efforts of all municipal agencies. Activities could include:
    - \* Establish annual alternative energy conference in SSM including focus on all aspects of development (technology, legal, financing, accounting, banking, engineering, etc.)
    - \* Conduct community trade missions and community outreach efforts with other communities/regions that are focused on and advanced in alternative energy.
    - \* Develop an online community green map to convey information and ensure all community/agency web sites are updated and articulate messaging accordingly.
- Ensuring maximum Municipal support through the establishment of:
  - Community reference guide that provides the information required for project sponsors and developers to quickly and efficiently establish projects in the region
    - \* Process map summarizing project development requirements
    - \* Summary of municipal incentives (financial or otherwise) to attract alternative energy development and associated supply chain participants
    - \* Municipal contact points, accountabilities, and coordinates
      - \* Department Leaders, PUC, EDC, SSMIC, etc.
    - \* Supply chain members, capabilities, and coordinates
      - \* Banks, Real Estate, Engineering firms, Fabrication shops, Legal, Accounting, etc.
  - Re-engineering of Municipal process to accelerate the screening and review process of alternative energy projects
  - Review of municipal incentives available to encourage project development

- Ensure all municipal agencies are aligned in their efforts and have integrated objectives, accountabilities, and authorities with minimal overlap
- Ensuring Provincial and Federal support through the establishment of:
  - Inclusion of all relevant Provincial and Federal information in appropriate sections of reference guide
  - Establish community needs from each level of government to facilitate project development and adjust lobby efforts by all municipal agencies
  - Community leaders to lobby all provincial and federal officials to establish necessary development conditions
- Establish required talent pool in the community
  - Work with local College and University to ensure courses and programs related to alternative energy are available
  - Work with local employment agencies to differentiate and promote alternative energy related employment searches and opportunities
  - Work with private sector companies and other energy stakeholders to identify upcoming skill set requirements

## 2.0 Current Landscape

The following is a high-level overview of the alternative energy initiatives gathered by the alternative energy task team:

### 2.1 Energy Recovery

#### 2.1.1 Waste

##### 2.1.1.1 Municipal Solid Waste

Elementa Group (formerly EnQuest Power Corp.) established a pilot plant in 2008 at the Sault Ste. Marie landfill site, with the intent of converting garbage into energy. The technology breaks down carbon material (municipal solid waste) at the molecular level using a patented steam-based reformation process. This process produces two to three times more energy than the typical incineration process. Two solid by-products are recovered in the process. Metals (6-10%) can be recycled, and a mineral granular residue that has the potential to be used in road construction. The pilot project tested approximately 10 tonnes of municipal waste in 2008. Elementa Group and the City of Sault Ste. Marie negotiated a waste supply agreement to progress into the second phase of the project, which consists of a demonstration plant with the potential to generate 6 – 7 megawatts of electricity per year.

##### 2.1.1.2 Tires

The Ellsin Environmental Ltd. tire recovery pilot project, estimated at \$5.25 million, is currently under construction in Sault Ste. Marie and is expected to be in testing phase in early 2010. It will help to reduce the emission of greenhouse gases and will reduce the amount of tires currently in landfills by recycling a maximum capacity of 900 tires per day. The technology is comprised of Environmental Waste International Inc. (EWI's patented Reverse Polymerization™ process which breaks down scrap tires into carbon black, oil, gas and steel by-products. The off-gases from the process will be directed to onsite ultra-clean micro-turbines which will produce up to 0.5 megawatts of electricity, more than the power needed to operate the system. The excess power generated will be sold back to the power grid. This pilot plant will create 15 construction jobs and 25 ongoing jobs in Sault Ste. Marie.

##### 2.1.1.3 Landfill Gas

The City of Sault Ste. Marie will collect landfill gas from its Fifth Line site through an active gas collection system consisting of new and existing gas extraction wells with lateral and header collection piping and a blower/flare station to burn the collected gas. The project, with an estimated operational date of December 2010, will significantly reduce odours and greenhouse gas emissions. A second phase to this project is proposed to include the Sault Ste. Marie PUC using the landfill gas to drive internal combustion engines generating approximately 1.6 megawatts of electricity.

### 2.1.2 Cogeneration Projects

#### 2.1.2.1 Essar Steel Algoma

In 2009 Essar Steel Algoma, Sault Ste. Marie's largest employer, became one of the first integrated steel manufacturer in Canada to construct a cogeneration power project that converts by-product fuels from the coke making and iron making processes into electricity and steam for the steelworks. The \$135-million project produces 70 megawatts of electricity, reduces the company's reliance on the provincial power grid by an average of 50 per cent and has expectations of contributing \$30-million in annual consolidated earnings.

#### 2.1.2.2 St. Mary's Paper

St. Mary's Paper has proposed the construction of a biomass cogeneration plant in Sault Ste. Marie, Ontario, to convert wood waste biofibre into electricity. Although the initial proposal has been denied, the \$170 million project is currently under negotiations with the Ontario Power Authority. It is expected to produce 35 megawatts of electricity which will be sold to the grid, and heat and process steam for the mill. In addition, the St. Mary's Paper mill is also considering a cellulosic ethanol cogeneration project using steam extraction with hydrolysis and fermentation.

### 2.2 Energy Production

#### 2.2.1 Solar

POD Generating Group is in the final phase of negotiations to install a 60 megawatt ground mounted solar farm located in Sault Ste. Marie. This \$400 million project will use solar photovoltaic (crystalline silicon) cells to capture the energy from the sun and convert it into electricity. The farm, expected to commence construction in 2010, will employ 120 construction workers and is expected to create 15 ongoing jobs. The project will be developed in two phases, with the first phase supporting a 20 megawatt installation.

The City of Sault Ste. Marie, with PUC as a potential partner, is investigating the installation of a rooftop solar energy system at the Civic Centre. The potential 10 kilowatt project is expected to reduce 229 tonnes of greenhouse gases over 25 years. The Public Utilities Commission (PUC) is also proposing a 100 kilowatt installation at the local water treatment plant. The feasibility of implementing additional rooftop solar installation on other municipal and PUC buildings may also be pursued.

Sault Ste. Marie is also the proposed location for a new solar manufacturing facility that will be capable of producing up to 25 megawatts of solar panels annually.

#### 2.2.2 Wind

Brookfield Renewable Power's Prince Wind Farm was a two-phase project comprised of 126 wind turbines extending over nearly 100 km<sup>2</sup> and employed over 300 engineers, managers, trades and support staff during the construction phase. It is currently the third largest wind farm in Canada. This

\$400 million project now employs 17 operators and maintenance workers. The wind farm has a total installed capacity of 189 megawatts and produces enough electricity to power 60,000 homes.

Sault College of Applied Arts and Technology also has an on-sight wind turbine that has an installed capacity of 35 kilowatts. The turbine was erected in July 2008 and has since produced 44 megawatt hours of electricity. It is now used as a teaching application for the Mechanical Engineering Technician program.

#### 2.2.3 Hydro

Brookfield Renewable Power has five Sault Hydro Operations sites with hydroelectric generating stations; Francis H. Clergue, Mackay, Gartshore, Hogg, and Andrews, located on the Montreal River and the St. Mary's River in Sault Ste. Marie and surrounding areas. The facilities have an installed capacity of 203 megawatts, producing an average of 928 gigawatt hours of electricity annually. It is unknown how many employees were involved in the construction phase of the facilities; however, they currently employ 27 operators and maintenance workers in Sault Ste. Marie.

In addition, the 110 megawatt Lake Superior Power facility (LSP), a natural gas-fired co-generation plant, operates in conjunction with the hydroelectric power plants in northern Ontario. The facility, fuelled by natural gas, comprises of two 40 megawatt gas turbines and one 30 megawatt steam turbine. Exhaust heat from the gas turbines is used to produce high pressure steam which in turn drives the steam turbine generator.

#### 2.2.4 Bioenergy

Sault Ste. Marie-based SITTM Technologies has a pilot study underway, producing biodiesel from various feedstocks, including used vegetable oil and coconut oil. This is currently being used to fuel three city buses, and has large potential for future expansion. Biodiesel and fuel pellet agricultural opportunities are growing in the communities east of Sault Ste. Marie, and a consultant has been hired to perform an oil and fibre feasibility study. In addition, SITTM has signed on for a biofuel coop with along with other key players, including the PUC, the Sault Ste. Marie Innovation Centre, Innovation Ontario North, Batchewana Band industries, and private oil seed producers. They are currently seeking funding to hire a consultant to assist with the development of a business plan.

Other players, including the City of Sault Ste. Marie, are looking to develop a fibre crop industry by growing sunflowers and other plants to extract oil and generate electricity.

#### 2.2.5 Geothermal/ Earth Energy

Still fairly new to Sault Ste. Marie, geothermal energy has been implemented by approximately twenty residents in the area. It is a very environmentally clean, and cost-effective system that uses 40 – 70% less energy than conventional systems. The technology draws heat from the earth to heat buildings in the winter, and reverses in the summer to deposit the heat from the buildings into the earth.

### 2.3 Conservation and System Efficiency

Currently there are educational programs and government programs available in Sault Ste. Marie for residents and businesses to learn about and benefit from conservation and system efficiency options. An increase in community awareness initiatives will continue to improve the uptake of these opportunities.

### 2.3.1 Conservation

The first step in any energy program is to encourage commitment on both a personal and organizational level to conserve energy. This will optimize efficiency of energy use and production systems.

A significant way to decrease energy use in buildings is through a 'plug the leaks' effect, a simple, inexpensive option that building owners may apply to conserve energy. This technique adapted from the European experience clearly demonstrates that steps taken to retain heat in the winter and expel or prevent entry of heat in the summer can save up to 30% in use of electricity or a direct fossil fuel source. It can be an immediate savings and is a positive step towards planet sustainability.

Another option to reduce energy use in buildings is through retrofits, which are slightly more complex, and likely more expensive solutions. However, retrofits take it one step further by employing materials and processes that help reduce the environmental footprint through waste recycling and use of natural materials.

### 2.3.2 System Efficiency

When considering new building projects, green or clean construction is exemplified by the principles inherent in programs like LEED (Leadership in Engineering and Environmental Design) and Green Build. Following these principles can reduce energy consumption in a home or building by optimizing system efficiency and energy generation strategies. Currently under construction in Sault Ste. Marie, the new Algoma Public Health building and the Bio-Sciences and Technology Convergence Centre at Algoma University will achieve GOLD LEED certification, and a new addition to the Sault College of Applied Arts and Technology will boast SILVER level status.

In the Canadian environment, system efficiency becomes even more important as the heating of space and water in a building can account for 80% of the building energy needs. This is particularly necessary if the source of heating originates from fossil fuels, directly (heating oil or natural gas), or through electricity production (coal, diesel fuel, or natural gas). Incentives similar to Feed in Tariffs but for saving electricity are beginning to be discussed as a necessary incentive to stimulate a shift.

## 2.4 Municipal Environmental Initiatives

On September 10, 2007, City Council passed a resolution to report on the current corporate environmental activities and the future plan to reduce CO<sub>2</sub> emissions from Municipal operations. As a result, the Municipal Environmental Initiatives Committee (commonly referred to as the Green Committee) was formed with representatives from senior management and staff from various departments and divisions. Over the past two years several initiatives, focused on internal municipal operations, fleet management, waste diversion and public awareness, have been completed. Potential funding sources are also explored and submissions are made where applicable.

### 2.4.1 Fleet

In 2009, the City of Sault Ste. Marie launched a corporate wide idle-free campaign in order to reduce the amount of fuel consumed by the fleet and subsequent greenhouse gases. In an effort to build on the corporate-wide anti-idling campaign, an application was made on behalf of the Green Committee to the NRCan ecoENERGY for Personal Vehicles program.

The City of Sault Ste. Marie also participated in the Fleet Challenge Ontario Municipal Fleet Review 2009. Data, such as kilometres travelled, fuel consumption and life cycle, was collected for Public Works

vehicles during June and July of 2009 to determine fuel efficiency and future vehicle selection recommendations.

Staff education and training in the area of proper vehicle operation and maintenance is a priority and is ongoing.

#### 2.4.2 Municipal Operations

In support of a "culture of conservation" City Council designated the Environmental Initiatives Coordinator position as the Municipal Energy Conservation Officer (MECO). In addition to the designation, the City of Sault Ste. Marie proclaimed May 17-23, 2009, as Energy Conservation Week and participated in the 'Count Me In!' community challenge. Locally, the Green Committee and the SSM PUC encourage community members to sign a pledge for energy conservation.

An energy audit funded by AMO/LAS Ltd. was completed in 2008 for the Civic Centre, and the lighting retrofit recommendation from the audit is currently being implemented with funding from the Municipal Environmental Initiatives Committee. A second energy audit was completed for the Public Works building on Sackville Road in 2009 and other potential projects are being explored.

A Corporate Greenhouse Gas Inventory is currently underway in order to determine Municipal emissions from various sectors, including buildings, vehicle fleet, streetlights, wastewater and corporate refuse. The information from this inventory will provide a benchmark to track progress over time, and assist in future policy development.

The city of Sault Ste. Marie possesses a unique asset in helping to plan and develop its alternative energy sector. The Community Geomatics Centre is an award-winning municipal GIS group that has played an important role in assisting economic development activities and private sector companies looking to locate new initiatives in the community.

#### 2.4.3 Waste Management

One waste management effort the Green Committee financed was the purchase of 20 Super Sorter Three-In-One recycling bins in key locations throughout the city to divert recyclable materials from the landfill and improve corporate recycling overall. A public awareness campaign was launched, in conjunction with the Sault Ste. Marie Greyhounds to educate patrons of community centres to properly use the bins.

#### 2.4.4 Public Awareness

The Municipal Environmental Initiatives Committee has supported a variety of other green initiatives by inviting guest speakers, participating in teleconference brainstorming sessions with other municipalities, and sponsorship or participation in workshops, corporate and community events.

**Schedule B**  
**Audited Financial Statements**  
**December 31, 2010**



**GrantThornton**

**Financial Statements**

**Sault Ste. Marie Innovation Centre**

**December 31, 2010**

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**GrantThornton**

## Independent Auditors' Report

Grant Thornton LLP  
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To the Members of the  
Sault Ste. Marie Innovation Centre

We have audited the accompanying financial statements of the Sault Ste. Marie Innovation Centre, which comprise the statement of financial position as at December 31, 2010, the statements of operations and net equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

**Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditors' responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Centre's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



# Grant Thornton

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Sault Ste. Marie Innovation Centre as at December 31, 2010, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Sault Ste. Marie, Ontario

May 31, 2011

*Grant Thornton LLP*

Chartered accountants

Licensed public accountants

## Sault Ste. Marie Innovation Centre Statement of Operations and Net Equity

Year Ended December 31

2010

2009

<b>Revenue</b>		
Project revenue	\$ 1,221,061	\$ 1,286,761
Grants and contributions		
City of Sault Ste. Marie	277,890	277,890
Human Resources Development Canada	-	1,571
Industry Canada - FedNor	35,464	25,143
NOHFC	230,157	81,331
Trillium	148,814	16,546
Industrial Research Assistance Program	105,801	224,386
MaRS	24,000	6,000
Ministry of Small Business and Entrepreneurship	10,780	11,403
Ministry of Research and Innovation	70,433	-
sea project revenue	17,804	97,787
Rent revenue	96,273	102,949
Interest revenue	-	3,405
Amortization of deferred capital contribution	-	7,507
Programs and services	330,011	56,050
Miscellaneous	<u>36,020</u>	<u>786</u>
	<u>2,604,508</u>	<u>2,199,515</u>
<b>Expenses</b>		
Administration and overhead	595,445	452,644
Amortization	79,201	53,493
Computer and software	135,844	135,819
Rent	49,225	47,179
Provision for doubtful accounts	-	2,069
Travel	52,002	63,948
Wages and benefits	<u>1,763,655</u>	<u>1,392,202</u>
	<u>2,675,372</u>	<u>2,147,354</u>
Excess of (expenses over revenues) revenue over expenses	<u>\$ (70,864)</u>	<u>\$ 52,161</u>
Net equity, beginning of year	\$ 514,977	\$ 462,816
Excess of (expenses over revenues) revenue over expenses	<u>(70,864)</u>	<u>52,161</u>
Net equity, end of year	<u>\$ 444,113</u>	<u>\$ 514,977</u>

See accompanying notes to the financial statements.

## Sault Ste. Marie Innovation Centre Statement of Financial Position

December 31	2010	2009
<b>Assets</b>		
Current		
Cash	\$ 353,453	\$ 816,501
Receivables	494,166	334,909
Prepays	<u>20,979</u>	<u>33,655</u>
	<u>868,598</u>	<u>1,185,065</u>
Investments (Note 3)	5,000	-
Capital assets (Note 4)	<u>193,633</u>	<u>51,136</u>
	<u>198,633</u>	<u>51,136</u>
	<b>\$ 1,067,231</b>	<b>\$ 1,236,201</b>
<b>Liabilities</b>		
Current		
Payables and accruals	\$ 78,090	\$ 147,696
Unearned revenue	251,269	224,769
Current portion of debt (Note 5)	<u>60,000</u>	<u>60,000</u>
	<u>389,359</u>	<u>432,465</u>
Long term portion debt (Note 5)	<u>228,759</u>	<u>288,759</u>
	<u>618,116</u>	<u>721,224</u>
<b>Equity</b>		
Net equity	444,113	514,977
Contributed surplus	<u>5,000</u>	<u>-</u>
	<u>449,113</u>	<u>514,977</u>
	<b>\$ 1,067,231</b>	<b>\$ 1,236,201</b>

Commitment (Note 6)

On behalf of the Board

Chairman \_\_\_\_\_ Treasurer \_\_\_\_\_

See accompanying notes to the financial statements.

## Sault Ste. Marie Innovation Centre Statement of Cash Flows

Year Ended December 31	2010	2009
Cash derived from (applied to)		
<b>Operating</b>		
Excess of (expenses over revenues) revenue over expenses	\$ (70,864)	\$ 52,161
Amortization of deferred capital contribution	-	(7,507)
Amortization	<u>79,201</u>	<u>53,493</u>
	8,337	98,147
Change in non-cash operating working capital (Note 7)	<u>(189,687)</u>	<u>10,215</u>
	<u>(181,350)</u>	<u>108,362</u>
<b>Financing</b>		
Repayment of long term debt	<u>(60,000)</u>	<u>(60,000)</u>
<b>Investing</b>		
Purchase of capital assets	<u>(221,698)</u>	<u>(15,451)</u>
(Decrease) increase in cash position	<u>(463,048)</u>	32,911
Cash position		
Beginning of year	<u>816,501</u>	783,590
End of year	<u>\$ 353,453</u>	<u>\$ 816,501</u>
<hr/>		
Supplemental disclosure:		
Cash interest received	\$ -	\$ 3,405
Cash interest paid	431	-

See accompanying notes to the financial statements.

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# **Sault Ste. Marie Innovation Centre**

## **Notes to the Financial Statements**

December 31, 2010

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### **1. Nature of operations**

The Sault Ste. Marie Innovation Centre was established in 1999 to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. The Sault Ste. Marie Innovation Centre was incorporated as a not-for-profit Centre without share capital. The Centre's purpose is to encourage the community to work together in innovative ways to use technology and enhance and improve Sault Ste. Marie's competitiveness by developing advanced applications and infrastructure and to promote economic development in the knowledge based industry.

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### **2. Summary of significant accounting policies**

#### **Revenue recognition**

Restricted and unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### **Capital assets**

Capital assets are stated at cost. Amortization is applied to write off the cost of the assets over their estimated lives on a straight-line basis as follows:

Computer hardware	3 - 5 years
Computer software	3 years
Furniture and equipment	3 years
NOHFC funded equipment	3 years
Trillium funded equipment	3 years

#### **Contributed services**

Volunteers contribute time to assist the Centre in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

#### **Financial assets and liabilities**

CICA Handbook Section 3855 establishes standards for recognizing and measuring financial assets and financial liabilities. It requires that financial assets and liabilities be recognized on the Balance Sheet when the Centre becomes party to the contractual provisions of a financial instrument. Under this standard, all financial instruments are required to be measured at fair value on initial recognition except for certain related party transactions. Measurement in subsequent periods depends on whether the financial instrument has been classified as held for trading, loans and receivables, held to maturity, available for sale or financial liabilities. Management determines the classification of financial assets and liabilities at initial recognition and the designations made for each financial instrument are indicated in the notes.

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## **Sault Ste. Marie Innovation Centre**

### **Notes to the Financial Statements**

December 31, 2010

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#### **2. Summary of significant accounting policies (continued)**

##### **Financial assets and liabilities (continued)**

A description of the various designation classifications follows:

The financial instruments classified as held for trading are measured at fair value with unrealized gains and losses recognized in net income. Section 3855 permits an entity to designate any financial instrument as held for trading on initial recognition or adoption of this standard, even if that instrument would not otherwise meet the definition of held for trading as specified in Section 3855. The Centre's financial Instruments classified as held for trading include cash and investment.

The financial assets classified as loans and receivables are measured at amortized cost. The Centre's financial instruments classified as loans and receivables include receivables.

There are no financial assets classified as available for sale or held to maturity.

Financial Instruments classified as other financial liabilities include payables and accruals and long term debt. Other financial liabilities are measured at amortized cost.

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#### **3. Investment**

During the year, the Innovation Centre developed intellectual property that was contributed to Infonaut Inc. in exchange for 5,000 common shares in that corporation. Infonaut Inc., in its June 30, 2010 financial statements, valued the intangible asset received and the common shares issued at \$160,000. The intellectual property comprised of materials and labour hours by the Innovation Centre to develop a prototype system for disease tracking system for hospitals. Funding was provided in the past to Infonaut Inc. and the Innovation Centre to develop this project. The receipt of the 5,000 common shares resulted in a 4% ownership interest in Infonaut Inc. and the Innovation Centre was provided with a first right of refusal on any consulting work coming out of the sales of the technology.

This non-monetary transaction resulted in a contributed surplus equal to the value of the shares that were provided without any cash contribution. The investment in Infonaut Inc. in the Centre's financial statements was valued using the net asset or equity value of Infonaut Inc. As there are no sales yet in Infonaut, valuing the company on a capitalized earnings or cash flow basis would not be an acceptable methodology. The computed value was \$1 per share or \$5,000 for the investment. Contributed surplus was recorded at \$5,000 in the equity of the Centre.

## Sault Ste. Marie Innovation Centre

### Notes to the Financial Statements

December 31, 2010

			2010		2009	
	Cost	Accumulated Amortization	Net Book Value		Net Book Value	
Computer hardware	\$ 719,280	\$ 525,647	\$ 193,633	\$ 41,561		
Computer software	388,100	388,100	-	1,245		
Furniture and equipment	88,806	88,806	-	8,330		
NOHFC funded equipment	311,158	311,158	-	-		
	<u>\$ 1,507,344</u>	<u>\$ 1,313,711</u>	<u>\$ 193,633</u>	<u>\$ 51,136</u>		

The Centre entered into an agreement with the City of Sault Ste. Marie indicating that should the Centre cease operations, any assets obtained as a result of funding from FedNor or Northern Ontario Heritage Fund shall be transferred to the City of Sault Ste. Marie.

#### 5. Long term debt

The Sault Ste. Marie Innovation Centre secured loans from the City of Sault Ste. Marie to finance payables. Annual principal repayments are \$60,000 and interest has been forgiven on these loans effective January 31, 2004.

#### 6. Commitment

The Centre has entered into a new lease with Algoma University College to lease 4,287 sq. ft. for its operations, and 6,013 sq. ft. for the Geomatics Centre for a total of 10,300 sq.ft. The term of the lease commences on April 1, 2011 and expires on March 31, 2016. The annual lease payments are based on an annual space and operational fee of \$8.34 per sq. ft. for the Innovation Centre and \$9.34 per sq. ft. for the Geomatics Centre. Amounts are reviewed annually and are based on costs plus rent.

7. Change in non-cash operating working capital	2010	2009
Receivables	\$ (159,257)	\$ (84,693)
Prepads	12,676	9,802
Payables and accruals	(69,606)	(3,709)
Unearned revenue	26,500	88,815
	<u>\$ (189,687)</u>	<u>\$ 10,215</u>

#### 8. Economic dependence

The Centre is economically dependent on the City of Sault Ste. Marie and other senior levels of government for funding its economic development initiatives.

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## **Sault Ste. Marie Innovation Centre**

### **Notes to the Financial Statements**

December 31, 2010

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#### **9. Comparative figures**

Certain prior year amounts have been reclassified to conform with current year financial statement presentation.

**Schedule C**  
**Copy of Signed MoU Between**  
**City of Sault Ste. Marie and SSMIC**



**Memorandum of Understanding  
Between the  
City of Sault Ste. Marie (City)  
and the  
Sault Ste. Marie Innovation Centre (SSMIC)  
For Accountability**

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**Table of Contents:**

1. Purpose
2. Program
3. Deliverables
4. Administrative and Cost Sharing Arrangements
5. Reporting and Monitoring
6. Promotion and Publicity
7. Term of Agreement
8. Dispute Resolution
9. Signatures

This Memorandum of Understanding includes the following schedules:

Schedule A	SSMIC Business Plans (Period of agreement)
Schedule B	SSMIC Reporting Template (Quarterly)
Schedule C	SSMIC Budget
Schedule D	Small Business Support Partnership Agreement

**Memorandum of Understanding  
Between  
the City of Sault Ste. Marie  
and  
the Sault Ste. Marie Innovation Centre  
  
for Accountability**

---

**1. Purpose**

- 1.1 The intent of this Memorandum of Understanding (MoU) between the City of Sault Ste. Marie (City) and the Sault Ste. Marie Innovation Centre (SSMIC) is to ensure there is an understanding of accountability between the two organizations and to put in place reporting and communications timeframes on this understanding.

**2. Program**

- 2.1 In recognition of the vital role of SSMIC to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors, the City and the SSMIC have agreed to sign this Memorandum of Understanding to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties.

**3. Deliverables**

In accordance with the terms and conditions in this MOU, the SSMIC shall:

- 3.1 Carry out the following mission: The Sault Ste. Marie Innovation's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.
- 3.2 The SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, GIS business and raise the profile of the IT sector locally and externally).
- 3.3 Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- 3.4 Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.

- 3.5 Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- 3.6 Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Small Business Support Partnership Agreement.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- 3.7 Go to the SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.
- 3.8 Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- 3.9 Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- 3.10 Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

#### 4. Administrative and Cost-Sharing Arrangements

- 4.1 It is understood that the SSMIC is responsible for its own Administration Costs and that the City of Sault Ste. Marie understands that City funds are required to support the SSMIC Corporation.

#### 5. Reporting and Monitoring

- 5.1 In addition to the annual Business Plan and Annual Report, SSMIC will provide the City of Sault Ste. Marie bi-annual reports and other reports that the City may reasonably request in a manner and format mutually agreed upon.

- 5.2 SSMIC shall provide to the City of Sault Ste. Marie its annual financial statements. The City will maintain and respect the confidential nature of its relationships with clients, partners, and individuals.
- 5.3 The Corporation of the City of Sault Ste. Marie will nominate a City Councillor for election to the SSMIC Board of Directors.
- 5.4 The SSMIC will respond to City Council resolutions and requests for information on a timely basis.
- 5.5 The SSMIC Board of Directors would present its business plans to City Council annually by year end. Prior to the City Council presentation, the SSMIC Board of Directors will meet with the Finance Committee to review the business plans.
- 5.6 The key indicators behind performance measurement for SSMIC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
  - i. Direct job creation
  - ii. Program funding leveraging.
  - iii. Business Incubation maintenance and growth.
  - iv. Provide value-added services (e.g. referral, advice, business plan review, etc.)
  - v. Continue youth outreach activities with presentation.
  - vi. Increase GIS related business in Sault Ste. Marie
  - vii. Raise the profile of the IT sector locally and externally
  - viii. Create the environment for growth in IT.
- 5.7 The City of Sault Ste. Marie will maintain core funding to ensure the SSMIC can operate. It is expected that SSMIC will work proactively to attract additional funding and revenue streams that will decrease City of Sault Ste. Marie funding over time.

## 6. Promotion and Publicity

- 6.1 SSMIC will recognize the City of Sault Ste. Marie in appropriate publications of the SSMIC for its financial and partnership contributions. The City will provide appropriate logo information for such promotion.

## 7. Term of Memorandum of Understanding

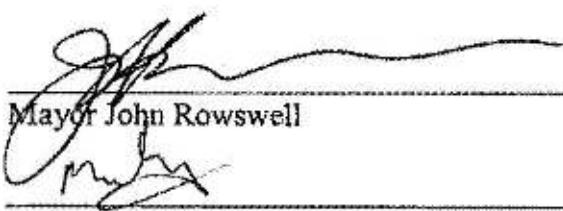
- 7.1 This Memorandum of Understanding is in effect upon the signature by all parties concerned, and can be amended at any time by mutual consent or can be terminated by either party upon one year's written notice.

8. Dispute Resolution

- 8.1 In the event that the City of Sault Ste. Marie or the SSMIC is of the opinion that there has been a breach by either party, both organizations agree to work on a collaborative solution to address the breach.

9. Signatures

- 9.1 This Memorandum of Understanding has been signed on behalf of the City of Sault Ste. Marie and on behalf of the Sault Ste. Marie Innovation Centre by the proper signing authorities.



Mayor John Rowswell

April 12, 2010

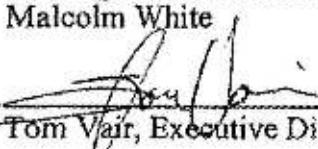
Date



Malcolm White

April 12, 2010

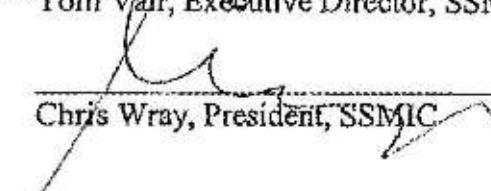
Date



Tom Vair, Executive Director, SSMIC

May 26, 2010

Date



Chris Wray, President, SSMIC

May 27, 2010

Date

## **Schedules**

### **Schedule A**

SSMIC Business Plan – [http://www.ssmic.com/UploadedFiles/file/2009\\_Business\\_Plan\\_v5.pdf](http://www.ssmic.com/UploadedFiles/file/2009_Business_Plan_v5.pdf)

### **Schedule B**

SSMIC Reporting Quarterly Reporting Template

### **Schedule C**

City of Sault Ste. Marie Budget for SSMIC

### **Schedule D**

Small Business Support Partnership Agreement

## Sault Ste. Marie Innovation Centre Report on Key Performance Indicators

The Sault Ste. Marie Innovation Centre is a non-profit organization, funded by public and private partners whose vision is to build and actively develop an innovative science and technology hub; a perpetual generator of knowledge and prosperity.

SSMIC's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

The SSMIC Board of Directors has identified the following Key Performance Indicators used to measure the Corporation's performance and effectiveness:

- Direct Job Creation – 20 jobs
- Program Funding Leveraged – \$750,000
- Business Incubation – maintain Technology Incubator to include seven companies
- Provide value-added services (referral, advice, business plan review, etc) to 30–45 existing businesses
- Continue youth outreach activities with presentations to over 300 local youth
- Increase GIS related business as measured by revenue growth and staff count for SSMIC Community Geomatics Centre

City of Sault Ste Marie  
INNOVATION CENTRE  
For the Eleven Months Ending November 30, 2009

**Schedule C**

Department	YTD Actual	YTD Budget	Variance	Percentage Budget-Ram
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Grants to others	\$277,890.00	\$277,890.00	\$0.00	0.00%
	277,890.00	277,890.00	0.00	0.00%
<b>NET (REVENUE)/EXPENDITURE</b>	<b>277,890.00</b>	<b>\$277,890.00</b>	<b>\$0.00</b>	<b>0.00%</b>

**Schedule D**

**Small Business Support Partnership Agreement**  
**Term: Dec. 31, 2007 ~ Dec. 31, 2009**

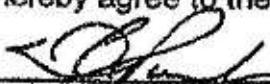
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1. The parties to this agreement include (but will be not limited too):
  - a) Sault Ste. Marie Chamber of Commerce
  - b) Community Development Corporation of Sault Ste. Marie & Area
  - c) Sault Ste. Marie Economic Development Corporation (which includes the Enterprise Centre, Tourism SSM, Development SSM)
  - d) Sault Ste. Marie Innovation Centre
  - e) Science Enterprise Algoma
2. The parties are committed to (operational standards):
  - a) develop and implement a streamlined process to establish new businesses and support entrepreneurial ventures through the various stages of business;
  - b) promote the small business portal which outlines SSM local development processes and provides guidance for start-ups and businesses who want to expand or change operations;
  - c) communicate the local small business development process to existing and potential clients;
  - d) update partners on any changes to program delivery
  - e) establish an effective network for entrepreneurs to share information, best practices and training
  - f) refer/deliver government programs efficiently
3. The parties agree to the following administrative requirements:
  - a) Provide consistent message of programs/services
  - b) update portal information on a regular basis
  - c) remain fair and impartial when advising small business clients on products/services which are available in Sault Ste. Marie and area
  - d) work on a coordinated basis to promote and distribute information
  - e) avoid duplication of programs and services where possible
  - f) investigate processes (i.e., feasibility/liability of common intake forms or centralized ListServ for clients) and implement improvements
  - g) provide appropriate referral and direction to appropriate partners when necessary and ensure highest quality service standards
  - h) cost share in professional development when opportunities exist

**NOTE:**

This agreement shall remain in force until modified or terminated by any party. This agreement does not confer a contractual obligation to perform upon any party. Parties are not subject to any legal liability resulting from non-performance.

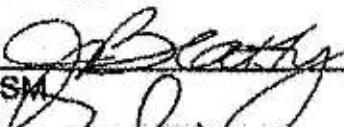
We hereby agree to the terms noted in this agreement.

  
Chair, SSM EDC

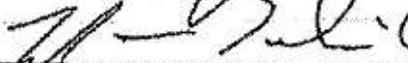
3/3/08  
Date

  
Chair, Chamber SSM

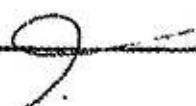
Feb 21 '08  
Date

  
Chair, CDC SSM

3/7/08  
Date

  
Chair, seA

19 FEB 08  
Date

  
Chair, SSMIC

9  
Date

## **Schedule D**

### **Updated list of Board Members And Staff**

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## Sault Ste. Marie Innovation Centre Board of Directors & Staff Members

### Board of Directors

Chair - Chris Wray, Chief Administrative Officer/Clerk Treasurer, Township of Michipicoten  
Treasurer: Kelly McLellan, Director, Financial Transactions, Ontario Lottery & Gaming Corporation  
Secretary: Dereck Whitmell, Director, Solution Delivery, Ontario Lottery & Gaming Corporation  
Director: Steve Butland, Councillor, City of Sault Ste. Marie  
Director: Sang-Hyun Cho, Manager, Product Development & Quality Assurance, Essar Steel Algoma  
Director: Dr. Ron Common, President, Sault College of Applied Arts & Technology  
Director: Marc Dube, Business Manager, St. Marys Paper Ltd.  
Director: Jim Harmar, Shelby Environmental Services Ltd.  
Director: Dr. Richard Myers, President, Algoma University  
Director, Art Osborne, Art Osborne & Associates  
Director: Lisa Richter, VP Human Services, Northern Credit Union  
Director: Leslie Smith, Environment & Community Relations Specialist, Brookfield Renewable Power

### Staff Members

Tom Vair, Executive Director  
Don MacLennan, Manager, Finance & Administration  
Paula Antunes, Development officer, Science  
Errol Caldwell, Research Director  
David DeYoe, Director, Alternative Energy  
Katie Filion, Penokean Hills Farms Intern  
Francis Gallo, Alternative Energy & Environmental Intern  
Mike McGonigal, Development Officer, Technology  
Diana Medaglia, Communications Manager  
Jason Naccarato, VP Development  
Tyler Plante, Bioproducts market Development Intern  
Mike Pratt, Business Development Manager  
Marcus Scornaienchi, Water Sustainability Research Intern  
Guy Thiffault, Renewable Energy Specialist  
Angie Wagner, Administrative Assistant

### Community Geomatics Centre

Paul Beach, GIS Program Manager  
Gerry Belanger, Manager, Information Technology  
Marie Alexander, Senior Software Engineer/Developer  
Kristen Berger, 211 Data Resource Specialist  
Gordon Cook, Network Technician  
Travis Favretto, GIS Technician/Analyst  
Jason Greco, Systems Administrator

Miranda Harrison, Blind River GIS Technician  
Kevin Hayes, GIS Technician  
Sam Henderson, GIS Computer Programmer/Analyst  
Kristen Hoffman, GIS Technician/Analyst  
Katrina Holkko, CESD Student, RAIN  
Kimberley LeClair, Vulnerable Persons Registry  
Craig Martin, Municipal & Utilities GIS Manager  
Chuck Shannon, Systems/Data Analyst  
Steve Zuppa, GIS Technician/Analyst

*Algoma Games for Health*

Dwayne Hammond, Strategic Advisor  
Tommy Brett, Game Programmer  
Janna Goulay-Pond, Game Artist  
Zheng (Andy) Lu, Programmer/Tester  
Vinay Yarlagadda, Game Programmer

## **Schedule E**

## **Communication Highlights**



SAULT STE. MARIE  
INNOVATION  
CENTRE

eye on innovation

## Vulnerable Persons Registry: First in North America

The announcement on an eight year initiative by the Sault Ste. Marie Innovation Centre's Community Geomatics Centre was met with great interest after news broke that the Vulnerable Persons Registry (VPR) was open to the public for registration.

The VPR is a groundbreaking comprehensive model in partnership with over 25 local agencies which assists authorized personnel in emergency situations. The VPR provides an additional safeguard that is free, voluntary and confidential for persons at greater risk during emergencies. This communication tool provides local first responders and PUC with the key information they need to help increase safety in situations of power outages, home emergencies, and large-scale emergencies. This initiative is the first of its kind in North America and has been designed to be transferable with the hopes of becoming a model that communities across Canada could adopt.

"After eight years, we are proud of what the VPR has become and what it has the potential to do for the community, and hopefully elsewhere in North America" says Kimberley LeClair, VPR Coordinator

The VPR pilot accepts registrations from Sault Ste. Marie residents who live at home without 24-hour support and experience difficulty with mobility, vision, hearing, and develop-



The Community Geomatics Centre (CGC) created the Vulnerable Persons Registry (VPR) to assist those at risk in emer-

**"After eight years, we are proud of what the VPR has become and what it has the potential to do for the community, and hopefully elsewhere in North America"**

- Kimberley LeClair

mental, cognitive and mental health. Those living in the townships of Prince or Dennis and Rankin Reserve, who rely on electricity for life-sustaining equipment such as life support, oxygen and dialysis, are also eligible to register.

There are two registration locations open to the public which include the Accessibility Centre located at the John Rhodes and Canadian Red Cross. The public can also register from home by visiting [www.soovpr.com](http://www.soovpr.com) or submitting a form by mail. Clients of partnering support agencies such as Alzheimer Society and CNIB can also register directly with their agency. A registration kit can be mailed directly to a registrant's home by contacting the VPR Coordinator.

The VPR initiative is in memory of Lewis Wheelan who passed away during the widespread black out in August of 2003.

"We cannot stress enough the importance for the VPR and believe it will make a difference in our community. We are certain he would be truly humbled that lessons learned from his life have inspired such an initiative" says the Wheelan family.

For more information on the Vulnerable Persons Registry please contact Kimberley LeClair, VPR Coordinator, at 942.6938 x3041 or [info@soovpr.com](mailto:info@soovpr.com).

## SSMIC Welcomes new VP of Development

The Sault Ste. Marie Innovation Centre (SSMIC) announced today that Jason Naccarato has been appointed to the VP of Development role. Jason will be leading market development activities in science and technology including the Algoma Games for Health (AGFH) initiative.

Jason brings a wealth of business and technical expertise in areas including advanced development, engineering, project management and purchasing and procurement. Prior to joining SSMIC, Jason held positions with Magna as Advanced Purchasing and Business Development team leader, Nissan North America as Senior Program Controller in Cost Economics, Nissan Technical Centre North America as Cost Reduction Project Manager and Siemens VDO as Engineer-Dynamometer Test and Production Support.

Jason has completed his Project Management Professional (PMP) designation and has an MBA from Wayne State University. Jason completed his Honors Bachelor of Engineering Science in Mechanical/Materials Engineering from the University of Western Ontario.

"Jason's significant corporate experience, education background and passion for our community make him a great fit to lead our market development activities," said Tom Vair, executive director, SSMIC.

"I am elated to return to the city where I was born and raised to serve the community."

- Jason Naccarato



Above: Jason Naccarato joins SSMIC as VP of Development

"We see tremendous opportunity for the science and technology sectors in our region and we are pleased to have Jason return to Sault Ste. Marie to join our team."

"I am eager to embrace the challenges of this new position and to utilize my strategic thinking to help our team bring further prosperity to the Sault Ste. Marie area" said Naccarato. "I am elated to return to the city where I was born and raised to serve the community."

Jason will be based out of

the SSMIC headquarters in the new Bio-Sciences and Technology Convergence Centre located on the Algoma University campus.

## Inside This Issue

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Restoring St. Marys River 2

Toyota and Healthcare Robots 3

ARTIE met 700 students 3

Pentagon's Artificial Limb 4

Upcoming Events 4

# SSMIC and AU Partner to Restore St. Marys River

The Sault Ste. Marie Innovation Centre (SSMIC) and Algoma University, along with Environment Canada, the Ministry of the Environment and other government agencies are playing a key role in the restoration of the St. Marys River through the Remedial Action Plan (RAP).

The St. Marys River provides a unique habitat for many types of plants and animals along its length, as well as supplying drinking water to a number of communities. The river was designated as an Area of Concern (AOC) in 1987 due to cumulative environmental impacts in the river's ecosystem. The AOC extends from the head of the river at Whitefish Bay and extends downwards to encircle St. Joseph's Island and includes the Canadian and U.S. cities of Sault Ste. Marie. While upgrades to municipal and industrial wastewater treatment has achieved significant improvements in water quality, the legacy of industrial and urban development along the St. Marys River has caused other environmental issues which are still being addressed.

The Remedial Action Plan process, created to provide a means of addressing the 43 AOCs around the Great Lakes, involves three stages: identify the environmental problems and sources of pollution; evaluate and carry out actions to restore the area, and; confirm that these actions have been effective and that the river has been sufficiently restored.

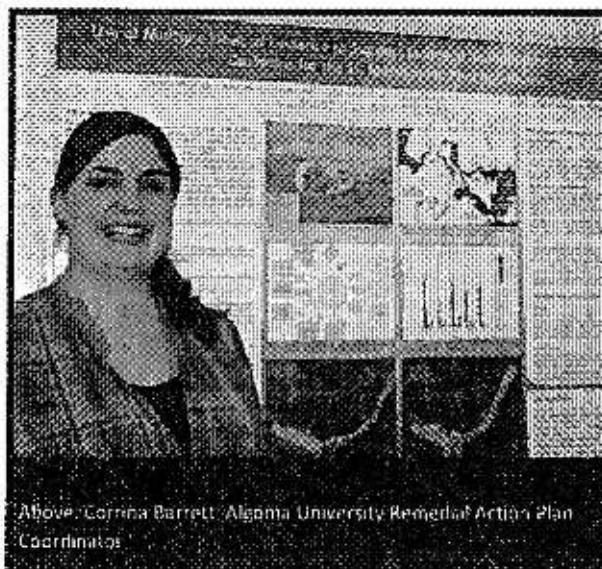
Within the St. Marys River AOC, projects currently being undertaken include the creation of

an Implementation Annex (a document that specifies the actions, timelines, resource needs, and roles and responsibilities of agencies involved to address remaining issues), and the formulation of a sediment management strategy (for priority areas where sporadic occurrences of

ing essential input and feedback in this highly collaborative endeavor being lead by Environment Canada and the Ontario Ministry of the Environment.

The RAP team from SSMIC and Algoma University is comprised of Dr. Paula Antunes (SSMIC Science Development Officer), Corrina Barrett (Algoma University RAP Coordinator), and Marcus Scornalenchi (SSMIC Water Sustainability Intern). The RAP team focuses on raising awareness on water sustainability and related issues within the Algoma region through research publications, participation in outreach events, development of communication products, which includes the launch of a new Water Portal website (soon to be released). Together, SSMIC and Algoma University are working to bring the sustainability initiatives of all local agencies to the forefront, and to connect people and resources in a manner that helps to maximize collaborative partnerships and ultimately ensure the sustainable use and management of valuable freshwater systems.

The St. Marys River RAP is a partnership between Canadian and U.S. federal governments, provincial (Ontario) and state (Michigan) governments, with cooperation from the Bi-National Public Advisory Council (BPAC). For more information relating to the Remedial Action Plan (RAP) and the Bi-National Public Advisory Council (BPAC), please visit [www.lssu.edu/bpac](http://www.lssu.edu/bpac).



Above: Corrina Barrett, Algoma University Remedial Action Plan Coordinator

toxicity within the uppermost layers of the sediment are still observed). For the Implementation Annex in particular, a number of local agencies, including the City of Sault Ste. Marie, Algoma Public Health, the Conservation Authority, the local offices of the Ministry of the Environment, Department of Fisheries and Oceans and the Ministry of Natural Resources have been providing

## RAIN Symposium marks inaugural regional discussion on agri-innovation

The Sault Ste. Marie Innovation Centre and NORDIK Institute are hosting an inaugural Rural Agri-Innovation Network (RAIN) Symposium on November 4th and 5th at Algoma University.

The two day event will feature an evening reception with locally-produced and traditional Anishinaabe foods, including a welcome and opening prayer by an Anishinaabe Elder. Ron Bennett, President of the Canadian Federation of Agriculture, will kick off the event with a keynote address on Friday, November 4th at 7 PM.

A workshop and panel discussion will feature local farmers and researchers covering topics including Policies and Programs to Grow Agricultural Capacity in the North, Sustaining Soil and Crop Productivity, Crop Trials in Northern Ontario, Specialty Foods and Value-Added Products, Livestock Production in Northern Ontario, Healthy Food for Sustainable Communities and Challenges and Opportunities.



Left to Right: Elaine and Will Samis and Ray Prestige from Penokean Hills Farms

"The University of Guelph and The Ontario Agricultural College are pleased to be involved with this unique symposium and the efforts by RAIN to build greater food and agriculture knowledge networks across all of Ontario" says René Van Acker, Professor and Associate Dean

in the Ontario Agricultural College, University of Guelph.

Attendees will have the opportunity to hear from speakers including Dr. Pedro Antunes from Algoma University, Dr. Tarlok Sahota from the Thunder Bay Research Station, Dr. Connie Nelson from the Food Security Research Network, Ira Mandell from the University of Guelph, along with twenty other presentations from organizations including the Ontario Ministry of Agriculture Food and Rural Affairs, National Sciences and Engineering Research Council and the Algoma Food Network.

For a full agenda or to register for the Rural Agri-Innovation Network (RAIN) Symposium, please contact Diana Medaglia at 942.7927 x.3138 or [dmedaglia@ssmic.com](mailto:dmedaglia@ssmic.com).

# Toyota unveils health-care robots

CBC Nov 1, 2011

Toyota unveiled its ambitions for high-tech health care Tuesday, displaying experimental robots that the auto giant says can lift disabled patients from their hospital beds or help them walk.

The company aims to commercialize products such as its "independent walk assist" device sometime after 2013 — seeking to position itself in an industry with great potential in Japan, one of the world's most rapidly aging nations.

Eiichi Saitoh, a professor in rehabilitation medicine, demonstrated the "walk assist" device on Tuesday, strapping the computerized metallic brace onto his right leg, which was paralyzed by polio.

He showed reporters at a Toyota facility in Tokyo how the brace could bend at the knee as needed, allowing him to walk more naturally and rise from a chair with greater ease than the walker he now uses. Wearing a backpack-like battery, Saitoh walked up and down a flight of stairs, smiling with delight.

Saitoh said he had tried Toyota's machines with patients and was confident they helped people recover more quickly from strokes and other ailments that curtailed movement.

"It may be difficult to predict the future, but the era of an aging society is definitely coming," he said. "We need partner robots to enrich our lives."

Toyota also demonstrated an intelligent machine with padded arms that can help health care workers lift dis-

abled patients from their beds and then carry them around. Another mobility aid worked like a skateboard to help people relearn balance.

Toyota officials said technology for autos such as sensors,



Above: Eiichi Saitoh, a professor in rehabilitation medicine, wears an independent walk assist robot. (Tiniku Nakao/Reuters)

motors and computer software are being used in such computerized gadgets to help people get around, and what they learn about mobility for people will likely be of use in future cars.

Prices and overseas sales plans of all the machines are still

undecided, according to Toyota.

General manager Akifumi Tamaoki said more tests were needed on more people to insure safety and reliability and gain user feedback, but the commercial products in the works were going to be smaller and lighter than the prototype versions shown. "We define gentle and smart machines as partner robots," he said.

Toyota has previously shown human-shaped robots that played the trumpet and violin, and those that move around and talk about Toyota cars at showrooms.

Rival Japanese automaker Honda Motor Co. has developed a sophisticated humanoid robot called Asimo, which can run, talk and dance. But Asimo has been limited to showrooms and labs and has yet to enter any hospital or home.

Toyota faces competition from other manufacturers that are all working on gadgets to tap into the health-care business. Honda also has demonstrated machines worn on the legs that help people move, as have some universities. Hiroshi Hirukawa, a robot expert at the government-backed National Institute of Advanced Industrial Science and Technology, said more time would be needed to see the full businesses potential of the Toyota machines but was upbeat.

"I feel that the walk-assist device has real potential to sell to consumers," he said in an email.

Tamaoki said Toyota is keeping its offerings simple, compared to those from Honda, so they can enter everyday life easily.

## ARTIE reaches 700 students during National Science and Technology Week

The 4th Annual ARTIE (Advanced Research Innovation & Technology Expo) drew over seven hundred students from eleven different schools. Exhibitors from the 4H Club, Knights of Alloy, Northern Lights, Solar, Algoma Games for Health, Water Sustainability, Clean North, Sault College, maple syrup, and forensics presented to both elementary and high school-aged students.

During National Science and Technology Week, the two-day event incorporated gaming technology for high school students. On Friday, October 21st, David Brevik, President and CEO of Gazillion Entertainment, spoke to students on gaming, working in the industry, "the golden

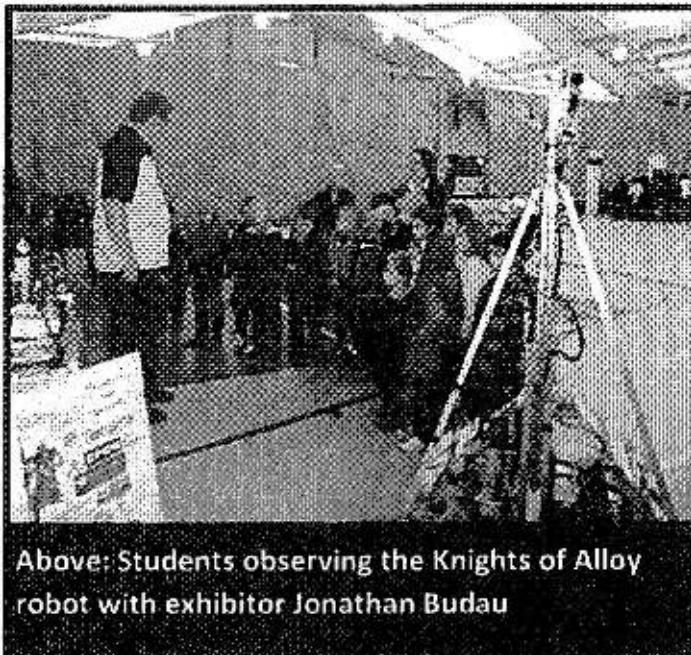
ages," and Diablo II—the hit game Brevik co-created.

Northern Lights, a Sault Ste. Marie

students. The exhibit incorporated a discussion on the use of lasers and graphic design images to create a laser show.

Clean North displayed a composting exhibit on both days of the event. The Clean North composting display allowed students to gain a better understanding on composting while prodding through dirt and worms. This hands-on exhibit allowed students to gain an appreciation for how composting works, how to create a compost indoors using food scraps and a bin, and the components of composting.

ARTIE 2011 took place at the George Leach Centre on the Algoma University campus on October 20th and 21st and will continue again next year.



Above: Students observing the Knights of Alloy robot with exhibitor Jonathan Budau

Innovation Centre incubator client, debuted their laser light show display for elementary and high school

## UPCOMING EVENTS:

### November

S	M	T	W	T	F	S
			1	2	3	4
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

**November 4, 5**  
Rural Agri-Innovation Network  
(RAIN) Symposium

**November 17**  
Festival of the Trees

For more information  
about any event  
or to RSVP contact  
Diana Medaglia at: (705) 942-7927 x  
3138 or [dmedaglia@ssmic.com](mailto:dmedaglia@ssmic.com)

Sault Ste. Marie Innovation Centre

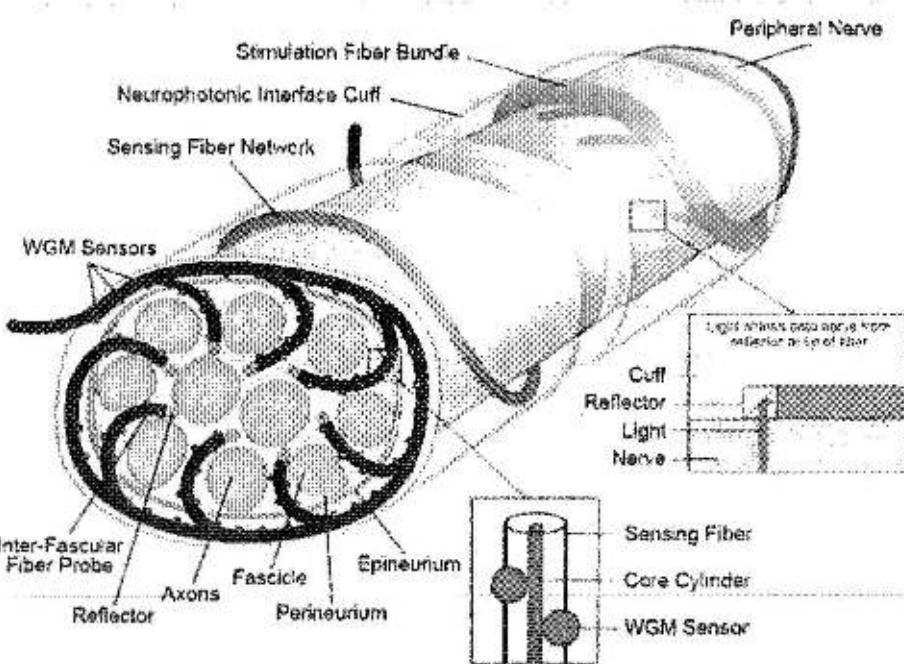
1520 Queen Street East, Suite B1-200

[www.ssmic.com](http://www.ssmic.com)

### Lasers Power Pentagon's Next-Gen Artificial Limbs

Wired.com: In 2005, researchers at Vanderbilt realized they could trigger a nerve using infrared light. The finding catalyzed a handful of research projects investigating the prospect of laser-powered prostheses, and DARPA last year doled out \$5.6 million for the creation of the Neurophotonics Research Center, led by SMU, for the development of prosthetic devices powered by infrared lasers.

Visit [www.wired.com](http://www.wired.com) for more on this article.



"It's the same way the internet put thousands of phone calls on one wire," says Dr. Marc Christensen, the program's leader of the method, which he expects to test in mammals next year. "Right now a prosthetic can pick up or transmit maybe two signals. We think we can turn that number into thousands."

Photos: U.S. Army; Southern Methodist University

### Follow SSMIC on Twitter and Facebook:

Are you an entrepreneur or part of a SME that would like to be profiled in a future edition of Eye On Innovation?

Contact:

Looking to subscribe to this monthly newsletter?

Send an email that says "NEWSLETTER" to: [subscribe@ssmic.com](mailto:subscribe@ssmic.com)



ye on innovation

## TINA vs. LOIS: Shuman Calls Saultites "Visionaries"

In front of an attentive crowd at the Delta Hotel on September 22nd, Michael Shuman, author of *Small Mart Revolution* and *Going Local*, kicked off SSMIC's 1st Annual Soo Sustainable Green Days by posing a hardened scenario: TINA versus LOIS.

TINA ("There Is No Alternative") and LOIS ("Local Ownership and Import Substitution"), each have their own implications of global threats at a local level, but Shuman says Sault Ste. Marie is on track toward implementing and retaining business to maximize local self-reliance.

"Every time you purchase or import something you can make yourself, you're giving away a piece of your economy," Shuman explained. "The misunderstanding is if you focus on global, local will naturally prosper. The opposite is true."

Shuman explained the benefits of local proximity of management by providing the example buying locally made socks rather than those



Above: Michael Shuman kicks off the 1st Annual Soo Sustainable Green Days at the Delta Inn

***"You're visionaries... you're doing that by starting with the energy sector"***

- Michael Shuman

from big-business. By utilizing local networks of lawyers and financial institutions, this method allows money to stay within the local economy while creating an inflow, rather than outflow, of profit.

"But isn't the Sault too small?" Shuman posed the rhetorical question.

"You're visionaries. Start here and make it work. You're doing that with the energy sector. You're visionaries" he repeated.

Even with a small population, Shuman outlined both policy and meta-business ideas for the future of a self-reliant Sault Ste. Marie. The B2B Marketplace in Portland, Oregon was one idea posed during the talk. Before closing its doors, B2B connected buyers with suppliers to maintain a flow of good and profit entirely at a local level.

"This is something I'd like to see in the Sault," Shuman said.

"Because every dollar you spend on TINA is a dollar unavailable to LOIS."

## Pod Generating Sparks Discussion on Revitalizing a Green Sault

The Pod Challenge sign read: "An invitation to explore possibilities and collectively change the rules of the game." That's exactly the impression one gets after meeting Pod President/CEO and former Saultite Glen Martin and his business partner Urs Baur: rule-breaking revolutionaries with a propensity for conceptualizing innovation.

Both men travelled from the Pod Generating Los Angeles headquarters to lead and assist Saultites participating in a two-day challenge, which was a finale to the Sault Ste. Marie Innovation Centre's 1st Annual Soo Sustainable

***"You are Sault Ste. Marie's movers and shakers."***  
- Glen Martin



Above: Participants of the Pod Generating challenge around a table at Sault Ste. Marie to discuss potential revitalization projects at the Bush Plane Museum, September 2011.

"I am immensely impressed by all of you and the dedication and passion that has gone into the past two days," Martin said to participants.

"The ideas that you have come up with here are impressive and completely achievable. You are Sault Ste. Marie's movers and shakers."

The Pod Generating Group is a developer of renewable energy infrastructure working with community leaders, local industry and educators to create renewable energy clusters by improving local economies, providing educational opportunities and diversifying the energy supply. The initiative

falls under part of SSMIC's Alternative Energy Strategy.

## Inside This Issue

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# Gamers' discovery could generate anti-HIV drugs

CBC News—Technology & Science

Online gamers have solved a molecular biology puzzle that may lead to new drugs to fight HIV, the virus that causes AIDS.

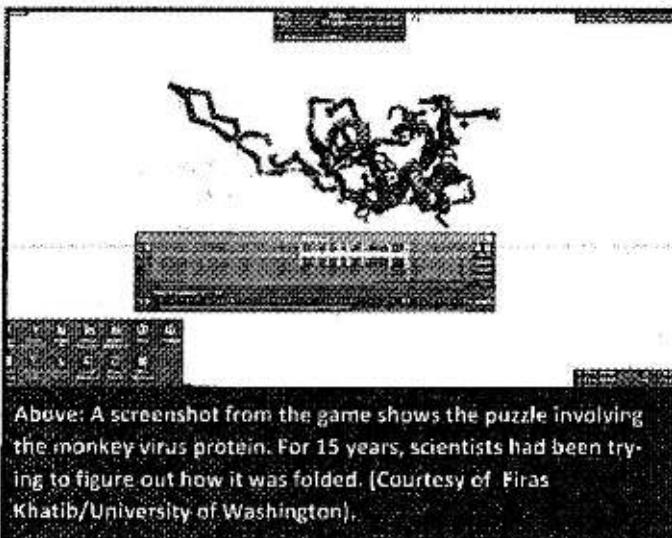
"This is the first instance we are aware of in which online gamers solved a long-standing scientific problem," said a blog posting on the website for Foldit, the protein folding game that tapped the gamers' skills to solve the puzzle.

"This is truly an amazing accomplishment," added another blog posting on the site. "All Foldit players should be proud."

A paper describing the solution was published online Sunday in *Nature Structural & Molecular Biology*. It specifically cited the contributions of gamers known by the user-names spvincent, grabhorn and mimi.

Foldit is a game released by University of Washington biochemist David Baker and his colleagues in 2009. Players compete and cooperate to find the best ways to fold a pro-

tein into a 3D structure based on the laws of physics. The shape of a folded protein is crucial to its function as a lock or key in biological processes.



Above: A screenshot from the game shows the puzzle involving the monkey virus protein. For 15 years, scientists had been trying to figure out how it was folded. [Courtesy of Firas Khatib/University of Washington].

The problem solved by Foldit players recently involved a protein from the virus that causes AIDS in rhesus monkeys. The protein, called a retroviral protease, has "critical roles in viral maturation and proliferation," the paper said. Researchers have been trying to figure out its shape for 15 years.

Foldit players managed to solve the puzzle in

just a few days. Their solution was confirmed as the correct one by comparing the X-ray pattern it would have produced to the actual X-ray pattern produced by the protein.

"These results indicate the potential for integrating video games into the real-world scientific process: the ingenuity of game players is a formidable force that, if properly directed, can be used to solve a wide range of scientific problems," the paper concluded.

That resulting structure can be used in the design of antiretroviral drugs, including anti-HIV drugs, the paper said. Such drugs could bind to the protein if they are the right shape.

In particular, the protein is only active when two individual units join together, so researchers are hoping to design drugs that can prevent two units from joining.

Foldit's inventors published a paper last August showing that human Foldit players were better than computers at solving protein folding problems.

## Former UN Intern and Youth Ambassador for Sault Ste. Marie Appointed as Manager of Marketing and Communications

September 15: The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to announce that Diana Medaglia has been appointed to the position of Marketing and Communications Manager. In this capacity, Diana will be responsible for SSMIC's external marketing and communications activities, as well as managing a number of the organization's programs and events.

Diana rejoins the SSMIC team as a former Business Development Specialist. Since that time, Diana has represented the Sault's growing sectors as a Global Vision Youth Ambassador to China and Hong Kong and worked as editor in chief for the group's online magazine. Diana has held positions with Natural Re-

sources Canada as a Communications Officer with the Ontario Region in the Communications and Marketing Branch, and the United Nations Association of the USA (UNA-USA) in New York City where she interned for the publications department. Diana has completed the Bard College Globalization and International Affairs Program in New York City, as a recipient of a Global Studies Scholarship, and obtained her Honors B.A. from the University of Western Ontario with specialization in Media Information and Technoculture (MIT) and additional certification in Writing.

"Diana is certainly a great example of the bright, young professionals that this

community produces", says Torn Vair, executive director, SSMIC. "We are very pleased to have her join our team and lead our marketing and communications efforts."

"It's a thrilling time to be back and once again part of the momentum taking place at the Sault Ste. Marie Innovation Centre," says Medaglia. "With the growth and diversity of the projects taking place, it is a very exciting time to rejoin the organization."

Diana will be based out of the SSMIC headquarters in the new Bio-Sciences and Technology Convergence Centre located on the campus of Algoma University

## SSMIC's New Headquarters: A breeding ground for science and innovation

Visitors to the Algoma University campus will quickly notice the newly erected building behind the school's residences.

The ribbon cutting ceremony took place on July 7th of this year, and SSMIC moved in and was open for business on July 18th. Later, the Community Geomatics Centre (CGC) moved in and opened for business on August 29th.

Along with SSMIC and CGC, the Bio-sciences and Technology Convergence Centre houses Algoma University's Biology Department, the Invasive Species Research Institute (ISRI), Algoma Games for Health and the Health Informatics Institute.

'The new building is a big step forward for us in terms of office space,' says Tom Valr, Executive Director of the Sault Ste. Marie

Innovation Centre. 'It gives our staff and our incubator clients the space and infrastructure

Joining SSMIC in their office space as new incubator clients are:

ServiceProbe—a Training and Organizational Development company, has developed a unique training and orientation solution that has been used in new hospitals.

Northern Lights—the only laser multimedia production studio in Northern Ontario. They create high impact visible medium for advertising and can create laser projected ads, logos, theme animations for your business, event or occasion.

Terrafact—Terrafact works primarily for multi-national greenhouse gas emitters and owners of large tracts of private forest lands to facilitate the development, registration, and ongoing compliance of forest carbon offsets.

Full company profiles will be coming soon and the public can expect a launch of the new facility in late November.



Above: An outdoor shot of the new Bio-sciences and Technology Convergence Centre on the Algoma University

they need to be successful in day to day operations.'

## ARTIE is back with lasers, LEGOs and CSI

The 4th Annual ARTIE (Advanced Research Innovation & Technology Expo) is approaching, and over six hundred students are signed up to learn more about the emerging fields of science and technology from local exhibitors.

During National Science and Technology Week, this year's ARTIE will host exhibits featuring forensics, interactive LEGO and competitive robotics, a laser show from SSMIC incubator client Northern Lights, real-life crime scene investigation and gaming from Algoma Games for Health. Last year, hundreds of students from over ten participating schools attended the event, and heard from over nine local exhibitors.

An exciting annual component of ARTIE is the ProtoLaunch kickoff. ProtoLaunch is a series of hands on, industry-led workshops followed by an annual game development competition. This year's ProtoLaunch will kick off with a keynote presentation from David Brevik, President and COO of Gazillion Entertainment, Co-creator and lead programmer

of the hit games Diablo and Diablo II. Only twenty-five seats are available for the workshop portion of this coveted events, so interested students should log on to ProtoLaunch on Facebook at [www.facebook.com/ProtoLaunch](http://www.facebook.com/ProtoLaunch) or contact [dmedaglia@ssmic.com](mailto:dmedaglia@ssmic.com).

High school students have a special opportunity to express themselves through social media in the first-ever ARTIE Teen Challenge. This event challenges high school students to use social media (blogging, Twitter, or Facebook) to educate others on something they are passionate about, and have gained inspiration from based on SSMIC's emerging sectors like gaming, business, alternative energy, and sciences. The winner will be judged on their ability to build a following between October 7th and October 21<sup>st</sup>.

For more information on the ARTIE Teen Challenge contact [dmedaglia@ssmic.com](mailto:dmedaglia@ssmic.com)



Above: Students looking at bugs from the Great Lakes Forestry Centre (GLFC) at ARTIE 2010.

## UPCOMING EVENTS:

### October

S	M	T	W	T	F	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**October 20, 21**

*ARTIE (Advanced Research Innovation & Technology Expo) 2011*

**October 21**

*ProtoLaunch*

**November 4,5**

*RAIN (Rural Agri-Innovation Network) Symposium*

For more information

about any event

or to RSVP contact

Diana Medaglia at: (705) 942-7927 x  
3138 or [dmedaglia@ssmic.com](mailto:dmedaglia@ssmic.com)

Sault Ste. Marie Innovation Centre

1520 Queen Street East, Suite B1-200

[www.ssmic.com](http://www.ssmic.com)

## Verbatim

*"Technology is a queer thing. It brings you great gifts with one hand, and stabs you in the back with the other."*

- Carrie P. Snow



**"Okay your father  
managed to get a mouse.  
Now how do we use it?"**

<http://www.zeebarf.com>

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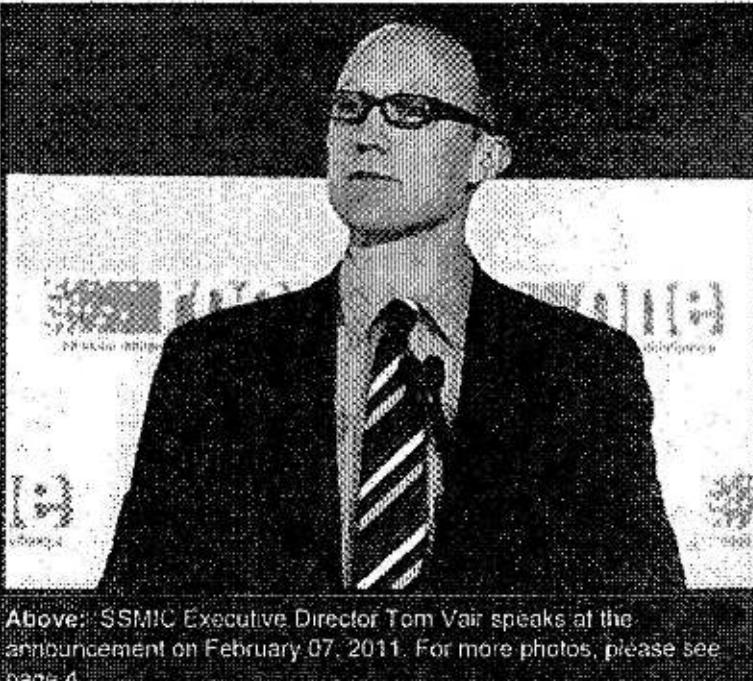
Volume Fifty-Nine : March 2011

## SSMIC joins Ontario Network of Excellence

On Monday February 07, 2010, Ontario's Minister of Research and Innovation, Glen Murray, announced that the Sault Ste. Marie Innovation Centre (SSMIC) has joined the province's recently-formed Ontario Network of Excellence (ONE). Murray made the announcement with Sault Ste. Marie MPP David Orazietti at a morning press conference held at Algoma University.

ONE is a provincial initiative to foster innovation and create jobs in knowledge-based sectors of the economy. The network is comprised of 14 non-profit partner organizations from across the province. Innovators can access ONE through their local member and then tap into a larger provincial program that is funded with \$600 million annually.

After making the announcement, Minister Murray met, spoke with and watched technology demonstrations from local innovative companies who were attending the event. These included, Algoma BCI, Algoma



Above: SSMIC Executive Director Tom Vair speaks at the announcement on February 07, 2011. For more photos, please see page 4.

Games for Health, BioForest Technologies, the Community Geomatics Centre, SITTM and ServiceProbe.

SSMIC joins ONE as a part of a coalition of Northern Ontario

organizations that collectively form the Northern Technology Alliance. In addition to SSMIC and NORCAT, the alliance is also made up of Thunder Bay's Northwestern Ontario Innovation Centre (NOIC) and North Bay's Innovation Initiatives Ontario North (IION).

As a member of ONE, SSMIC will receive annual funding from the Ministry of Research and Innovation that can be used towards travel, marketing and core operating costs. Local entrepreneurs will benefit because SSMIC will now more easily be able to put them in contact with a

wide range of experts — including researchers, academics and investors.

## Council briefed on Vulnerable Persons Registry

SSMIC's Kimberley LeClair was before City Council on February 07 to give a report on the Vulnerable Persons Registry (VPR), currently being worked on by the Community Geomatics Centre.

This system uses Geographic Information System (GIS) technology to take overwhelming amounts of data and give decision-makers and emergency responders easy-to-use, easy-to-read information — indicating if a person with specific vulnerabilities lives at a particular address and communicating tips for how to assist en route to the emergency.



During electrical outages, the public utility will know where people — who depend on devices powered by electricity to survive — live. And for large scale emergencies, VPR data will be available to the Emergency Command Centre.

The VPR is slated to be launched in August, 2011.

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## Social media and SEO workshop wrap-up

A large and diverse crowd packed the room at the Delta Hotel on Friday February 11 to listen to a presentation from social media and SEO expert Jeff Quipp.

Jeff kicked off the workshop with a discussion on Search Engine Optimization (SEO) and its importance in bringing visitors to a company's website. He discussed ways to improve search results through both paid means and unpaid methods, sometimes known as organic SEO.

Some of the factors Jeff cited that could improve search results included the number (and quality) of inbound and outbound links, keyword selection and placement and the use of appropriate metadata.

One point that Jeff stressed repeatedly was picking useful and appropriate text for anchor links. An anchor link is the visible and selectable text in a link. Words contained in the text can determine that page's search engine ranking.

After a quick break, Jeff launched into the second half of his presentation on social media. He likened social media to an accelerant that can be used to help spread word of mouth about a brand. He noted that social media offers a chance to



engage with customers who have had a negative experience with a business and mend fences with them.

Jeff also described different ways of creating social media content and tactics that can be used to create awareness and recruit fans. Jeff's full [workshop presentation](#) is available on the SSMIC website.

SSMIC's workshop series will return in March with its final workshop until the fall. The next workshop will be tentatively scheduled for March 23. More details on

Above: Workshop keynote Jeff Quipp explains the importance of inbound links to search engine rankings.

the upcoming workshop will be made available soon.

Support for SSMIC's workshop series is provided by the National Research Council's Industrial Research Assistance Program (NRC-IRAP).



## New look and features for SSMIC website

If you've visited [www.ssmic.com](http://www.ssmic.com) lately you may have noticed a few changes. On Tuesday February 22, the Innovation Centre rolled over to a new version of its website. While retaining much of the old site's look and feel, the new website offers better navigation, functionality and layout.

The new site offers better integration with SSMIC's social media tools, such as Twitter and Facebook. Video clips and other rich media are also more prominent on the site.

While some things have changed, much of the useful content from the old site has been retained, such as archived newsletters and past workshop presentations. Additional resources for entrepreneurs will be added in the coming weeks.



Above: Screen capture of the new-look SSMIC website that launched in February 2011.

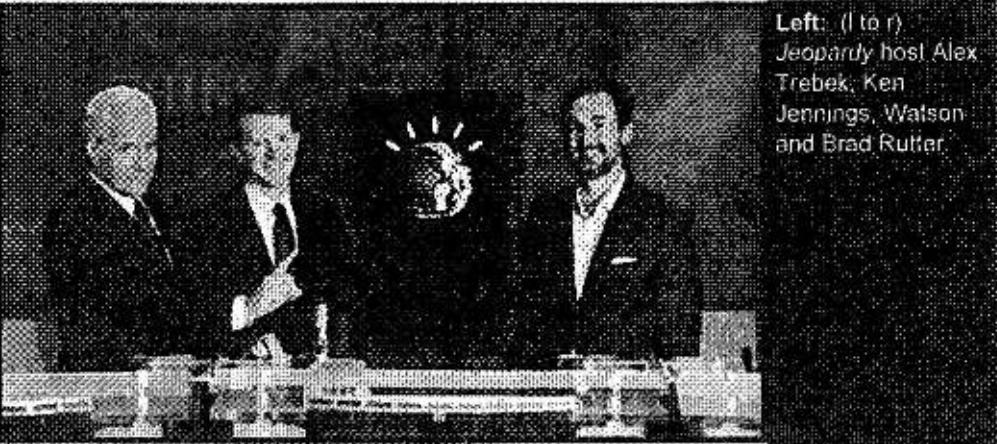
## Ruthless computer crushes human opponents on Jeopardy

Ken Jennings won 74 consecutive matches on *Jeopardy*. Brad Rutter won over \$3.4 million to become the show's all-time money winner. These trivia kingpins had beaten all-comers – until they faced off against a super-computer from IBM.

Jennings and Rutter were humanity's representatives in the "IBM Challenge" on *Jeopardy*: a two-match exhibition held over three episodes from February 14–16. Their opponent was "Watson", an artificial intelligence system capable of answering questions posed in natural language. Watson was developed by researchers with IBM's DeepQA project.

In the end, despite making a few gaffes, such as answering that Toronto was a U.S. city to one Final Jeopardy clue, Watson stormed to an emphatic victory over its human opponents. At the end of the two matches, Watson racked up a score of \$77 147, bettering the combined efforts of Jennings and Rutter who finished with \$24 000 and \$21 600 respectively.

For winning the challenge, Watson's handlers at IBM received a prize of \$1 million, which they have pledged to split



Left: (l to r) Jeopardy host Alex Trebek, Ken Jennings, Watson and Brad Rutter.

50/50 between the charitable organizations of World Vision and World Community Grid. Jennings and Rutter took home \$300 000 and \$200 000 respectively, with each of the human contestants pledging to give half of their winnings to charity.

Watson is powered by 2880 processor cores and finds answers by parsing over 15 terabytes of information. The super-computer was not allowed to access the internet during the games.

Despite the humbling result, Watson's human competitors seemed to take defeat in stride. Jennings wrote, "I for one welcome our new computer overlords," alongside his last Final Jeopardy answer and also penned a humorous article for *Slate* describing the experience.

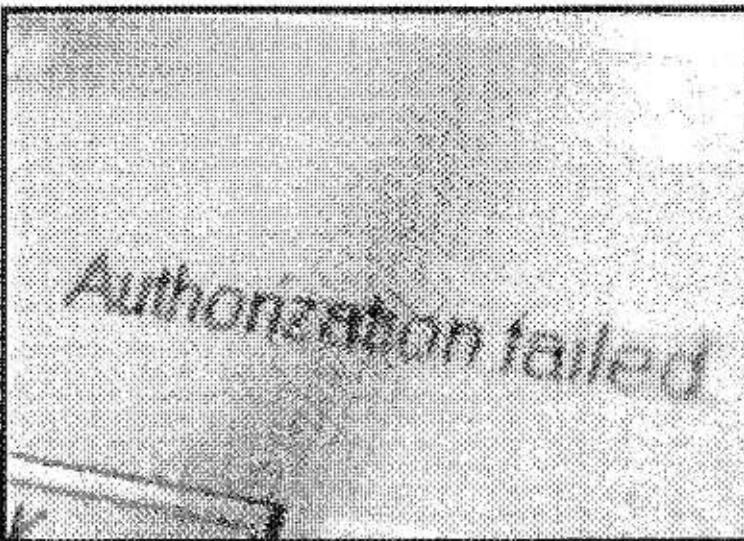
Beyond beating up one human trivia buff, IBM expects the technology used to drive Watson will find a broad range of future applications, such as assisting medical practitioners and conducting legal research.

## ISP's face possible glitches over address shortages

A looming shortage of internet addresses is starting to raise concerns that internet users may begin to see the sort of slowdowns and glitches that were previously predicted to accompany the Y2K bug.

The roots of the problem can be traced to the 1970's, when the internet's creators came to the conclusion that 4 billion numeric addresses would be enough. With only a few hundred mainframe computers around the world accessing the internet at the time, it probably seemed like a reasonable assumption.

However, fast-forward a few decades and the four billion available addresses are now close to being exhausted. In particular, the surging popularity of mobile devices such as smartphones, iPads and e-readers has accelerated the pressure on address availability.



The current internet protocol, or IP addressing system assigns a 32 digit number to every device that accesses that communicates through the Internet. A new, spacious version of the Internet is available with 128-bit IP addresses, but many Internet Service Providers have waited too long to upgrade.

The result is that when the 32-bit standard expires, Canadian ISP's may be forced to make their customers straddle both the old and new internet. Problems with firewalls, software compatibility and anti-spam and anti-phishing technology could result. Fully upgrading to the new standard could take up to 20 years.

A voluntary 24-hour worldwide test of the new standard will take place this June. So far, none of the major Canadian ISP's have indicated they will participate.

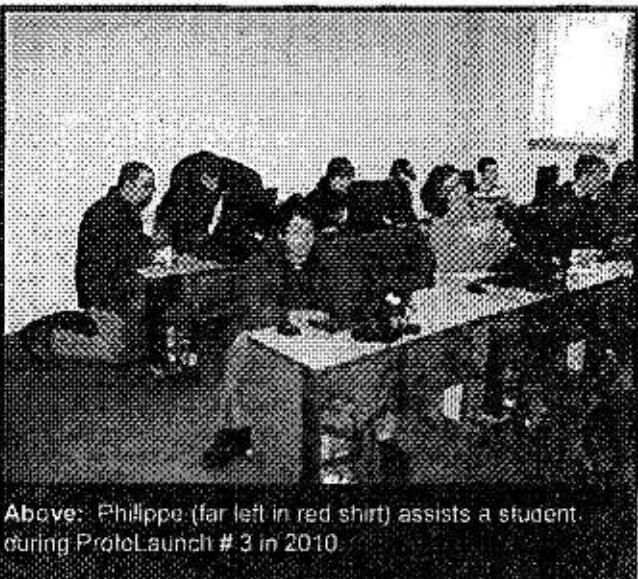
The *Globe and Mail* is reporting that only 2 percent of available internet space now remains for North America. A spokesperson for the American Registry for Internet Numbers predicts that the remaining allotment of numbers will only last for a matter of months.

## ProtoLaunch March update

February's ProtoLaunch workshop with Mike Marquis of Digital Extremes was one of the most popular yet. It was also the first event held at Sault College for this year.

Mike also graciously agreed to share some of his thoughts about working in the video game industry in a video interview. The interview can be found on [SSMIC's Youtube channel](#) at [youtube.com/innovationssm](http://youtube.com/innovationssm).

The ProtoLaunch workshop series will be continuing on in March with featured speaker Philippe Therien of Ubisoft, Montreal. Philippe is a ProtoLaunch veteran, as he was the keynote speaker at ProtoLaunch # 3 last year.



Above: Philippe (far left in red shirt) assists a student during ProtoLaunch # 3 in 2010.

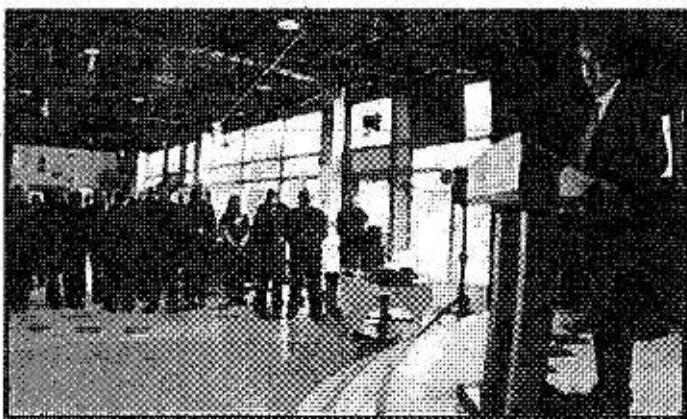
This time around, Philippe will be offering some advice and guidance on the use of Unity 3D, continuing to build on what students have learned in previous workshops this year.

Information on the workshop's dates and registration will be posted soon on the ProtoLaunch Facebook page at [Facebook.com/protolaunch](https://www.facebook.com/protolaunch).

As always, any questions about ProtoLaunch are best directed to Dwayne Hammond via email at [dwayne.hammond@algoma.ca](mailto:dwayne.hammond@algoma.ca) or by phone at (705)942-7927 ext. 3126.



## Photogallery from ONE announcement, Monday February 07, 2011



1. MFI Minister Glen Murray at the podium

2. Glen Murray and David Orazietti speak with Paul Bolan of Bioforest Technologies Inc.

3. Minister Murray is interviewed by MCTV news.

4. Members of the crowd socialize after the announcement.



## UPCOMING EVENTS:

### MARCH

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- March 4, 2011

TAG Luncheon with Marc Dube  
OFRI

Contact [mward@ssmic.com](mailto:mward@ssmic.com) for details

- March 10, 2011

Innovation Breakfast  
Gran Festa Ristorante  
Contact [mpratt@ssmic.com](mailto:mpratt@ssmic.com)  
for details.

- March 23, 2011

IRAP Workshop  
Details coming soon on  
[www.ssmic.com](http://www.ssmic.com)

Visit [www.ssmic.com](http://www.ssmic.com) to view an  
updated calendar of events.

For more information  
about any of the events  
or to RSVP contact  
Jonathan Coulman at: 942-7927  
X3122 or [jcoulman@ssmic.com](mailto:jcoulman@ssmic.com).

Sault Ste. Marie Innovation Centre

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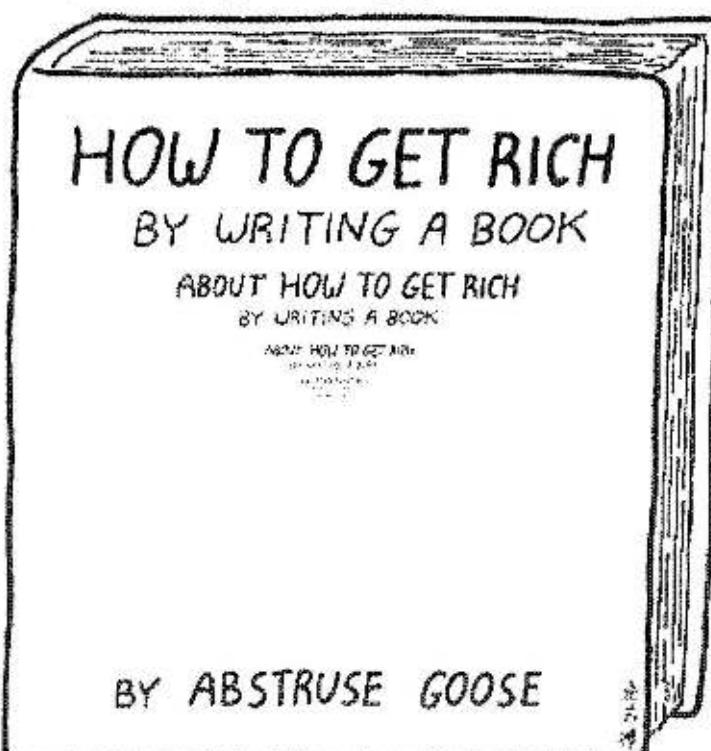
Phone: 705-942-7927 Fax: 705-942-6169 Email: [jcoulman@ssmic.com](mailto:jcoulman@ssmic.com)

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### Verbatim

"If you open up the mind, the opportunity to address both profits and social conditions are limitless. It's a process of innovation."

- Jerry Greenfield



<http://abstrusegoose.com>

### SSMEDC names new CEO

The Sault Ste. Marie Economic Development Corporation has a new CEO. Thomas Dodds will take up the top post at the EDC beginning on April 4.

From 2003 to 2011 Dodds was director of international business for FedNor – Industry Canada. He has also held other past positions with FedNor and also served as executive director of the



Sault Ste. Marie  
**ECONOMIC  
DEVELOPMENT  
CORPORATION**

Community Development Corporation of  
Sault Ste. Marie and Area.

Dodds holds a masters of public  
administration degree from the University

of West Florida and an undergraduate  
degree in planning and environmental  
studies from the University of Waterloo.

Dodds succeeds former long-service  
EDC CEO Bruce Strapp. Strapp departed  
the organization to become the Executive  
Director for the Northern Ontario Heritage  
Fund (NOHFC) in October, 2010.

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## Science, tech converge at Algoma U

### A tale of two innovation giants

By: Lindsay Kelly

Two years after it broke ground on the Algoma University campus, the new Biosciences and Technology Convergence Centre is living up to its name as science, technology, academia and private enterprise converge to create economic development opportunities for the Sault.

An official opening will take place this fall, but tenants began moving in this summer, and Algoma University president Richard Myers is enthusiastic about the possibilities it presents.

"It's a very exciting kind of place, and we have very high hopes that it will allow us to make a very strong contribution to the development of the Sault Ste. Marie economy in a new technology-focused direction," he said, noting that renewable energy and economic development also tie into the mandate.

Anchoring the building is the Sault Ste. Marie Innovation Centre and its business incubator, along with the Community Geomatics Centre, Algoma Games for Health, the Health Informatics Institute, and the Invasive Species Research Institute. State-of-the-art science labs for Algoma's science students have also been incorporated into the facility to complement a quintet of full-time science faculty that have been hired within the last few years.

"We have beautiful new science facilities and fantastic new science professors, and I think our science programming is probably very quickly going to become the most successful part of the university," Myers said.

For Tom Vair, executive director at the innovation centre, the new, spacious building has fulfilled a need for additional capacity. Partnerships have been key to many of the centre's initiatives and the new space should only improve those relationships.

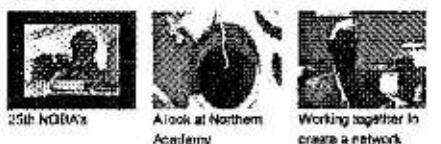
"At the end of the day, the whole thing is really just about trying to grow jobs and activity in the science and technology sector so we can bring back more talented young people to Sault Ste. Marie, or help them stay here, or attract new companies here," Vair said.

Four companies have moved into the incubator at the new building since August, and Vair anticipates they will soon reach capacity, but conceded "those are good challenges to have."

One of the centre's most recent initiatives was the successful implementation of Soo Sustainable, a seven-day series of activities and workshops that focused on



Algoma University president Richard Myers is excited about the possibilities presented by the new Biosciences and Technology Convergence Centre, which opened this past summer on campus.

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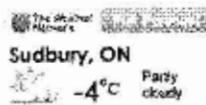
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renewable energy. Designed to provide information on the benefits of a sustainable community that includes renewable energy, the event complemented the city's work to develop a Community Sustainable Energy Strategy.

"One of our goals was to use this event to engage people. We ran a specific session on the Community Sustainable Energy Strategy, asking people to come out and provide their input," Vair said. "The consultants presented some initial thoughts they had for the strategy and I think got some really valuable feedback on those thoughts and ways to refine it and improve it."

That feedback will be weighed, and the consultants are expected to return with a draft policy by Nov. 15, after which it will be presented to city council for consideration.

As the innovation centre builds on its success, the university, too, is celebrating its achievements, particularly in its science programming. Before now, the school was without its own science labs, and its students used labs in the city's two government forest research institutes for their studies.

With new labs, new professors and a new biology degree program introduced last year, Myers has seen application numbers for the biology program jump, particularly amongst local students. He believes students were reticent to study science at Algoma in the past because of the lack of facilities, but that's not a hindrance anymore.

The university is embarking on a new marketing campaign that touts the benefits of attending a small university—smaller class sizes, private rooms, and opportunities for research and publishing among them.

"I think, in the past, we've been a little apologetic about it," Myers said. "The message was, 'We hope, in 20 years, to be almost like other universities,' and I think that really short-changed the strengths of the institution, which are very substantial."

Myers said while attracting out-of-region and international students is part of its mandate, ultimately the school's goal is to create educational opportunities for Saultites so they can help enrich and enhance the fabric of the city.

"Our programming base is designed to serve them and the broader community," he said. "We need to have academic programming that Sault Ste. Marie needs in order to move forward economically and socially."

[www.algomau.ca](http://www.algomau.ca)

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By SooToday.com Staff  
 SooToday.com  
 Friday, October 21, 2011



### NEWS RELEASE

#### SAULT STE. MARIE INNOVATION CENTRE

##### Vulnerable Persons Registry: First in North America

*An eight-year initiative culminates for  
the Community Geomatics Centre*

The Sault Ste. Marie Innovation Centre's Community Geomatics Centre (CGC) has announced that the Vulnerable Persons Registry (VPR) is open to Sault Ste. Marie and area residents with registration available online, by mail or through registration locations.

The CGC has produced a groundbreaking comprehensive model in partnership with over 25 local agencies to assist authorized personnel in emergency situations.

This eight-year initiative is the first of its kind in North America and has been designed to be transferable with the hopes of becoming a model that communities across Canada could adopt.

The VPR provides an additional safeguard that is free, voluntary and confidential for persons at greater risk during emergencies.

This communication tool provides local first responders and PUC with the key information they need to help increase safety in situations of power outages, home emergencies, and large-scale emergencies.

"After eight years, we are proud of what the VPR has become and what it has the potential to do for the community, and hopefully elsewhere in North America," says Kimberley LeClair, VPR coordinator.

The VPR pilot accepts registrations from Sault Ste. Marie residents who live at home without 24-hour support and experience difficulty with mobility, vision, hearing, and developmental, cognitive and mental health.

Those living in the townships of Prince of Wales and Rankin Reserve, who rely on electricity for life-sustaining equipment such as life support, oxygen and dialysis, are also eligible to register.

There are two registration locations open to the public which include the Accessibility Centre located at the John Rhodes and Canadian Red Cross.

The public can also register from home by visiting [www.sootoday.com](http://www.sootoday.com) or submitting a form by mail.

Clients of partnering support agencies such as Alzheimer Society and CNIB can also register directly with their agency.

If you would like a registration kit mailed directly to your home, please contact the VPR coordinator.

The VPR initiative is in memory of Lewis Wheeler who passed away

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during the widespread black out in August of 2003.

"We cannot stress enough the importance for the VPR and believe it will make a difference in our community. We are certain he would be truly humbled that lessons learned from his life have inspired such an initiative," says the Wheelan family.

For more information on the Vulnerable Persons Registry, contact Kimberley LeClair, VPR coordinator, at 705-942-6938 x3041 or [info@soavpr.com](mailto:info@soavpr.com).

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# Vulnerable persons registry 1st of its kind

CBC News

Posted: Oct 20, 2011 4:03 PM ET

Last Updated: Oct 20, 2011 9:27 PM ET

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Melanie Wheelan, mother of Lewis Wheelan, speaks during a news conference announcing the start of the Vulnerable Persons registry. Steve Howard

The first vulnerable persons registry has been launched in Sault Ste. Marie, Ont., inspired by the death of a disabled 21-year-old man.

The database will hold information on individuals who are disabled and can't care for themselves so in the event of a blackout, flood or other emergency police and paramedics will be able to give priority to those on the list.

The Sault Ste. Marie Innovation Centre started work on the registry after the death of Lewis Wheelan.

Wheelan lost both his legs, his right arm and suffered severe burns over half his body in a workplace accident in 2001. He was left without the ability to control his body temperature.

On Aug. 14, 2003, a blackout left his apartment building without air conditioning.

## P.O.V.:

Should other cities have such a registry? [Take our survey.](#)

Wheelan's sister Sarah Wheelan said the then 21-year-old — who had started to get his life back on track — died as a result.

"Power wasn't restored for 22 hours in that building," she said. "He passed away on the 15th ... and his body was found the next afternoon."



*Kimberley LeClair, Vulnerable Persons Registry co-ordinator, Steve Howard*

Kimberly LeClair helped create the registry and works at the Innovation Centre. She said other communities are already taking notice of the database.

"The number 1 question that is being raised across the province is how do we know where our vulnerable citizens are in an emergency," LeClair said.

So far 10 people have been registered, but LeClair believes there are more than 1,000 people in Sault Ste. Marie alone who could benefit from the registry.



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## In a class of their own

By Macleans.ca | November 4th, 2011 | 9:32 am

Adventure Studies, Space Engineering, Costume Studies?!



UBC Wood Processing students putting together the podiums used at the 2010 Olympic ceremonies.

*From the 21st Maclean's University Rankings—on newsstands now. Story by Alex Ballingall.*

Parents have a tendency to dream on behalf of their children. Sometimes they envision their daughters and sons climbing the hallowed staircases of ivory tower institutions. Sometimes they're graduating from law school, leaping headlong into medical school, or simply training to take over the family business. There's no doubt such dreams have merit, but they don't always mesh with what kids want. Canadian universities offer a staggering array of enticing programs in which students can pursue their own destinies and determine their own dreams. Here are a few standouts:

### Adventure Studies

#### Thompson Rivers University

As part of TRU's popular bachelor of tourism management program, students can choose to major in adventure studies. Yes, it is as awesome as it sounds. During their first two years, 60 per cent of the program's courses involve "field trips," including heli-skiing, ice climbing, white-water kayaking, and mountaineering. Students can even receive Canadian Mountain and Ski Guide certification through the department. In their third and fourth years, adventure studies students are taught marketing and management skills, as well as the principles of ecotourism. And every year, students travel to the town of Camina in northern Chile — where the school has helped set up an adventure tourism outpost in the Andes—to

develop marketing strategies and plot out hiking routes.

### Wood Products Processing

#### University of British Columbia

UBC's bachelor of science in wood products processing is like woodworking class—on steroids. The award-winning program (described as one of UBC's "best kept secrets") bills itself as a "fusion of science, engineering and business." Students learn the technical and theoretical skills needed to design and build everything from house frames to avant-garde furniture. Those enrolled in the program get the benefit of working at UBC's Centre for Advanced Wood Processing, where students have access to state-of-the-art computer design software. A group based at the Centre, which included students from the program, used this equipment to design and build the podiums for the 2010 Vancouver Olympics. The program also includes a co-op; paid placements of up to 20 months, some of which can take them as far as Santiago, Chile.

### Space Engineering

#### York University

Some engineers design bridges and railroads. Others specialize in sewage pumps. But at York University, they can shoot for the stars. Students of the school's space engineering program are taught how to design and manage satellite communications systems, and work to contribute to the design of the next generation of space-faring vessels. Courses range from physics and algebra to orbital mechanics and mission design. Students can track real spacecraft from the Algonquin Radio Observatory, and have the option to complete a paid work placement of up to 16 months between their third and fourth years. The faculty has been involved in renowned space missions, including the deployment of the Phoenix Mars Lander, which arrived at the Red Planet in May 2008.

### Computer Games Technology

#### Algoma University

As a branch of its computer sciences program, Sault Ste. Marie's Algoma University offers a four-year degree specialization in computer games technology. Students study computer science programs like data structures and programming, as well as artificial intelligence in computer games and computer game design. The university also houses the Algoma Games for Health studio, where students are creating video games that can help rehabilitate those with injuries and health problems. (eVoxative Speech Therapy, for example, helps stroke victims recover their speech.) Students can also work on their projects at the Sault Ste. Marie Innovation Centre, which brings in leading experts from the gaming industry to speak to students and run workshops.

### Hellenic Studies

#### Simon Fraser University

Obsessed with the Greeks? The Stavros Niarchos Foundation Centre for Hellenic Studies at SFU offers undergraduate and graduate degrees that focus on various aspects of Greek history, language and culture. Teachings range from the ancient musings of Plato and Aristotle, and the rise and fall of the Ottoman Empire, to the history of 20th-century Greece. The Centre for Hellenic Studies has also created an online Greek language tool called Odysseas. More than 4,500 people have downloaded its iPhone application, while a tablet app is in the works. As an added program perk, students can take a semester on the Greek island of Kefalonia, where they learn how to conduct archaeological digs at an excavation site in a 2,500-year-old cemetery.

### Planning

#### University Of Waterloo

The University of Waterloo's School of Planning is an inter-disciplinary program that applies elements of ecology, law, economics, politics, sociology and geography to urban planning. It's the only Canadian program of its kind to take in students at the undergraduate, graduate and post-doctoral levels, and it's been recognized as the best urban planning program for its emphasis on incorporating principles of environmental sustainability into the curriculum. Planning advertises itself as a "professional program," meaning there's a heavy emphasis on providing the hard skills needed to land a job after graduation. Every year, the school hosts the Pragma Council, a forum for industry experts and business, education and government leaders to discuss contemporary issues in urban and community planning. The school also selects a prominent member of the planning community to conduct student seminars as "planner in residence."

### Film Studies

#### Ryerson University

In the age of the image, visual media reign supreme. The film studies program at Ryerson University aims to place its students in the thick of it. The program, part of the university's School of Image Arts, offers courses in writing for film, directing, cinematography, production and editing. And every year, students at the downtown Toronto-based school can take advantage of the school's proximity to the Toronto International Film Festival (TIFF). This year, 50 TIFF films were screened at the Ryerson Theatre, and four films made by students and alumni were showcased in the festival. Ryerson also houses a basement area known as "the cage," where students can sign out video equipment and use studio space—at any hour—free of charge.

### Costume Studies

#### Dalhousie University

One-of-a-kind in North America, Dalhousie's four-year honours B.A. in costume studies attracts students from all across Canada and the United States. The program teaches the principles of textile fabrication, costume technology, as well as pattern design from 1680 to today, and explores clothing's impact on our cultural identity. Students also do extensive research on historical attire—think knickers during the Industrial Revolution—to help them accurately recreate pieces for film and theatre productions. Many graduates go on to create costumes for movies, plays and living history museums.

### STRANGE COURSES

Have an extra credit or two you need to fill? Consider one of these *au courant* classes.

#### Rap Poetics - University of Toronto Scarborough Campus

This course, open to English students, traces the history of the poetic form and rhetoric of rap lyrics. It's the shizzle.

#### Forever Young: Fang-Ophilia in Contemporary Western Culture – University of Western Ontario

Taught in three-hour lectures, this course focuses on the portrayal of vampires as eternally young, sophisticated objects of intense desire in 21st-century media.

#### Canadian Sports History - University of Manitoba

Reaching back to the pre-colonial physical activities of Aboriginal peoples, this course aims to teach about the rise of modern sports culture through the evolution of gender, class and race identities in Canada.

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Tags: Cool programs • Costume Studies • Dalhousie University • Film Studies • Hellenic Studies • planning • Rap Poetics • Ryerson University • Simon Fraser University • Space Engineering • Sports History • Stavros Niarchos Foundation • Strange Courses • Thompson Rivers University • University of British Columbia • University of Waterloo • Weird Courses • Weird Programs • Wood Products Processing • York University

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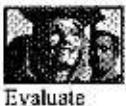
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## Sault kids turned on to science

By Rachel Punch, THE SAULT STAR  
Updated 2 hours ago

Nine-year-old Alison Caldwell-Pratt didn't appear grossed out in the slightest as she used popsicle sticks to prod through a pile of worms and dirt at the George Leach Centre on Thursday.

"They were really squiggly," she said, after visiting the Clean North display about worm composting. "It was awesome."

The Grade 4 student at River View Public School was learning composting doesn't have to take place outside.

"You can just have a box" in the house, she said.

Clean North volunteer Minal Brieji was showing the students how to make red wiggler worm compost bins using plastic tubs. The worms and other insects break down food scraps and other compostable items, leaving behind rich soil.

"I learned that worms like to eat the stuff you eat," said Grade 5 student Meena Addison. "It was really cool."

Brieji was hoping some of the students might share the idea with their parents.

"I hope that instead of throwing their food products into the garbage, maybe next time they will say: 'Hey mom, can we get a wiggly worm composter?'" Brieji said. "It's something fun for them to do. It can also help infants assume responsibility around the house."

The Clean North exhibit was one of several set up in the gym at the George Leach Centre on Thursday during day one of the fourth annual Advanced Research and Technology Innovation Expo -- or ARTIE. The event is organized by the Sault Ste. Marie Innovation Centre.

"We're really excited about ARTIE. We love seeing how excited the children get once they are here," said Diana Medaglia, the Innovation Centre's manager of marketing and communications. "Who knew that science and technology could be so exciting?"

The event is a way to celebrate science and technology and Canada's role as a leader in those fields, Medaglia said.

"It's important that kids learn that science and technology are really important," Medaglia said. "Maybe this will spark some interest and it will carry all the way through for the rest of their academic careers."

On Thursday, about 200 students from Senior Kindergarten to Grade 6 made their way through the exhibits. Exhibits ranged from a laser light show from Northern Lights to a water testing demonstration to a presentation from the 4H club to a robotic demonstration from Korah College.

It was the third time teacher Stephanie Villeneuve has been at the event.

"We need to get the kids interested in science and this is a great way to do it," she said.

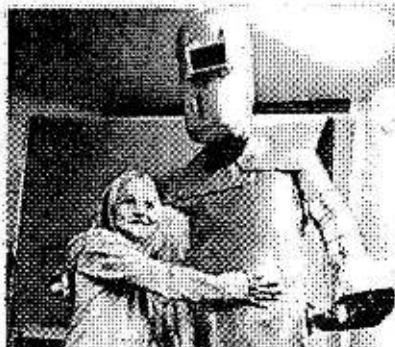
"I like the way presenters are always letting the students be hands-on," she said. "They are not just lecturing them on the science; they are actually letting them touch and feel. So many of our kids nowadays learn that way," Villeneuve said.

"It's also a nice morning out to learn about science instead of just sitting back and doing straight math," she added.

On Friday, about 500 high school students will attend the event, which will feature Proto Launch.

"We focused on video game technology," Medaglia said. "We kind of cater that curriculum to higher level thinking for the high school students."

[rachel.punch@saultstar.com](mailto:rachel.punch@saultstar.com)



Wabigoon student Jade Thibault, 7, hugs Arlie the robot at the annual Advanced Research and Technology and Innovation Expo (ARTIE) on Thursday at Algoma University. Rachelle Larocque / Sault Star / CM Agency

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## Should a vulnerable persons registry be expanded nationwide?

- *October 21, 2011 7:58 AM*
- *By Community Team*

The city of Sault Ste. Marie, Ont., has launched a registry of vulnerable persons, a database of individuals who are disabled and can't care for themselves in the event of a blackout, flood or other emergency.



*Lewis Wheelan died during the August 2003 blackout. (Health and Safety Ontario)*

The registry is the first of its kind in Canada. It was inspired by the death of Lewis Wheelan, a disabled 21-year-old, during the 2003 blackout in Ontario and northeastern U.S.

The Sault Ste. Marie Innovation Centre, who began work on the registry after Wheelan's death, said other communities are already taking notice of the database. So far, 10 people have been registered, but the centre said more than 1,000 people in Sault Ste. Marie could benefit.

In the comments of our story, people identifying themselves as disabled had mixed reactions to the registry.

"As a disabled person, and in a group with people that are vulnerable, this is a good idea, but what point would it serve if it isn't looked after properly?" asked [Jeff Munroe](#).

"Trouble is, right now many home-care disability programs are disappearing because government funding is drying up, and people that are completely dependent on 24 hour care are having a hard enough time as it is trying to get good care, much less quality care," he said.

"I am a 56-year-old disabled man after brain surgery and I can tell you I don't want to be on any vulnerable persons list," said [Jeff Wilkinson](#).

"I have a Lifeline button with emergency contacts available in the event of an emergency. We also have 911 in my Northern Ontario town. I don't need to be on any special list so that big brother can keep an eye on me," he said.

Should more Canadian cities create vulnerable persons registries? Would you sign yourself or a loved one up to

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## Wheelan's mom hails new registry

By Brian Kelly, The Sault Star  
Updated 2 hours ago

Melrose Wheelan "couldn't get involved enough" when she learned a vulnerable persons registry was being created in Sault Ste. Marie.

Her son, Lewis, was a triple amputee who died in Toronto during a province-wide power outage in Aug. 26, 2003. He was 21.

The Sir James Dunn Collegiate graduate suffered burns to 85% of his body in a workplace accident in 2001.

Air-conditioning units at his two-bedroom apartment were essential to keep him cool. Numerous skin grafts made it difficult for his body to control its temperature.

Electricity was out for 22 hours during that massive outage eight years ago. No one checked on Wheelan during that nearly day-long span.

"If there had been a VPR in place, the outcome could have been so very different," said Wheelan during the presentation.

She began to assist the community geriatrics centre, a division of Sault Ste. Marie Innovation Centre, in its creation of the registry 18 months ago.

"It was wonderful news," said Wheelan following the registry's official launch Thursday at John Rhodes Community Centre.

"It was great to see something that kind of spoke to the problem Lewis had."

Her husband, Bob, and daughter, Sarah, also attended the training session at an upstairs meeting room.

The free registry is open to people with mobility, hearing, vision or mental health issues or who need power for dialysis, oxygen and life-support systems.

Contact information will be given to agencies or first responders, such as Sault Ste. Marie Police Service, Sault Ste. Marie Fire Services, Canadian Red Cross and PUC Services, in case of power outages, home and large-scale emergencies.

One-year pilot funding of \$70,000 was raised from the city's accessibility advisory committee, Community Endowment Fund and District of Sault Ste. Marie Social Services Administration Board.

The "groundbreaking" registry is the first of its kind in North America, said SSMIC executive director Tom Volt.

Its goal is "to improve the safety of those who are at greater risk during emergencies," said program co-ordinator Kimberly LeClerc.

The registry began with a soft launch in mid-August with 40 people registered to date. Organizers expect 1,000 to 2,000 residents from Sault Ste. Marie, Prince Township, Rankin Reserve and Dennis Township could register for the free service.

The Innovation Centre hopes to begin marketing the registry to other communities within the next year.

"We know that other communities are watching Sault Ste. Marie to see how our implementation has gone," said Volt in an interview.

"We think there is going to be a lot of interest from other communities."

Registrations can be made at the accessibility centre at John Rhodes Community Centre and Canadian Red Cross or on the registry's website.

Ten partnering support agencies, including Alzheimer Society of Sault Ste. Marie and CNIB, will accept registrations from their clients.

Registration information is confirmed every three months.

"It is important as a community that we continue to build infrastructure and additional safeguards for those vulnerable persons," said Mayor Debbie Amoruso.

"These measures allow those individuals to have their independence and remain at home while having the confidence that in the face of an emergency that help will be on its way."

The registry's dedication to Wheelan's memory means a lot to his family.

His mother described him as "an incredibly caring and empathetic young man (who) had great compassion for those most vulnerable in our society."

Shortly before his death, he purchased socks and underwear with hopes of distributing the clothing to the homeless in downtown Toronto.

"He had a renewed appreciation of what it was to need help," said Melrose Wheelan.

On the web: [www.saultstar.com](http://www.saultstar.com)

brian.kelly@saultstar.com



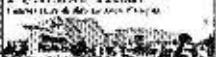
Melrose Wheelan couldn't get involved enough when she learned a vulnerable persons registry was being created in Sault Ste. Marie.



CAMBRIAN NISSAN



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Sault Star  
Celebrations



Today

Beyond the Garage Door

CLUB GENOME, THE  
FIRST OF FOUR  
INTERACTIVE OBJECT  
THEATRES TO OPEN  
AT SCIENCE NORTH,  
WELCOMES YOU!

Pre-Christmas Art Show  
& Sale

Oct. 22, 2011

ARCH Anniversary  
Dinner Dance & Silent  
Auction

Power Yoga Workshop  
10:30am-12:30pm

Restore and Renew  
Power Yoga

Oct. 23, 2011

Maple Ridge Cemetery  
Tour Fundraiser

Oct. 24, 2011

Power Yoga for Core  
Strength

Oct. 25, 2011

Power Yoga

Oct. 26, 2011

Long & Lean Power Yoga

PRACTICE FIRM  
INFORMATION  
SESSION

Oct. 27, 2011

Power Yoga Restorative

Business Name  
City





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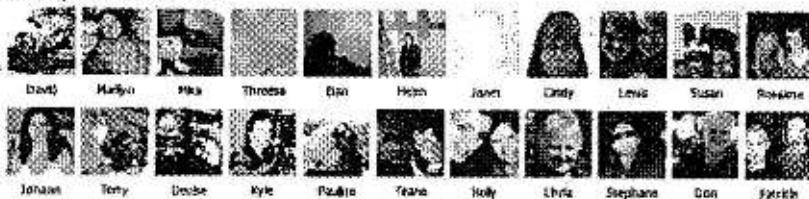
**ASIDE**



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# City of Sault Ste. Marie

## Corporate Strategic Plan

2011-2014

Progress Report #1 – December 2011



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## **Vision Statement**

**(the future of the City)**

“The Corporation will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community”

## **Mission Statement**

**(what the City does)**

“To provide quality and cost-effective municipal services in a responsible and supportive manner.

# **Corporate Values**

## **Integrity and honesty**

We will demonstrate honesty, sincerity and fairness in carrying out our responsibilities.

## **Accountability and transparency**

We will be accountable to our citizens and transparent in our decision-making processes.

## **Commitment to citizens and the community**

Putting people first is a hallmark of success. We are committed to working together to provide inclusive and accessible services to protect, support and enrich quality of life in our community.

## **Respect and appreciation of employees**

We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

## **Fiscal responsibility**

We will manage municipal finances in a responsible and prudent manner to provide quality and affordable services. We pursue best practices to lower costs and ensure best value in service delivery.

## **Environmental stewardship**

We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.

## Strategic Directions

### **Developing Solid Infrastructure**

- Environmental Leadership
- Transportation Network Improvements
- Property Management and Development

### **Delivering Excellent Services**

- Communications
- Process Improvement
- Leadership and Staff Development
- Technological Innovation

### **Enriching Our Lives**

- Recreational/Cultural Infrastructure
- Planning for the Future

## Strategic Direction 1: Developing Solid Infrastructure

### Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Solid waste management •Bio-solids management study (awaiting provincial compost guidelines) •Implementation Design Construction •EA for solid waste disposal	Underway	Underway 2014 2014 2014	Reduction in waste/refuse  Increased waste disposal capacity	D. Elliott	Engineering, PUC, PWT, Consultants	\$65,000  \$750,000 \$11,250,000 \$750,000	\$65,000  \$750,000 \$11,250,000 \$750,000	Sewer Surcharge Operations Budget + Sewer Surcharge Capital Budget  Waste Disposal Site Reserve	Approved  Approved	2010-2011  2005 to unknown	Study scheduled for completion in 2012  Scheduled for completion in 2014
West End Sewer Investigative Study •Upgrades to west end sewage plant •Infiltration elimination/reduction	Underway	Underway	Improved wastewater quality and operations ( <i>Study within term of this plan, upgrades post-Reduce costs; Reduce bypasses and overflows to river (\$100,000/annually)</i> )	D. Elliott	Engineering, PUC, PWT, Consultants	\$120,000  TBD  \$400,000	\$120,000  TBD  \$400,000	Sewer Surcharge Capital Budget  Sewer Surcharge Capital Budget	Approved  Approved	2009  2011-2014	Scheduled for completion in 2012  Ongoing initiative
Implement SCADA system to monitor operations of waste water facilities •System construction/ installation/ commissioning •System improvements (check valves, removal of overflows)	Underway	2011	Improved operations and communications	D. Elliott	Engineering, PUC, PWT, Consultants	\$175,000	\$500,000	Sewer Surcharge Capital budget; COMRIF	Approved	2009	Scheduled for completion in 2012  Scheduled for completion in 2012
Rehabilitation of aqueducts/open channels •Fort Creek •Central Creek	2012 2012	2018 2015	Improved stormwater management Extend life of flood control facilities	D. Elliott	Engineering, PUC, PWT, Consultants, Conservation Authority	\$5,475,000	\$6,500,000	Capital Works (Urban Only) Budget + Federal gas tax			Fort Creek Phase 1 design underway
Review sanitary sewer construction – sewers not associated with roadways	Underway	Ongoing	\$100,000 annually	D. Elliott	Engineering	\$400,000	\$400,000	Sewer Surcharge Capital Budget	Approved	Ongoing	Haviland Crescent sewer completed in fall 2011
Reconstruction of small pumping stations •Lake Street •McGregor Avenue •Industrial Court "A" •Tallack Boulevard •Pine Street	2011 2011 2012 2012 2012	2012 2012 2014 2014 2014	Upgrade/replace aging sanitary pump stations  Reduce overflows	D. Elliott	Engineering PWT Consultants	\$600,000  \$500,000 \$500,000 \$500,000	\$600,000  \$500,000 \$500,000 \$500,000	Sewer Surcharge	Approved  Approved	2011 2011	Lake St. to be completed fall 2011 McGregor to be completed fall 2011
Underground fuel tank replacement •Fire – Station 1 •Cemetery •PWT (Sackville)	2011 2011 2012	2011 2011 2012	Reduce liability	J. St. Jules J. King L. Girardi	Fire Cemetery PWT	\$60,000  \$70,000 \$135,000	\$60,000  \$70,000 \$135,000	Capital from Current Capital from Current Capital from Current	Approved	2011 2012	Complete Referred to 2012 budget Referred to 2012 budget

## Strategic Direction 1: Developing Solid Infrastructure

### Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Environmental Assessments for: •Great Northern Road – Second Line/Third Line •Third Line East and Black Road – hospital to Second Line •Second Line – Old Garden River to Black Road •Northern Avenue extension	Underway Underway Underway 2014	2012 2012 2012 2015	Improved pedestrian and vehicular traffic flow	D. Elliott	Engineering, Consultants	\$50,000 \$55,000 \$50,000 \$50,000	\$50,000 \$55,000 \$50,000 \$50,000	Misc Construction budget Misc Construction budget Capital Budget w. Pine/connecting link Misc Construction budget	Approved Approved Approved	2009-2010 2010-2011 2011-2012	To be completed spring 2012 To be completed fall 2012 To be completed spring 2012 Future initiative
Connecting link reconstruction •Miscellaneous resurfacing Second Line – Gt. Northern to Pine  Great Northern – Second Line to Third Line Second Line – Pine to Strathclair  •Root River bridges (Gt. Northern)		2012 2013 2014 2011	Improved pavement Extend longevity	D. Elliott	Engineering, Consultants	\$500,000 \$500,000 \$500,000 \$703,500	\$6,000,000 \$2,800,000	Capital Works budget + connecting link funding	Approved Approved	2011-2012 2011	To be completed Fall 2012 pending MTO funding To be completed Fall 2013 pending MTO funding To be completed Fall 2014 pending MTO funding To be completed Fall 2011
McNabb/South Market connection	Underway	2011	Improved traffic flow at McNabb/ Boundary/	D. Elliott	Engineering, Consultants	\$1,800,000	\$1,800,000	Capital Works Budget	Approved	2009-2010	Complete
Pine Street extension – Northern Avenue to Second Line •Phase 1 – road construction •Phase 2 – intersection with Second Line	2011 2012	2011 2012	Improved traffic flow meets Master Traffic Plan	D. Elliott	Engineering, Consultants	\$1,600,000	\$4,200,000	Capital Works budget; Federal gas tax; sewer surcharge – urban only	Approved Approved	2011-2012	Phase 1 to be completed in 2011 Phase 2 intersection scheduled for completion in 2012
Third Line extension	Underway	2011	Improved traffic flow meets Master Traffic Plan objective	D. Elliott	Engineering, Consultants	\$1,100,000	\$1,100,000	Capital Works Budget	Approved	2009-2010	Complete
Capital Works Road Reconstruction  •John Street – Wellington to Elm •Queen Street – Pim to Simpson •Euclid Road – Wemyss to Pim •Glenholme Drive/Arthur Street •White Oak Drive – North to John •Queen Street Phase 2 – Simpson to Pine •Maretta – Wallace Terrace to Henrietta •Upton Road – Queen to Wellington •Queen Street – Pine to Gravelle	2011 2012 2012 2011 2012 2013 2013 2013 2013 2014	2013 2013 2013 2012 2013 2013 2013 2013 2014	Improved longevity of infrastructure	D. Elliott	Engineering, Consultants	\$12,500,000  \$7,900,000  \$8,300,000	\$16,800,000  \$7,900,000  \$8,300,000	Capital Works Budget; Federal gas tax; sewer surcharge urban capital	Approved	2011-2012	Scheduled for completion fall 2012 Scheduled for completion fall 2012 Scheduled for completion fall 2012 Scheduled for completion fall 2012 Scheduled for completion fall 2011 Scheduled for completion fall 2013 Scheduled for completion fall 2013 Scheduled for completion fall 2013

## Strategic Direction 1: Developing Solid Infrastructure

### Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
•Forest Avenue – Putney to Upton •St. Andrew's Terrace – John to North Street •London Street – North to Tancred •March Street – Queen to Wellington •People's Road-Everett to Third Line (resurfacing)	2014	2014				\$1,300,000	\$1,300,000	\$750K Misc; \$600K Capital budget		2012	Scheduled for completion fall 2014 Scheduled for completion fall 2014 Scheduled for completion fall 2014 Scheduled for completion fall 2014 Scheduled for completion fall 2012
Bridge improvements for: •Base Line #14 and #15 •Town Line #12 and #13 (all shared with Prince Township) Preliminary design			Improved longevity Removal of load restrictions (shared with Twp. of Prince)	D. Elliott	Engineering, Consultants, Prince Twp.	\$64,000	\$128,000	Misc construction 50% cost share with Prince Capital Works budget	Approved	2012	Pre-design scheduled for 2012
Construction	2011	2012	Contingent upon Prince Twp. obtaining funding			\$2,000,000	\$4,000,000				
Winter maintenance – additional streets	2012	2012	Review and report to Council with respect to added costs to provide winter maintenance to new and/or widened or extended streets	L. Girardi	PWT				Report only		This item was addressed in the restructuring of the 2011 global budget for PWT.
Improved transportation systems – assume lead role as transportation hub for Northern Ontario (Northern •Rail •Harbour Phase 1 – Study •Air	2011	2014	Monitor implementation of capital improvement	J. Fratesi		\$200,000	\$200,000	EDF Reserve for HCR allocated to sea port in 2011	Approved	2008	Underway Awaiting funding for business case Ongoing efforts with Airport Development Corporation
Transportation master plan update	2012	2012	Transportation master plan for capital forecasting	D. Elliott	Engineering, Consultants, PWT	\$200,000	\$200,000	Capital Works Budget	Approved	2012	Scheduled for completion in 2012

## Strategic Direction 1: Developing Solid Infrastructure

### Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
PWT Equipment Program Review •adding public works, landfill and cemetery equipment needs to 10 year capital plan •review credit system	2010	2011	Report with recommendations for financing equipment renewal/ replacement	S. Schell	L. Girardi M. Blanchard, M. Pinder, J. King, J. Bruzas				Report only		Report to Council – second quarter 2012
Transit •Replace one parabus •40-foot transit buses	2011	ongoing	Transit vehicles replaced on a managed timeline Four buses funded in 2011/2012	L. Girardi D. Scott B. Freiburger	J. Bruzas, PWT, Finance, AAC	\$100,000 \$500,000	\$100,000 \$2,000,000	Capital from Current Federal gas tax; Surplus	Approved	2011-2012	2012 Supplementary Completed
PWT – parts for vehicles – transit addition	2010	2012	Budget for increasing costs of replacement	B. Freiburger L. Girardi	M. Blanchard J. Bruzas	\$150,000	\$150,000	General Levy			To be addressed in 2012 budget
Fire – replace 55' Quint (pumper/aerial apparatus)	2013	2014	Replace 15-year-old apparatus in compliance with insurance underwriter's guidelines	M. Provenzano	J. St. Jules F. Brescacin	\$812,000	\$812,000	Fire Capital Equipment Reserve		2013-2014	Planning phase to begin in early 2012
Corporate fuel adjustment	2012	2012	Mitigate volatile fuel prices	S. Schell	PWT Finance	\$2,400,000	\$2,400,000	General Levy		2012-2014	To be addressed in 2012 budget
Civic Centre •Flooring upgrade •Council Chambers refresh (A/V etc.) •Service elevator upgrade •Window replacement	Underway 2012 2013	2013 2012 2013	Building upgrades to maintain integrity and \$40,000/year – 2011-2013	J. Dolcetti R. Caron	Engineering Clerk's Clerk's	\$150,000  \$100,000  \$200,000 \$500,000	\$150,000  \$100,000  \$200,000 \$500,000	Capital from Current Capital from Current Capital from Current Capital from Current	Approved	2011-2013 2012 2013 2013	Phase 1 currently out for tender. Currently looking at different technologies. Scheduled for completion in 2013 Scheduled for completion in 2013
Fire •Roof replacement – Station 4 •Lighting fixture upgrades Stations 1, 2, 3 •Direct capture exhaust systems Stations 2, 3 •Station 1 office reconfiguration •Resurface parking lot–Station 1 •Electronic fuel card lock dispensing system	Underway Underway Underway 2012 2012 2013	2011 2011 2011 2012 2013 2013	Eliminate leaks and protect building and Energy cost savings, reduce carbon footprint Improved health and safety Optimize efficiency Eliminate trip hazards Enhanced tracking system to improve	M. Provenzano J. St. Jules M. Provenzano J. St. Jules M. Provenzano J. St. Jules	J. St. Jules J. St. Jules J. St. Jules J. St. Jules J. St. Jules J. St. Jules	\$470,000  \$12,000  \$68,000  \$18,500 \$250,000 \$50,000	\$470,000  \$12,000  \$68,000  \$18,500 \$250,000 \$50,000	Capital from Current +DSSAB rent revenue Capital from Current Capital from Current Capital from Current Capital from Current	Approved Approved Approved	2011-2013 2011 2011 2012 2012 2012	Project completed – final inspection Nov. 22, 2011 Project well underway with completion slated prior to the end of 2011 Project completed October 2011 Subject to Council approval Subject to Council approval Subject to Council approval

## Strategic Direction 1: Developing Solid Infrastructure

### Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
PWT •Admin building energy retrofit – HVAC •Lighting retrofit  •Shop exhaust •Overhead doors •Equipment storage garage  •Sand storage	2012  2011  2011 2012 2013  2014	2012  2011  2011 2012 2014  2014	Improved energy conservation (Project is dependent upon OPA funding)  Improved health and Replace 26 wooden Expand equipment storage facility  Sand storage	L. Girardi M. Blanchard  Green Committee  Green Committee	PWT/Finance  Green Committee  Green Committee	\$32,000  \$73,000  \$90,000 \$130,000 \$550,000  \$550,000	\$32,000  \$85,000  \$90,000 \$130,000 \$550,000  \$550,000	Capital from Current  Ontario Power Authority, Green Committee Reserve  Capital from Current	Approved  Approved	2010  2011	HVAC system-complete  Lighting Retrofit-expected completion in 2012 pending funding  Shop exhaust-expected completion in 2012 P.O. is issued
Fencing east side landfill site	2011	2012	To provide site security	M. Pinder	PWT	\$80,000	\$80,000	Landfill site reserve	Approved	2011	Fencing will be installed in the spring of 2012
Cemetery – Mausoleum Phase XIII	2011	2012		J. King	PWT	\$600,000	\$600,000	Cemetery Reserve Fund	Approved	2011-2012	Project has been tendered – projected completion in 2012
Transit – Replace roof – vehicle storage building (Huron Street)	2013	2014	Maintain building integrity	D. Scott	Transit	\$550,000	\$550,000	Capital from Current			Projected completion by 2014
Downtown development initiative  •Part 1  •Part 2	Underway  2011	2011	Revitalization of downtown area  Report to Council identifying potential next steps	D. McConnell  D. McConnell	Planning Downtown Association	\$65,000	\$184,000	FedNor, OMAFRA	Approved  Report only	2007-2011	Part 1 of the Downtown Development Initiative is complete. Recommendations concerning a second phase are being prepared in consultation with the Downtown Association. A report will be presented to City Council in Spring 2012.

## Strategic Direction 2: Delivering Excellent Services

### Objective 2A – Communications

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Council-to-Council communications •Electronic bulletin boards; blogs; mass e-mail	Underway	2011	Review technology and report to Council outlining potential tools	M. White F. Coccimiglio	Clerk's Legal				Report only		Report to Council in early 2012
External corporate communications strategy •Citizen satisfaction survey and other methods to receive client/stakeholder input i.e. Internet surveys, feedback forms •Blogs, Internet forums, FaceBook •Social networking – Twitter	2012 2011	2013 2012	Improved accessibility Integrate with website refresh Report with respect to impact, recommendations Dissemination of news releases, corporate information	M. White	Clerk's IT				Report only		2012-2013 initiative Report to Council in early 2012 Report to Council in early 2012
Electronic message board for employees: safety notices; new employees, social event reminders, OMERS updates, etc.	Underway	2012	Expansion of Intranet	F. Coccimiglio	Clerk's IT	\$10,000	\$10,000	General Levy			Referred to 2012 budget (Investigating software and hardware implementation platform)
Improved communications/relationships with employees •Communication of policies and procedures to staff	Underway	2012	Ease of access Encourage expanded use of corporate Intranet	F. Coccimiglio J. Luszka	Clerk's, IT Human Resources				Report only		On-going: Currently Health & Safety Policies entered & job advertisements with related employment information and firefighter recruitment process. IT investigating software and hardware implementation platform.

## Strategic Direction 2: Delivering Excellent Services

### Objective 2B – Process Management

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Review of corporate programs and services on a departmental basis to ensure effective and efficient delivery  •Transit operational review	Underway  2011	2014  2011	Improved efficiencies Cost savings	B. Freiburger J. Fratesi  D. Scott	Finance Committee J.Fratesi		\$0	\$80,000 Provincial gas tax	Approved	2011-2012	Scheduled for completion in 2012.
Customer service/Best Practices  •Pilot projects to be undertaken by each department annually to improve service	Underway	2014	Improved customer service, adoption of best practices (costs to be absorbed in existing operational budgets)	J. Fratesi	All Departments				n/a		<b>Social Services:</b> Piloting cultural awareness training in co-operation with Local Immigration Partnership program <b>HR:</b> Corporate Training Calendar; Employee Life Insurance Beneficiary re-enrollment <b>Fire:</b> Delivered two presentations to Council to date (Smoke Alarm Program and Intravenous Drug therapy Program) <b>CSD:</b> will present in early 2012 <b>Clerks:</b> will present in 2012 <b>Legal:</b> Information flyers explaining routine legal processes (i.e. lane closures, Freedom of Information requests) <b>PWT:</b> Best practices presentation to Council re: potholes February 2011; traffic calming presentation in 2012
Corporate records management  •New records retention by-law •Document management system	2011  2012	2012  2014	Update/revision of by-law and review of records management issues	M. White F. Coccimiglio	All Departments		\$100,000	\$100,000 n/a Capital from Current			Underway Underway
Framework for annual department/division operations plans to link with strategic plan, performance evaluation system and budget process – template for reporting, tracking	2011	2012	Consistent planning across the corporation Increased productivity and accountability	J.Fratesi	SMT, R. Tyczinski, S. McLellan						Underway

## Strategic Direction 2: Delivering Excellent Services

### Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Succession planning	Underway	2011	Updated report to Council concerning succession planning issues	J. Luszka					Report only		Report to Council in early 2012
Staff training plans to address specific training needs on a departmental basis			Assessment and analysis of individual training needs within departments	All Departments	Human Resources						<b>Social Services</b> : Training Manager hired in Ontario Works to develop and address training needs . Staff Surveys being completed and tabulated to help determine training needs. <b>Fire</b> : Training is ongoing and regularly monitored and reviewed. <b>CSD</b> : Providing training required by legislation. No further development on training needs.
Develop and implement annual employee and management development training to include:  •Customer service excellence Ontario Municipal Management Institute workshops  AMCTO workshops •Health and safety for supervisors  •Excellence Canada (formerly NQI)  •Web-based corporate training calendar •In-house policy/procedure training Legal issues (facility liability, risk management, etc.) Workshops to update staff after collective agreements ratified	Fall 2012  as available	Spring 2013  Fall 2011  2012	Corporate-wide training – additional staff resources = \$100,000/annually x 3 yrs (2012-14)  <i>Departmental training absorbed through existing operational budgets</i>	J. Luszka    J. Luszka	R. Dewar  R. Tyczinski  Legal  Human Resources	\$300,000	\$300,000	General Levy		2012	

## Strategic Direction 2: Delivering Excellent Services

### Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Wellness program	2012	2013	Establishment of parameters of a program for employees to address health promotion; disease prevention/management; then implementation	J. Luszka	SMT R. Dewar	\$320,000	\$320,000	General Levy			Referred to 2012 budget
Healthy Workplace initiatives (NQI) <ul style="list-style-type: none"> <li>•Physical exercise options available to staff</li> <li>•Employee recognition programs (e.g. perfect attendance</li> <li>•Inspire camaraderie</li> </ul>	2011	2012	Analyze existing data and establish plan to address identified issues	J. Luszka	SMT R. Dewar R. Tyczinski						Budgetary proposal pending for 2012, and new EAP provider Ceridian

## Strategic Direction 2: Delivering Excellent Services

### Objective 2D – Technological Innovation

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Council administration software (electronic agendas, etc.)	2011	Dec. 2012	Increased accessibility to staff and public Cost savings of \$10,000/year +/- Software Hardware	M. White R. Tyczinski	IT Clerk's Legal	\$15,000 \$10,000	\$15,000 \$50,000	Cost savings offset initial cost		2012	Referred to 2012 budget
Election technology review – Election 2014	2013	2014	To ensure most efficient and appropriate use of technology	M. White	IT Clerk's				Report only		Scheduled for completion in 2014
Webstreaming – Council meetings	Underway	Spring 2012	Increased access to meetings Better archiving capabilities	M. White R. Tyczinski	IT Clerk's	\$75,000	\$75,000	General Levy			Referred to 2012 budget
Refresh website	2012	2012		F. Coccimiglio	IT Clerk's	\$25,000	\$25,000	General Levy			Referred to 2012 budget
Electronic filing, e-commerce	2012	2012	Enhanced capabilities (e-commerce, virtual City ... Report to Council with respect to extent of improvements and costing (i.e. additional staff, etc.)	L. Ballstadt		\$15,000	\$15,000		Report only		Investigating software CMS software hardware platform.
Phone system upgrade, VOIP – investigate VOIP technology as alternative to traditional phone system	Underway	June 2012	Ensure most cost effective and up-to-date technology with minimal capital cost	R. Caron	IT				Report only		Continuing to look at alternatives

## Strategic Direction 3: Enhancing Quality of Life

### Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
West End Community Centre – Construction •Phases 1 and 2  •Phase 3 – Review with respect to rehabilitation/reconstruction of McMeeken Centre	Feb 2011  2014	March 2012  2014	Indoor turf, library  Arena, ice surface	N. Apostle  N. Apostle	AAC	\$750,000	\$11,300,000	Invest Ontario Grant + debt issue + NOHFC grant/loan	Approved  Report only	2011-2012	Construction is on target for completion date of March 2012  No further progress to date
Ermatinger-Clergue National Historic Site Discovery Centre •Identify source funding •Construction Drawings (contingent upon funding)	2011  2012	2012  2012	Completed project will include: Visitor Centre, summer kitchen redesign and site accessibility improvements	N. Apostle	B.Freiburger Historic Sites Board AAC	\$200,000	\$4,000,000	Pursuing additional funding. \$1 m. NOHFC funding confirmed			Staff and HSB are actively pursuing funding opportunities. Report to Council in January 2012.  Construction drawings have been updated and are now completed, ready for tendering.
Hub Trail construction (as part of future construction •Fort Creek, Waterfront Walkway  •Queen Street •Huron Street	Underway  2013 2014	2011  2013 2014	25 km multi-use trail <i>(Cost is \$1 m. but not noted as a net cost in this activity as the work)</i>	D. McConnell	Planning & Engineering PWT CSD STAC			Infrastructure Stimulus Funding grant + Invest Ontario grant	Approved	2009-2010	The Fort Creek and Bay Street - former SAH sections are complete. Initial meetings have been held with Int'l Bridge Authority to consider various options for Huron Street and Queen
Implement cycling master plan	Underway	2011	Report to Council identifying next steps now that hub trail is complete (address gaps in hub trail route system and identify priority cycling routes)	D.McConnell D.Elliott	Planning & Engineering PWT STAC				Report only		An open house was held to consider numerous possible actions. A report will be presented to City Council in Spring 2012 with recommended next steps.
Seniors Drop-In Centre parking lot	2012	2014	Asphalt surface	J. Cain	AAC	\$75,000	\$75,000	Capital from Current			Budgetary proposal pending for 2012
Strathclair Field lighting	2012	2013	Lighting of slo-pitch field "A"	N. Apostle	J. Cain T. Reid / Parks	\$90,000	\$240,000	Capital from Current, 5% Subdivider fees, user groups			No new funding has been identified. Still actively seeking funding opportunities.
Bellevue Park duck pond	2012	2013	Proper water circulation	M. Lebel	M.Lebel T.Reid	\$150,000	\$150,000	Capital from Current			Funding for an engineered study has been submitted for approval in the 2012 budget.

## Strategic Direction 3: Enhancing Quality of Life

### Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
Master Strategy Plan – Parks, Recreation and Culture •Bellevue Park •Dog park •Strathclair •Other municipal parks and recreational properties/facilities	2011	2013	Replace 1986 plan	N. Apostle	J. Cain Cultural Advisory Board PRAC PWT AAC	\$25,000	\$25,000	5% Sub-dividers Reserve Account new costs are being compiled and will be presented to Council in fall of 2010	Approved	2012	Proceeding as directed - Nov 7/11 Council resolution
Implement plan for Community Archaeological Assessment	2011	2011	Adopt municipal policy consistent with provincial requirements	D. McConnell	Steering Com'tee Mun. Heritage Committee Cultural Advisory Board	\$11,000	\$11,000	Capital Works Budget	Approved	2009-2010	The Archaeological Assessment has been completed. A final report with recommendations on implementation will be presented to City Council in January.
Environmental awareness – reduction in CO2 emissions  •Equipment Renewal – Green Fleet Plan	2010	2012	Completed action plans and strategies for improved environmental stewardship  Identify actions to increase fleet efficiency, reduce fuel consumption	M. Zuppa	Green Committee				Report only		Report submitted to Council as information on September 26, 2011; and next step Council approved the submission of an ecoEII application by Heliene Inc., with the City identified as a partner, for solar power charging stations and electric vehicles.
•No idling policy  •Comprehensive property management plan linked to energy audits  •Corporate energy management plan (as mandated by Ontario Regulation 397/11)	2011	2012	Reduce unnecessary idling of corporate vehicles Identify energy efficiency opportunities	J. Dolcetti	All Departments				Report only		Reviewed best practices of other municipalities. Consultation with City staff underway.
Report facility energy consumption	2011	2012	Establish targets and identify action items re: energy conservation and demand management – \$15,000/audit – target one to two buildings/year	J. Dolcetti	Engineering Finance	\$40,000	\$60,000	Ontario Power Authority, Union Gas, Environmental Initiatives project budget	Report only	2011-2014	Consultation with City staff underway.
Develop three-year conservation plan	2012	2014		All Departments					Report only		Completed energy audit on Fire Hall #1 and #2 in 2011
				M. Zuppa					Report only		Internal reporting to Council annually and external reporting scheduled for submission to the Ontario government in 2013
									Report only		Consultation with City staff underway. Scheduled for completion in 2014

## Strategic Direction 3: Enhancing Quality of Life

### Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources: People	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year (s)	Progress to Dec 1/2011
•Energy management software	2011	2012	Monitor, track energy consumption and identify savings opportunities	M. Zuppa	Engineering IT	\$15,000					Review of available software underway. Scheduled for completion in 2012.
Cultural attractions and activities; tourist attractions (Gateway)	Underway	2012	Feasible development opportunities	EDC Tourism SSM	Planning & Engineering Legal, Council			\$5 m NOHFC Grant , balance unknown, City to recover \$2 m	Report only		
Update industrial land strategy	2012	2012	Review industrial land strategy to ensure adequate supply for future development	D. McConnell EDC	Planning & Engineering Legal, EDC				Report only		Report to Council Spring 2012
Local immigration partnership plans	2011	2012	Community partnership to develop a range of immigration services to attract and retain new immigrants – \$150,000/annually	D. Krmpotich	IT Social Services	0	\$600,000	Federally funded	Approved	2011-2012	LIP continues to meet with community partners to work on implementation plans from 2010 Local Immigration Plan. Community awareness, welcome centre and welcoming community initiatives are the focus.
Long term municipal housing plan	2011	2012	Housing plan per Ministry of Municipal Affairs and Housing legislation (DSSAB responsibility)	K.Streich-Poser	R. Cobean D. McConnell	\$0	\$300,000	DSSAB			Awaiting template from Ministry of Municipal Affairs and Housing for mandated Consolidated Municipal Services Management Housing Plans. Expected in early 2012.