

AGENDA

REGULAR MEETING OF CITY COUNCIL

2011 11 21

4:30 P.M.

COUNCIL CHAMBERS

1. ADOPTION OF MINUTES

Mover: Councillor F. Fata

Seconder: Councillor S. Myers

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

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

3. APPROVE AGENDA AS PRESENTED

Mover: Councillor M. Bruni

Seconder: Councillor T. Sheehan

Resolved that the Agenda for 2011 11 21 City Council meeting as presented be approved.

4. DELEGATIONS/PROCLAMATIONS

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

PART ONE – CONSENT AGENDA

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

Mover: Councillor F. Fata

Seconder: Councillor T. Sheehan

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

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

Mover: Councillor M. Bruni

Seconder: Councillor S. Myers

Resolved that Mayor Debbie Amaroso, 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.

d) Staff Travel

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

Mover: Councillor M. Bruni

Seconder: Councillor S. Myers

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

e) Property Tax Appeal

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

Mover: Councillor M. Bruni

Seconder: 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.

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

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

Report under separate cover.

Mover: Councillor F. Fata

Seconder: 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.

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

A report of the Chair – Conferences and Major Special Events Committee is attached for the consideration of Council.

Mover: Councillor M. Bruni

Seconder: 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.

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

A report of the Manager of Recreation and Culture is attached for the consideration of Council.

Mover: Councillor F. Fata

Seconder: 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.

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

A report of the Design and Construction Engineer is attached for the consideration of Council.

Mover: Councillor M. Bruni

Seconder: 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.

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

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

The relevant By-law 2011-192 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

The relevant By-law 2011-188 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

The relevant By-law 2011-190 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

The relevant By-law 2011-189 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

The relevant By-law 2011-187 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

The relevant By-law 2011-184 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

Mover: Councillor M. Bruni

Seconder: 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.

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

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

Mover: Councillor F. Fata

Seconder: 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.

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

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

The relevant By-law 2011-191 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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

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

Mover: Councillor M. Bruni

Seconder: 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.

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

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

Mover: Councillor F. Fata

Seconder: 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.

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

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

Mover: Councillor M. Bruni

Seconder: 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.

(7) PUBLIC WORKS AND TRANSPORTATION

(8) BOARDS AND COMMITTEES

a) Report on the Memorandum of Understanding for Accountability

A report of the CEO – Economic Development Corporation is attached for the consideration of Council.

Report under separate cover.

Mover: Councillor F. Fata

Seconder: 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.

- 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**

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

AGREEMENTS

a) 2011-187

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.

A report from the City Solicitor is on the agenda.

b) 2011-188

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.

A report from the City Solicitor is on the agenda.

c) 2011-189

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.

A report from the City Solicitor is on the agenda.

- d) **2011-190**
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.

A report from the City Solicitor is on the agenda.

- e) **2011-191**
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.

A report from the Deputy Commissioner of Public Works and Transportation is on the agenda.

- f) **2011-192**
A by-law to authorize a Municipal Capital Facilities agreement between the City and Soo Greyhounds Inc.

A Report from Corporate Counsel is on the agenda.

REGULATIONS

- g) **2011-184**
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.

A report from the City Solicitor is on the agenda.

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 F. Fata
Seconder: Councillor T. Sheehan
Resolved that this Council now adjourn.

MINUTES

REGULAR MEETING OF CITY COUNCIL

2011 11 07

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, F. Manzo, P. Mick

Officials: J. Fratesi, R. Tyczinski, N. Kenny, L. Girardi, S. Hamilton Beach, N. Apostle, B. Freiburger, C. Taddo, D. McConnell, M. Zuppa, K. Streicher-Poser, T. Dodds, L. Rosso, M. Pochtaruk

Absent: Councillor T. Sheehan

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 10 24 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 S. Myers

Resolved that the Agenda and Addendum #1 for 2011 11 07 City Council meeting as presented be approved. CARRIED

4. DELEGATIONS/PROCLAMATIONS

- a) Tom Dodds, CEO - Economic Development Corporation and Jim Boniferro, President and CAO, Boniferro Mill Works were in attendance concerning the recent repayment of an EDF loan.
- b) Glen Martin, Pod Generating Group was in attendance concerning agenda item 5.(c).
- c) Steffanie Date, Executive Director – Sault Youth Association was in attendance concerning recommendations from the Community Strategy Youth Conference.
- d) Donald Calvert was in attendance concerning agenda item 5.(f).
- e) Martin Pochtaruk was in attendance concerning agenda item 5.(l).
- f) Brian Curran, President and CEO and Dominic Parrella, Vice President, Operations and Engineering – PUC Inc. were in attendance concerning agenda item 6.(8)(a), 6.(8)(b), and 6.(8)(c).
- g) John Reda was in attendance concerning agenda item 7.(a).

PART ONE – CONSENT AGENDA

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that all the items listed under date 2011 11 07 – Part One – Consent Agenda and Addendum #1 be approved as recommended, save and except items 5.(c), 5.(j), and 5.(l). CARRIED

- a) Correspondence from AMO was received by Council.
- b) Correspondence from the Municipality of Central Huron (concerning an Ontario Fire Marshal's directive) was received by Council.
- c) Correspondence from the Pod Challenge Workshop was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Whereas Pod Generating Group and the Sault Ste. Marie Innovation Centre hosted a "Pod Challenge" workshop in September 2011; and

Whereas a diverse group of professionals, politicians, planners, academics, citizens, and students participated in this two-day event to discuss, plan, and design real solutions that will help transform the City of Sault Ste. Marie into a model of sustainable urbanism for the northern climate;

Now Therefore Be It Resolved that City Council extend its sincere thanks to all those who participated in the Pod Challenge workshop; and Further that the recommendations from the workshop be accepted and referred to the Environmental Initiatives Committee and appropriate staff for review and report back to Council. CARRIED

- d) Correspondence from Ontario Lottery and Gaming Corporation (OLG) was received by Council.

Councillor Bruni declared pecuniary interest – employed by OLG.

- e) Correspondence requesting a temporary street closing was received by Council.

- 1) Queen Street East from Simpson to Gore Street, Simpson Street from Victoria Avenue to Queen Street East and Queen Street East from Pine Street to Church Street in conjunction with the 2011 Rotary Santa Claus Parade (November 19th, 2011).

The relevant By-law 2011-185 is listed under Item 10 of the Minutes.

- f) Draft correspondence from Councillor S. Butland was received by Council.

g) **Staff Travel**

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the Chief Administrative Officer dated 2011 11 07 concerning Staff Travel requests be approved as requested. CARRIED

- h) **Tender for Petroleum Products**

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

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Manager of Purchasing dated 2011 11 07 be endorsed and that the tender for the supply and delivery of Petroleum Products required by various City Departments and co-operatively PUC Services Inc., be awarded as recommended. CARRIED

- i) **Joint Accessibility Plan 2011 – 2016**

The report of the Accessibility and Special Projects Manager was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the Accessibility and Special Projects Manager dated 2011 11 07 concerning Joint Accessibility Plan 2011 – 2016 be accepted and the

recommendation that City Council supports the implementation of Joint Accessibility Plan 2011 – 2016 be approved. CARRIED

j) **Parks and Recreation Master Strategy**

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

Moved by: Councillor S. Myers

Seconded by: Councillor P. Christian

Resolved that the report of the Commissioner of Community Services dated 2011 11 07 concerning Parks and Recreation Master Strategy be accepted as information and that the matter be referred to appropriate staff and the Parks and Recreation Advisory Committee for consultation with other municipalities of similar size and report back to Council. CARRIED

k) **Clark Creek Sewage Pumping Station – Valve and Sluiced Gate - Replacement Engineering Agreement**

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

The relevant By-law 2011-179 is listed under Item 10 of the Minutes.

l) **Natural Resources Canada ecoENERGY Innovation Initiative Application: Fuel Use Reduction by Vehicle Replacement with Solar Infrastructure, Energy Charged Electric Vehicles in Cold Weather (Northern Ontario)**

The report of the Environmental Initiatives Coordinator was received by Council.

Moved by: Councillor S. Myers

Seconded by: Councillor P. Mick

Amendment

Resolved that Agenda Item 5.(l) be amended by striking the wording in recommendation 2) and inserting instead “pending approval of the Sault Ste. Marie ecoENERGY project submission by Natural Resources Canada, that one solar powered charging station be purchased for an estimated cost of \$178,000 subject to funding review either through the 2012 supplementary budget process or through the normal Economic Diversification Fund application process”. CARRIED

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the Environmental Initiatives Coordinator dated 2011 11 07 concerning Natural Resources Canada ecoENERGY Innovation Initiative Application be accepted and the recommendations:

- 1) that Council support the submission to the ecoENERGY Innovation Initiative with the City of Sault Ste. Marie identified as a project partner;
- 2) that one solar powered charging station be purchased for an estimated cost of \$178,000 subject to funding from the Economic Diversification Fund or approval as a 2012 budget supplementary item;

3) that up to four electric vehicles be purchased city-wide through current vehicle replacement procedures and budgets,
be approved AS AMENDED. CARRIED

m) **Ontario Municipal Board Hearing Regarding By-law 2011-94 – 1420 Second Line West – Illegal Contractor's Yard**

The report of the City Solicitor was received by Council.

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that the report of the City Solicitor dated 2011 11 07 concerning Ontario Municipal Board Hearing Regarding By-law 2011-94 – 1420 Second Line West – Illegal Contractor's Yard be accepted as information. CARRIED

n) **Request to Declare Surplus City Owned Property at 3870 Queen Street East**

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 07 concerning Request to Declare Surplus City Owned Property at 3870 Queen Street East be accepted and the recommendation that 3870 Queen Street East be declared surplus to the needs of the City be approved. CARRIED

o) **Repealing Part Lot Control By-law to Designate Certain Lots in the Forest Glen B Subdivision Plan H-457 and H-505 as an Area Not Subject to Part Lot Control**

The report of Corporate Counsel was received by Council.

The relevant By-law 2011-178 is listed under Item 10 of the Minutes.

p) **Council Travel**

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

Resolved that Councillor Lou Turco be authorized to travel to the AMO Board Meeting being held in Toronto (2 days in November) at an estimated cost to the City of \$300.00. 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
- (7) PUBLIC WORKS AND TRANSPORTATION
- (8) BOARDS AND COMMITTEES

a) 2011 Third Quarter Shareholder Report

The report of the President and CEO – PUC Inc. was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that the report of the President and CEO – PUC Inc. dated 2011 10 27 concerning 2011 Third Quarter Shareholder Report be accepted as information. CARRIED

b) Outage Statistics for Northern Communities

The report of the President and CEO – PUC Inc. was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the President and CEO – PUC Inc. dated 2011 11 02 concerning Outage Statistics for Northern Communities be accepted as information. CARRIED

c) Sale of PUC Telecom

The report of the President and CEO – PUC Inc. was received by Council.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that the report of the President and CEO – PUC Inc. dated 2011 11 02 concerning Sale of PUC Telecom be accepted as information. CARRIED

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

- a) Moved by: Councillor R. Niro
Seconded by: Councillor L. Turco

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 Street in Highland Park Subdivision; and

Whereas the Department of Public Works and Transportation had previously recommended that winter maintenance on the said laneway be discontinued; and
Whereas there is a long history of the residents abutting the said laneway wanting the winter maintenance stopped because of noise throughout the night; and

Whereas it is desirable to discontinue winter maintenance on this lane if it is not required; and

Whereas the residents abutting the lane have signed a petition requesting that 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. CARRIED

- b) Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Whereas the Growth Plan for Northern Ontario has been established under Ontario's Places to Grow Act and serves as a strategic policy framework to guide provincial decision-making and investment planning for the next 25 years; and

Whereas the Plan notes that more than half of Northerners live in the cities of Greater Sudbury, North Bay, Sault Ste. Marie, Timmins, and Thunder Bay and that these cities are economic hubs that benefit all of Northern Ontario; and

Whereas each of these five communities are regional economic anchors and serve as service centres for all of Northern Ontario; and

Whereas only two northern cities (Thunder Bay and Sudbury) have been provincially designated as Growth Plan pilot site regional planning areas and have received provincial funding to develop regional economic plans; and

Whereas the remaining three northern cities: North Bay, Sault Ste. Marie, and Timmins, which serve as vital economic and service hubs, have not received this critical consideration and support;

Now Therefore Be It Resolved that to be consistent with the Growth Plan's spirit, intent, and strategic policy framework; in recognition of the need to engage and provide a voice for the rural communities in each regional service area; in recognition of the mutual support of Northern Ontario's large urban municipalities; and our mutual interest in the growth and development of Northern Ontario, Council of the City of Sault Ste. Marie requests the Province, through the Minister of Northern Development and Mines, to immediately designate all five cities in Northern Ontario as anchors and Growth Plan pilot sites for their respective regional economic planning areas, thereby enabling the cities of Sault Ste. Marie, North Bay, and Timmins to serve the same Growth

Plan role in their respective regions as Thunder Bay and the City of Greater Sudbury will in theirs; and

Further that Council of the City of Sault Ste. Marie requests the Province, through the Minister of Northern Development and Mines, to provide the resources and support necessary to enable the cities of Sault Ste. Marie, North Bay, and Timmins and the surrounding municipalities they support to work together to develop regional economic plans;

Further that this resolution be circulated to the large urban Northern Ontario municipalities for their endorsement. CARRIED

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 F. Fata

Seconded by: Councillor S. Myers

Resolved that all by-laws listed under item 10 of the Agenda under date November 7, 2011 be approved. CARRIED

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that By-law 2011-178 being a by-law to repeal By-law 2008-194 which designated certain lots in the Clearview Heights Subdivision (Forest Glen B Subdivision), Plan H-457 and H-505 as an area not subject to part lot control be PASSED in open Council this 7th day of November, 2011. CARRIED.

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that By-law 2011-179 being a by-law to authorize an agreement between the City and Kresin Engineering Corporation for the replacement of gate valves and sluice gates at the Clark Creek Pumping Station be PASSED in open Council this 7th day of November, 2011. CARRIED

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that By-law 2011-180 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located at 249 Old Garden River Road (1544158 Ontario Inc.) be PASSED in open Council this 7th day of November, 2011. CARRIED

Councillor Niro declared pecuniary interest – By-law 2011-180 – spouse employed by Huron Superior Catholic District School Board.

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that By-law 2011-181 being a by-law to adopt Amendment No. 181 to the Official Plan (Morley) be PASSED in open Council this 7th day of November, 2011. CARRIED

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that By-law 2011-182 being a by-law to authorize an agreement between the City and Gough Masonry Ltd. for the construction of Phase XIII of the Municipal Mausoleum be PASSED in open Council this 7th day of November, 2011. CARRIED

Passed by Council Resolution dated October 24, 2011. (The agreement attached as Schedule "A" to the by-law is available for viewing in the Clerk's Office.)

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that By-law 2011-183 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be PASSED in open Council this 7th day of November, 2011. CARRIED

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that By-law 2011-185 being a by-law to permit the temporary closing of Queen Street and Simpson Street to facilitate the annual Santa Claus Parade on November 19, 2011 be PASSED in open Council this 7th day of November, 2011. CARRIED

Moved by: Councillor F. Fata
Seconded by: Councillor S. Myers

Resolved that By-law 2011-186 being a by-law to authorize a License agreement between the City and her Majesty the Queen in Right of Ontario as Represented by the Minister of Infrastructure for the use of a portion of the building at 99 Foster Drive, Sault Ste. Marie, Ontario be PASSED in open Council this 7th day of November, 2011. CARRIED

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

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Resolved that Council shall now go into Caucus to discuss:

- 1) one matter concerning a possible land disposition
- 2) one matter concerning a personal matter about an identifiable individual
- 3) one matter subject to solicitor/client privilege

Further Be It Resolved that should the said Caucus meeting be adjourned, Council may reconvene in Caucus to continue to discuss the same matter without the need for a further authorizing resolution. CARRIED

12. ADDENDUM TO THE AGENDA

13. ADJOURNMENT

Moved by: Councillor M. Bruni

Seconded by: Councillor S. Myers

Resolved that this Council now adjourn. CARRIED

Debbie Amaroso

MAYOR

Malcolm White

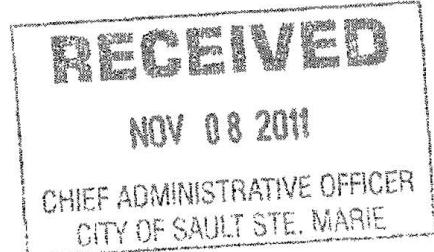
CITY CLERK



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

November 4, 2011

Mr. Joe Fratesi
 Chief Administrative Officer
 City of Sault Ste Marie
 PO Box 580 - 99 Foster Dr
 Sault Ste Marie ON P6A 5N1



Dear Mr. Fratesi:

On November 2, 2011, the Municipal Property Assessment Corporation (MPAC) will begin delivering nearly one million Property Assessment Notices to property taxpayers across the province.

While the next province-wide Assessment Update will take place in 2012, changes to properties continue to occur. New homes and additions are built, owners renovate, structures are removed or demolished and properties change use. MPAC is legislatively responsible for updating this information even in a year when a province-wide Assessment Update is not taking place.

Some of the reasons for receiving a Property Assessment Notice this fall include:

- a change to property ownership or legal description;
- a change to the property's assessment resulting from a Request for Reconsideration (RfR) or Assessment Review Board decision;
- a property value increase or decrease reflecting a change to the property, for example, a new structure, addition, or removal or demolition of an old structure; or,
- change in the classification or tax liability of a property.

Each Notice shows the assessed value and classification of a property based on the legislated valuation date of January 1, 2008, which is in place for the 2009-2012 property tax years.

Although each Notice also indicates a number of ways to contact MPAC, you may also receive enquiries. The enclosed information kit will help you and your staff respond. This kit includes:

- a sample Property Assessment Notice;
- a copy of the Information Insert included with every Notice;
- Important Information About Your Property Assessment brochure; and,
- fact sheet about MPAC.

The key dates for the 2011 Notice mailing are:

November 2-16, 2011	Property Assessment Notice Delivery Period
November 30, 2011	Amended Property Assessment Notice Delivery
December 13, 2011	Assessment Roll delivered to municipalities
April 2, 2012	Deadline for filing a Request for Reconsideration or Appeal

Enquiries about Property Assessment Notices and assessment in general, may be directed to MPAC's website at www.mpac.ca or to our Customer Contact Centre at 1 866 296-MPAC (6722) or 1 877 889-6722 (TTY). Property taxpayers may also visit their local MPAC office to meet with us face-to-face. The hours and address for the local office are included on every Notice mailed.

As part of our commitment to deliver property assessment excellence, provide outstanding service and to earn your trust everyday, we are pleased to provide support to help you answer questions and address the concerns of property taxpayers in your community. If you have any questions, please do not hesitate to contact me toll free at 1-877-225-0803 ext 228, 705-949-0504 ext 228 or bonnie.mick@mpac.ca.

Yours truly,



Bonnie Mick, A.I.M.A.
Municipal Relations Representative,
Algoma District
Municipal Property Assessment Corporation

Enclosure

Copy Arthur Anderson, Director, Municipal Relations



Office of the Chair

October 27, 2011

Resolution No. 2011-953

The Honourable Laurel Broten
Minister of Education
22nd Floor, Mowat Block
900 Bay Street
Toronto, Ontario M7A 1L2

Dear Minister Broten:

Subject: Bystander Cardiopulmonary Resuscitation

RECEIVED	
CITY CLERK	
NOV 02 2011	
NO.:	52102
DIST.:	Agenda

I am writing to advise that Peel Regional Council approved the following resolution at its meeting held on September 22, 2011:

"Whereas, the Region of Peel has demonstrated its commitment to working with and supporting community partners to respond to the health needs of Peel residents;

And whereas, the Region of Peel has been asked to support "Physicians and Paramedic Urging Lifesaving Education" in their efforts to make Ontario a leader in bystander cardiopulmonary resuscitation (CPR);

Therefore be it resolved, that the Regional Chair write to the Minister of Education, the Ministry of Health and Long-Term Care, and to the Minister of Finance on behalf of Regional Council, to request that their ministries adopt the measures proposed by "Physicians and Paramedics Urging Lifesaving Education" to increase bystander CPR;

And further, that a copy of the report of the Commissioner of Health Services dated August 10, 2011, titled "Bystander Cardiopulmonary Resuscitation" and its corresponding resolution be sent to designated delivery agents for land ambulance in Ontario and to the Association of Municipalities of Ontario for their information and support".

On behalf of Regional Council, I request that you give consideration to the above resolution. I look forward to your reply. Please quote the Region of Peel's reference number in your reply.

Sincerely,

Emil Kolb
Regional Chair and Chief Executive Officer

EK:tr

The Regional Municipality of Peel

10 Peel Centre Dr., Brampton, ON L6T 4B9 905-791-7800 Fax 905-791-2567

c: Janette Smith, Commissioner of Health
Peter Dundas, Chief and Director, Peel Paramedic Services

Also sent to:

The Honourable Deb Matthews
Minister of Health and Long-Term Care
10th Floor, Hepburn Block
80 Grosvenor Street
Toronto, Ontario M7A 2C4

The Honourable Dwight Duncan
Minister of Finance
7th Floor, Frost Building South
7 Queen's Park Crescent
Toronto, Ontario M7A 1Y7

Also Copied:

Henry Alamenciak, Chief of EMS, Algoma EMS
Jayne Carman, Clerk and Co-ordinator Council Committee Services, County of Brant
Doug Smith, Chief of EMS, Bruce County EMS
Judy Smith, Manager, Municipal Governance/Clerk, Municipality of Chatham-Kent
Steve Trinier, Director EMS, Cochrane District
Denise Labelle-Gélinas, City Clerk, City of Cornwall
Pam Hillock, Clerk/Director of Corporate Services, Dufferin County Ambulance
P.M. Madill, Regional Clerk, Durham Region
Susan McConnell, Administrative Services Coordinator, Elgin County
Mary Brennan, Director of Council Services/Clerk, Essex Windsor
Dan Shilling, First Nation Manager, Chippewas of Rama First Nation
CAO-Clerk, Frontenac Paramedic Services
Sharon Vokes, County Clerk/Director of Council Services, Grey County EMS
Evelyn Eichenbaum, Clerk, Haldimand County EMS
Tamara Wilbee, County Clerk/HR, Haliburton County EMS
Susan Lathan, Regional Clerk and Director of Council Services, Halton Region EMS
Rose Caterini, City Clerk, City Hall Hamilton EMS
Jim Pine, Chief Administrative Officer/Clerk, Hastings Quinte EMS
David Lew, Chief Emergency Services, Huron County EMS
Keith Kirkpatrick, Chief, City of Kawartha Lakes
Jeff Brooks, Acting Manager, County of Lambton EMS
County Clerk, Lanark County Ambulance Service
Lesley Todd, EMS, United Counties of Leeds and Grenville
Larry Keech, Chief Administrative Officer/Clerk, Lennox and Addington County
Michael MacIsaac, EMS Chief, Manitoulin-Sudbury EMS/SMU
Kathy Bunting, Middlesex County Clerk
Debbie Crowder, District Clerk, District of Muskoka
Office of the Regional Clerk Region of Niagara, Public Health Dept., EMS Division
Jean-Guy Belzile, EMS Manager, District of Nipissing EMS

Bev Wood, Clerk/Manager of Council Services, Norfolk County EMS
Diane Cane, County Clerk, Northumberland County Emergency Medical Services
Leslie Donnelly, Deputy City Clerk, Ottawa Paramedic Service
Brenda Tabor, County Clerk, Oxford Public Health and Emergency Services
Sharon Montgomery-Greenwood, Director of Emergency Services, Parry Sound
Peter Dundas, Chief and Director, Peel Regional Paramedic Service
Kerri Ann O'Rourke, County Clerk, Perth County EMS
Sally Saunders, Clerk, Peterborough County/City EMS
Stéphane P. Parisien, CAO and Clerk, EMS - United Counties of Prescott-Russell
Dan McCormick, Health Services Manager, Rainy River EMS
Jim Hutton, Chief Administrative Officer/Clerk, County of Renfrew EMS
Malcolm White, City Clerk, Sault Ste. Marie Fire Service - EMS Division
Brenda Clark, Clerk, County of Simcoe Paramedic Services
Tim P. Beadman, Chief of Emergency Services, Greater Sudbury EMS
Norm Gale, Chief of EMS, Superior North EMS
Mike Trodd, EMS Chief, District of Timiskaming EMS
Paul Raftis, Chief, Toronto Emergency Medical Services
John Prno, Director Emergency Medical Services, Region of Waterloo
Denis Kelly, Regional Clerk, Corporate Services Department York Region
Pat Vanini Executive Director, Association of Municipalities of Ontario (AMO)



REPORT
Meeting Date: September 15, 2011
Emergency and Protective
Services Committee

DATE: August 10, 2011

REPORT TITLE: **BYSTANDER CARDIOPULMONARY RESUSCITATION**

FROM: Janette Smith, Commissioner of Health Services

RECOMMENDATION

Whereas, the Region of Peel has demonstrated its commitment to working with and supporting community partners to respond to the health needs of Peel residents;

And whereas, the Region has been asked to support "Physicians and Paramedic Urging Lifesaving Education" in their efforts to make Ontario a leader in bystander cardiopulmonary resuscitation (CPR);

Therefore be it resolved, that the Regional Chair write to the Ministers of Education, Health and Long-Term Care, and Finance, on behalf of Regional Council, to request that their Ministries adopt the measures proposed by "Physicians and Paramedics Urging Lifesaving Education" to increase bystander CPR;

And further, that a copy of the report of the Commissioner of Health Services dated August 10, 2011, titled "Bystander Cardiopulmonary Resuscitation" and its corresponding resolution be sent to designated delivery agents for land ambulance in Ontario and to the Association of Municipalities of Ontario for their information and support.

REPORT HIGHLIGHTS

- The Canadian Association of Emergency Physicians believes Canadians should be trained in CPR and regardless of training should be able to respond, and that all ambulance dispatch centres should provide dispatch assisted pre-arrival CPR instructions in all cases of cardiac arrest.
- The Association made recommendations on how to increase CPR education through high school curriculum, through tax incentives and through a national campaign to increase bystander CPR.
- Region of Peel programs work both to improve the rate of survival for out of hospital heart attack victims and to reduce rate of heart disease that can lead to heart attacks.
- The Region of Peel has been asked to lend further advocacy support so that Ontario can continue to take the lead for bystander CPR.

August 10, 2011

BYSTANDER CARDIOPULMONARY RESUSCITATION

DISCUSSION

1. Background

This report updates Council on recent efforts to increase the survival rate for heart attack victims in Peel, and how the Region of Peel may support the province-wide efforts to increase the rate of bystander CPR. Dr. Sheldon Cheskes, Medical Director for Paramedic Services, presented on this subject in his delegation at the June 9 meeting of Regional Council.

As Council is aware, the Peel community is moving ahead with several initiatives to increase the survival rate for victims of cardiac arrests. Dr. Cheskes' presentation highlighted work involving paramedic services, Peel-area hospitals, employers, and organizations promoting heart health and early response to heart attacks such as the Heart and Stroke Foundation, St. John Ambulance and the Canadian Red Cross.

Of all these efforts to save lives, Dr. Cheskes reported that more needs to be done to expand bystander CPR. Bystanders performing hands-only CPR before paramedics get to the scene is an extremely important factor in the success of a cardiac resuscitation, and can mean the difference between life and death. The survival rate of those suffering a cardiac arrest in the community (i.e. out of hospital) is proven to be higher when those witnessing a cardiac arrest perform CPR. Dr. Cheskes emphasized that the chance of survival when bystander CPR is performed is four times greater than if no CPR is performed.

Peel has been making progress in this area. More people in Peel are now trained to respond than ever before, resulting in the rate of bystander CPR almost doubling to 31 per cent since 1992. Furthermore, real advancements have been made in CPR training methods and tools to make CPR training as accessible as possible to all Canadians.

2. Findings

There has been increasing efforts provincially and nationally to expand CPR training to more Canadians. Region of Peel staff have partnered with members of the Canadian Association of Emergency Physicians and are looking at ways that municipalities can assist in advocacy efforts to expand bystander CPR.

a) Evidence Supporting Bystander CPR

The Canadian Association of Emergency Physicians has recently endorsed a position statement on bystander CPR. Dr. Cheskes was part of the expert panel that developed this position statement that highlights evidence supporting bystander CPR and makes recommendations on how to increase the rate of bystander CPR.

The Canadian Association of Emergency Physicians contends that it is not acceptable that vast numbers of witnessed cardiac arrest victims are not receiving bystander CPR. The Association believes all Canadians should be trained in CPR and regardless of training should be able to respond, and that all ambulance dispatch centres should provide dispatch assisted pre-arrival CPR instructions in all cases of cardiac arrest. The evidence includes the following:

August 10, 2011

BYSTANDER CARDIOPULMONARY RESUSCITATION

- Cardiovascular disease is the leading cause of death in North America;
- Most heart attacks (60 per cent) occur outside of the hospital setting. 85 per cent of these heart attacks happen at home. Approximately half of these heart attacks are witnessed by a bystander;
- For half of all heart attack victims, the cardiac arrest is the first sign of cardiovascular disease; and
- Overall survival to hospital discharge for out of hospital cardiac arrest victims is improved where CPR is attempted.

The Canadian Association of Emergency Physicians calls for strong inducements and a systematic approach to ensure that more people in the community are prepared and are ready to perform this life saving skill.

b) Provincial Advocacy to Increase Bystander CPR

The Canadian Association of Emergency Physicians made recommendations on how to increase CPR education through high school curriculum, through tax incentives and through a national campaign to advance the cause of bystander CPR. These recommendations have been adopted by a provincial coalition of emergency physicians and paramedics called "Physicians and Paramedics Urging Lifesaving Education". This coalition's goal is to have Ontario take the lead on bystander CPR through the following policy initiatives:

- That the Ministry of Education require all Grade 12 students to complete a Heart and Stroke Foundation Heartsaver Basic CPR course or equivalent to receive their Ontario Secondary School Diploma; and
- That the Ministry of Finance implement individual tax rebates to individuals who complete a CPR course and a corporate tax rebate for businesses that train employees in CPR.

With respect to CPR training being mandatory for high school graduation, the Ministry of Education has indicated that making CPR training a mandatory requirement for graduation is not being considered. However, this Ministry plans to strengthen the curriculum on this issue through new teacher tools that emphasize the values of CPR training.

The Ontario Children's Activity Tax Credit assists parents with the cost of enrolling children in physical and other eligible activities, including CPR courses.

Provisions in the *Good Samaritan Act, 2001* provide legal protection for persons providing first aid assistance to a person in an emergency.

c) Region of Peel Efforts

Region of Peel programs in Public Health and Paramedic Services work both to improve the rate of survival for out of hospital heart attack victims and to reduce rate of heart disease that can lead to heart attacks.

Given the evidence that greater bystander CPR saves lives, Peel Regional Paramedic Services is committed to efforts to increase CPR in those minutes before an ambulance arrives. Since 2009, Peel Paramedics has put bystander CPR at the forefront of its public education program. Some notable initiatives include:

August 10, 2011

BYSTANDER CARDIOPULMONARY RESUSCITATION

- CPR awareness and education sessions (i.e. "lunch and learns") conducted in collaboration with emergency services from Mississauga, Brampton and Caledon, which drew over 500 City and Regional Employees in February of 2009;
- CPR awareness, education and training provided to students during visits to local high schools by members of the Peel Paramedic Association;
- 40 to 50 public education and outreach events per year, which include CPR awareness; and
- Accessible CPR education and awareness material provided on the Peel Regional Paramedic Services' internal and external websites.

Peel Regional Paramedic Services is committed to ongoing public education about the importance of bystander CPR and training on how to perform CPR as a means to increase the capacity of the community to perform this life-saving skill.

Peel Public Health, through reports on the health status of the Peel community, has noted the prevalence of heart disease in Peel and that it is the leading cause of death in Peel. Peel Public Health has placed strategic importance on lowering smoking rates and to reducing obesity rates in Peel, both being linked to increased risk of heart disease and other health conditions.

Proposed Direction

The Region of Peel has been approached by "Physicians and Paramedics Urging Lifesaving Education" to lend further advocacy support so that Ontario can continue to take the lead for bystander CPR. Given the success of current efforts and the need to do more to increase bystander CPR, it is recommended that the Region of Peel also advocate to the provincial government on this issue.



Janette Smith
Commissioner of Health Services

Approved for Submission:



per D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Peter Dundas at extension 3921 or via email at peter.dundas@peelregion.ca

Authored By: Cullen Perry, Health Services

c. Legislative Services

5(d)

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:
j.fratesi@cityssm.on.ca
b.berlingieri@cityssm.on.ca

2011 11 21

Mayor Debbie Amaroso 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. **Madison Zuppa – Engineering & Planning**
2011 Ontario West Municipal Conference
November, 2011
London, Ontario
Estimated total cost to the City - \$ 744.09
Estimated net cost to the City - \$ 744.09

2. **Don Scott – Public Works & Transportation – Transit Division**
STRADA (CUTA) Training
November, 2011
Sudbury, Ontario
Estimated total cost to the City - \$ 876.17
Estimated net cost to the City - \$ 876.17

3. **Brad Miller – Public Works & Transportation – Transit Division**
STRADA (CUTA) Training
November, 2011
Sudbury, Ontario
Estimated total cost to the City - \$ 485.75
Estimated net cost to the City - \$ 485.75

5(d)

4. **Nuala Kenny – Legal Department**

The Municipal Law Departments Association of Ontario

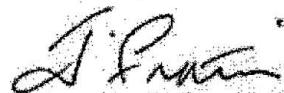
December, 2011

Toronto, Ontario

Estimated total cost to the City - \$ 961.25

Estimated net cost to the City - \$ 961.25

Yours truly,



JMF:bb

Joseph M. Fratesi
Chief Administrative Officer

Peter A. Liepa
City Tax Collector



Finance Department
Tax & Licence Division

Celebrate 100!
1912 - 2012

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

RE: SUBJECT OF REPORT
Property Tax Appeal

PURPOSE

Council approval required pursuant to Section 354 of the Municipal Act.

BACKGROUND

As previously approved by By-law 2011-60 passed on 2011 04 18 authorizing the sale of Northern Breweries located at 503 Bay Street.

ANALYSIS

An arrangement between the Province, the Canada Revenue Agency and the City of Sault Ste. Marie whereby each would share in the net proceeds from the sale of Northern Breweries on a pro rata basis. The balance of monies owed would be written off. Attached is a report of Corporate Counsel, dated 2011 10 26 outlining the details of the sale of Northern Breweries to Sun Avalone Health Care Partners Inc.

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 11 21 pursuant to Section 354 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

RECOMMENDED FOR APPROVAL
[Signature]
RECOMMENDED FOR APPROVAL
[Signature]
Chief Administrative Officer

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

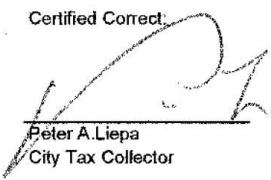
THE CORPORATION OF THE CITY OF SAULT STE. MARIE
REALTY TAXES

DATE: 2011 11 21
PAGE: 1 OF 1

ROLL NUMBER	PROPERTY ADDRESS	REASON	Unit Class	Tax Class	CANCELLATION			Interest	TOTAL
					Municipal Taxes	Education Taxes			
020-044-011-00-0000-90	503 Bay Street	Property vested in favor of the City subsequently sold to a third party	Industrial	IT	\$ 196,002.08	\$ 107,091.09	\$ 179,046.46	\$ 482,139.63	

REPORT TOTAL \$ 196,002.08 \$ 107,091.09 \$ 179,046.46 \$ 482,139.63

Certified Correct:



Peter A. Liepa
City Tax Collector

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTO'S
CORPORATE COUNSEL



LEGAL
DEPARTMENT

Celebrate 100!
1912 - 2012

REPORT RE SALE OF PROPERTY

FILE NO. 2004 Tax Sale - Parcel 9

DATE OF REPORT: 2011 10 26

RE: CITY SALE TO SUN AVALONE HEALTH CARE PARTNERS INC.
503 BAY STREET, SAULT STE. MARIE (FORMER NORTHERN
BREWRIES PROPERTY)

TO: MALCOLM WHITE, CITY CLERK
BILL FREIBURGER, COMMISSIONER OF FINANCE AND
TREASURER
PETER LIEPA, CITY TAX COLLECTOR
LARRY GIRARDI, COMMISSIONER OF PUBLIC WORKS AND
TRANSPORTATION
DON McCONNELL, PLANNING DIRECTOR
RON MacDONALD, SENIOR PLANNING TECHNICIAN

At its meeting on 2011 04 18 City Council approved the sale of property having civic address 503 Bay Street (former Northern Brewries) to Sun Avalone Health Care Partners Inc. The details of the transaction are:

PROPERTY TRANSFERRED TO: SUN AVALONE HEALTH
CARE PARTNERS INC.

LEGAL DESCRIPTION: PIN 31540-0074 LT
PCL 2385 SEC AWS; PT WATER LT IN FRONT
OF LT 9 S/S BAY ST PL TOWN PLOT OF
SAULT STE. MARIE AS IN LT23085 EXCEPT PT
4 & 7 1R1463; SAULT STE. MARIE

PIN 31540-0023 LT
PCL 45 SEC AWS; PT WATER LT IN FRONT OF
LT 10 S/S BAY ST TOWN PLOT OF SAULT STE.
MARIE AS IN LT3887; SAULT STE. MARIE

Page 1 of 3

2011 10 26

Page 2

PIN 31540-0088 LT

PT LT 9 S/S BAY ST PL TOWN PLOT OF ST.
MARY'S AS IN T181931 (FIRSTLY); LT 10 S/S
BAY ST PL TOWN PLOT OF ST. MARY'S
EXCEPT PT 1 1R1710; SAULT STE. MARIE

CIVIC ADDRESS: 503 BAY STREET

AUTHORIZATION: Authorized by By-law 2011-60 passed on
2011 04 18.

INSTRUMENT NO.: AL87309

DATE OF TRANSFER: 2011/06/13

CONSIDERATION: \$380,000.00

On March 18, 2011 the Legal Department provided the Finance Department with a certified cheque in the amount of \$65,000, which was the deposit received with the Offer to Purchase from Sun Avalone Health Care Partners Inc.

There was abatement to the purchase price in the amount of \$20,000 which was given on the Statement of Adjustments for an allowance for fixtures removed from the property by the previous owner, prior to the completion of the transaction.

On closing we received a total of \$295,000.

From the total proceeds from the sale in the amount of \$360,000, we paid the amounts owing to Regent Property Management Ltd. for property management costs \$748.06 and to Royal Lepage Northern Advantage Broker for commission for the buyer's agent and City's real estate agent on the sale of the property, in the amount of \$21,470.

The Province and the Canada Revenue Agency claimed liens against the former owner of the property. An arrangement had been worked out by Bill Freiburger, Peter Liepa and myself with the senior levels of government whereby we would share the net proceeds of the sale on a pro rata basis. The Finance Department distributed the net sale proceeds in the amount of \$339,991.95 to the various parties as per the allocation agreed to prior to the sale of the property as follows:

2011 10 26
Page 3

The Corporation of the City of Sault Ste. Marie Tax Department for City Taxes and interest in the amount of	\$156,396.30
Education Taxes	\$ 54,398.71
Ministry of the Environment	\$ 6,799.84
Canada Revenue Agency	\$ 61,198.55
Ministry of Finance – Tax Advisory Services Branch	\$ 61,198.55

The property at 503 Bay Street had been in arrears of taxes for many years. The City Finance Department did not receive any bids on the property at two tax sales. The City then solicited offers through Regent Property Management for the property. There were two unsuccessful offers (the deals did not close) on the property. Sun Avalone then put in an offer through a local real estate agent. Just before closing the deal with Sun Avalone the City registered a Notice of Vesting. The Notice of vesting was registered and this Notice put the property in the City's name.

SPECIAL CONDITIONS: The Notice of Vesting was registered on 2011 06 13 as Instrument No. AL87288.

The purchaser is an HST registrant and shall self assess.

Yours truly,



Lorie A. Bottos,
Corporate Counsel

LAB/da

William Freiburger, CMA
 Commissioner of Finance
 and Treasurer

Finance Department



2011 11 21

Mayor Debbie Amaro and
 Members of City Council

RE: NINE MONTH FINANCIAL REPORT TO SEPTEMBER 30, 2011

PURPOSE

This report will highlight issues identified after a review of the 2011 Nine Month Financial Report to September 30, 2011 provided under separate cover.

BACKGROUND

The report is prepared annually for the information of Council.

ANALYSIS

The following issues are highlighted with an estimated annual variance from the 2011 budget provided.

Additional Costs

1. Police – additional cost – \$200,000

Police Services estimates \$200,000 in additional overtime costs due to several police investigations.

2. Public Works and Transportation – additional cost – \$550,000

Primarily fuel costs.

Additional Revenues

3. Provincial Offences – additional revenue – \$424,000

We have estimated additional net revenues but this revenue stream is unpredictable since it depends on fines issued by the Court.

4. Supplementary Taxes – net additional revenue – \$800,000

Additional supplementary revenues from new assessment in excess of the budget less amounts paid for rebate programs.

Nine Month Financial Report to September 30, 2011

2011 11 21

Page 2.

Other Issues

1. The 2011 budget includes an allocation of \$150,000 for unforeseen expenditures. These funds have not been accessed in 2011 and I would suggest this allocation be reserved to offset higher fuel costs.
2. The 2011 budget includes \$500,000 of revenue from the 2010 surplus. If a surplus is not generated in 2011, additional revenues or expenditure reductions will be required to replace this revenue source in the 2012 budget.
3. Additional costs may be recorded by yearend for adjustments to the tax roll along with a review of reserves that may require additional funding.

IMPACT

This is an information report.

STRATEGIC PLAN

This report is consistent with Objective 2B concerning Process Management.

RECOMMENDATION

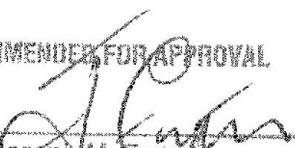
That the report of the Commissioner of Finance and Treasurer concerning Nine Month Financial Report to September 30, 2011 be received as information.

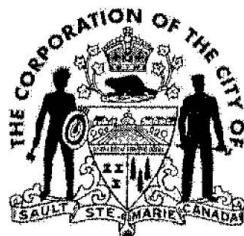
Respectfully submitted,


W. Freiburger, CMA
Commissioner of Finance and Treasurer

WF/kl

attachment


RECOMMENDED FOR APPROVAL
Joseph M. Fratesi
Chief Administrative Officer



2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: CONFERENCES AND MAJOR SPECIAL EVENTS COMMITTEE – 2012
THEATRE ONTARIO**

PURPOSE

This report is in response to a funding request from Theatre SMC concerning the hosting of Theatre Ontario in May, 2012.

BACKGROUND

In 2008, City Council established an annual fund in the amount of \$20,000.00 to provide financial support and incentive to eligible groups to facilitate hosting certain conferences and major special events coming into the City. The Conferences and Major Special Events Committee reviews requests for funding and provides a recommendation to City Council. For 2012, the remaining available funding is \$15,000. This is the second request for funding for a 2012 event.

ANALYSIS

Theatre SMC has submitted a request for \$10,000 in municipal funding for this event which will be held at St. Mary's College Theatre from May 12 to 14, 2012. The application met the purpose, rationale and all eligibility criteria of the policy guideline for funding to a maximum of \$5,000. The Committee recommends that this event receive \$5,000 in funding.

It should be noted that Tourism SSM has also committed \$1,000 in funding to this event.

A copy of the submission is attached for the information of Council.

IMPACT

This item has a cost of \$5,000 which will be funded from the remaining 2012 funding allocation of \$15,000.

STRATEGIC PLAN

This item is not linked to current activities in the Corporate Strategic Plan.

5(g)

(2)

RECOMMENDATION

At this time, there are no further applications currently under consideration for 2012 funds.

Therefore, the Committee's recommendation is 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.

Respectfully submitted

mh/S/for

Councillor Susan Myers, Chair
Conferences and Major Special Events Committee

Attachments

copy: Committee members
Councillor Marchy Bruni
Councillor Joe Krmpotich
Ian McMillan Executive Director, Tourism SSM

5g)



Theatre
SMC

December 20, 2010

Stephen Hollingshead
Coordinator – Special Projects and Sports Tourism
99 Foster Dr. Level 3
Sault Ste. Marie, ON
P6A 5X6

Stephen,

On behalf of Theatre SMC I am excited to inform you that Theatre SMC and the city of Sault Ste. Marie will be host to Theatre Ontario in 2012! The festival will take place May 14-20, 2012. Theatre Ontario nurtures and promotes excellence in dramatic arts across the province.

The annual Theatre Ontario Festival is a showcase of outstanding community theatre productions chosen from regional festivals across the province. The Festival brings together theatre lovers from all over Ontario, and is an excellent learning experience, with adjudications, workshops, networking, and play readings by Canadian writers. It's also a celebration of community theatre, with awards recognizing outstanding achievements, and lots of parties!

Loretta Durat, Wendy Hamilton and Thomas Brandstetter will be the Co-Chairs for Theatre Ontario 2012 and are in the process of putting in place our Organizing Committee that will bring together over 25 people from a wide variety of local community theatre.

We are anticipating 120 people for 6 days coming to Sault Ste. Marie from all across the province of Ontario as well as Northern Michigan to watch the 5 regional festival winners vie for The Elsie for Outstanding Festival Production 2012. There will be local, regional and provincial media coverage for this event and we will be marketing Sault Ste. Marie as the place to be May 14-20, 2012.

Please find attached our Application for Financial Assistance as well as a preliminary budget for what is sure to be the best Theatre Ontario Festival to date! Feel free to contact me should you have any questions. I look forward to working our Organizing Committee and the City of Sault Ste. Marie in planning Theatre Ontario 2012.

Sincerely,

Thomas Brandstetter
Co-Chair, Theatre Ontario 2012

Producer: Tom Brandstetter
Artistic Director: Joseph Lauzon

130 Wellington St. East, Sault Ste. Marie, Ontario, P6A 2L5
Fax: 705.945.5561 Phone: 705.945.5540 Email: theatresmc@gmail.com

5g)



July 07, 2011

Tourism Sault Ste. Marie &
The City of Sault Ste. Marie

The QUONTA Organization has been in existence for many many years, and has a very strong and dedicated Executive. The purpose of QUONTA is to promote, encourage and broaden non-professional theatrical activity in the Region.

The most effective way of raising the knowledge base in our Region is to hold competitive drama festivals. What the member groups take away from festival is apparent with each subsequent festival. We draw heavily on the Theatre Ontario Talent Bank to hire Professional Adjudicators to ensure high caliber training.

We are proud to announce that one of our member groups has stepped up to co-host the Theatre Ontario 2012 Festival here in Sault Ste Marie ON. Theatre SMC has put together a very competent team and plans are coming together nicely.

In putting together a Festival of this magnitude, you can appreciate the costs involved. We would be extremely grateful for any assistance Tourism Sault Ste. Marie and The City of Sault Ste. Marie can give. It would certainly give the much needed help to go forward to the next level in preparing for this exciting and wonderful event.

Thank you so much for your consideration.

Sincerely,

Penny Martin
QUONTA President.



January, 2011

TO WHOM IT MAY CONCERN

I am very pleased, on behalf of Theatre Ontario and its Community Theatre Committee, to support an application by Theatre SMC for financial assistance for the THEATRE ONTARIO FESTIVAL planned for May 16-20, 2012 at St. Mary's College in Sault Ste. Marie. This will be the 40th annual Theatre Ontario Festival.

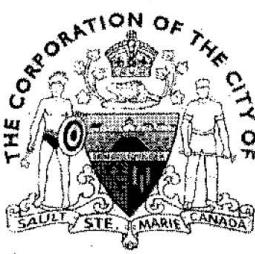
The co-sponsors for this event are Theatre SMC, Theatre Ontario and the Quebec-Ontario Theatre Association (QUONTA) which is one of four regional Drama Leagues in Ontario. The Theatre Ontario Play Festival is an annual event of immense importance to community theatres in providing a showcase for the most impressive theatre available from each region of Ontario –East, North, West and Centre. Last year, the outstanding production (as selected by a professional adjudicator) was from the north – Gateway Theatre in North Bay.

In addition to the formal presentation of plays and adjudications, the festival organizes daily workshops and educational experiences for participants, the Annual General Meeting of Theatre Ontario, and an Awards Presentation on the final Sunday of the festival. For more information about Theatre Ontario and past festivals, connect to our website www.theatreontario.org

I am pleased to recommend this project for your consideration.

Dennis Johnson
Community Theatre Coordinator
Theatre Ontario

dennis@theatreontario.org
Phone: 416-408-4556 ext.13



5(g)

Corporation of the City of Sault Ste. Marie
Conferences and Major Special Events Policy

Application for Financial Assistance

Name of Organization: Theatre SMC

Application Contact Person: Thomas Brandstetter

Organization Mailing Address: 130 Wellington St. E
Sault Ste. Marie, ON

Postal Code: P6A 2I5

Telephone Number (Day): 705-257-9490 Email Address: t_j_brandstetter@hotmail.com

Application Type: Conference Major Special Event

Amount Requested: \$ 10,000.00

Submit the following required attachments with application:

- A. Date of Conference/Event
- B. Conference/Event Budget
- C. Publications, Programmes and Press Articles, Other Supporting Documents
- D. Size and Reach of Event (Local; Regional; National; International)
- E. No. of Delegates and Visitor Days Involved
- F. No. of Out-of-town Attendees
- G. Extent of Media Coverage (Local; Regional; National; International)
- H. Area Facilities and Services Required

Conferences and Major Special Event Supporting Documentation

EVENT: Theatre Ontario Festival

A Host Organization & Local Contact Persons:

Theatre SMC
Thomas Brandstetter, Loretta Durat and Wendy Hamilton

B Date, Size and Nature of Event:

May 15 - 20, 2012

The annual Theatre Ontario Festival will be taking place celebrating the best in community theatre from across the province of Ontario. This is a competition that the public purchases tickets for. People come from across the province and Northern Michigan will come to see the 4 plays from the 4 regions across Ontario.

C Number of Delegates and Visitor Days Involved:

Out of town: 120 participants for 6 days = 720 visitor days
Local: 200-300 people will view the performances. We will also be hosting an Opening Night Reception that will be for 250-350 people.

D Origin and Number of Out of Town Attendees:

Same numbers as above.

E Publications, Programs, Press Articles and Other Documents:

There will be a program that is professionally designed.

F Size and Reach of Event:

Provincial

G Media Coverage:

This will be covered by local, regional and media from across the province of Ontario.

H Area Facilities and Services Required:

The plays will be presented at the St. Mary's College Theatre. Events will also take place at a variety of local establishments (restaurants, halls, theatres).

I Conference/Event Budget:

attached

J Letters of Support:

Quanta Drama Region and Theatre Ontario

K Level of Support Requested:

\$10,000

Conferences and Major Special Events Policy
Application for Financial Assistance

5(g)

Terms and Conditions

The City may provide a portion of the financial assistance in advance of the event.

A holdback of funds may be required to pay for the purchase of services from the City of Sault Ste. Marie.

Funding from the City shall not be used for the purchase of alcoholic beverages.

If the event realizes a surplus, the City would expect a refund of their contribution equal to the surplus amount.

Please specify how the financial assistance will be used if approved.

A 20 minute promotional video that celebrates Sault Ste. Marie and the importance of Arts in the community will be professionally done. There are also lots of other expenses including bringing in big name stars to lead a variety of workshops and seminars during the run of Theatre Ontario 2012. Other large item costs include theatre rental, printing and other advertising and promotion costs to ensure we draw a lot of people from all areas of Ontario to come and take part in a very exciting festival.

List the names of the Executive or Organizing Committee:

Name: Thomas Brandstetter

Title: Co-Chair

Signature: 

Date: Nov 17/10

Name: Wendy Hamilton

Title: Co-Chair

Signature: 

Date: Nov 17/10

Name: Loretta Durat

Title: Co-Chair

Signature: 

Date: Nov 17/10

Name: Joseph Lauzon

Title: Artistic Director

Signature: 

Date: Nov 17/10

5(g)

Theatre Ontario 2012 Festival Budget

Income

Festival Show Tickets	15000
Awards Ceremony Tickets	3750
Grant - City	10000
Grant - Other	5000
Awards Sponsorship	2625
Sponsors/Patrons	6000
Program Advertising	800
Total Income	43175

Expenses

Administration	500
Postage	200
Printing	3800
Advertising and Promotion	5000
Workshops	8000
Theatre Rental	5000
Other Rental	2500
Insurance	500
Hospitality	4300
Awards Ceremony	3750
Awards	2625
Banners/Gifts	1000
Decorations	500
Photography/Videographer	5500
Total Expenses	43175
Surplus	0

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FUNDING ASSESSMENT TEMPLATE
CONFERENCES AND MAJOR SPECIAL EVENTS REVIEW COMMITTEE
(for internal use only by committee)

Name of Event: 2012 Theatre Ontario Festival

Contact Person: Thomas Brandstetter

Date(s) of Event: May 14-20, 2012

The following criteria has been developed to assist with the evaluation of applications submitted under the City of Sault Ste. Marie Event Funding Policy.

Accommodations: (Max points 25)

Visitor Days: 720 (1 point for every 20 visitor days)

Total: 25

Participants: (Max points 10)

Out of Town Participants: 120 (1 point for every 100)

Total: 1

Reach of Event: (Max points 10)

Local	Regional	Provincial	National	International	Total:
2	4	6	8	10	6

Media Exposure: (Max points 10)

Local	Regional	Provincial	National	International	Total:
2	4	6	8	10	6

Event Held in Sault Ste. Marie before: (Max points 6)

Yes X	No _____	Total:
3 points	6 points	3

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Facilities Required: (Max points 4)

Private (2 points)

City Operated _____ (4 points)

Total: 2

Season of Event: (Max points 14)

Jan-March	April	May-August	Sept-Oct	Nov-Dec
2	4	2	1	5

Total: 2

Event Type: (Max points 5)

Event places Sault Ste. Marie in context of innovations and leadership.

Yes No _____
2 0

Total: 2

Event delegates will likely have a high miscellaneous spending beyond conference.

Yes No _____
3 0

Total: 3

Major Event: (Max points 10)

Total attendance of more than 4,000 room nights.

Yes _____ No
10 0

Total: 0

TOTAL:

50

5(g)

- | | |
|---------------------------|---|
| 80+ | Events of a singular nature that provide substantial economic and profile benefits to the city of Sault Ste. Marie and warrant unique direct and indirect support structured to attract and service the event |
| | Maximum \$20,000 |
| 60-79 | Events with a major economic impact on the City of Sault Ste. Marie and worthy of substantial direct support. |
| | Maximum \$10,000 |
| 40-59
<i>50</i> | Events with a significant economic impact that warrant some direct support as well as indirect support. |
| | Maximum \$ 5,000 |
| 15-39 | Events that create a positive economic impact. |
| | Maximum \$ 2,000 |
| <15 | Events ineligible for direct support. Some support through services @ TSSM. |

JOSEPH J. CAIN
MANAGER RECREATION & CULTURE DIVISION



COMMUNITY SERVICES DEPARTMENT
RECREATION & CULTURE DIVISION
Bellevue & Bondar Marinas
Cultural
Historic Sites
Leisure Services/Leadership
Recreational Lock
Roberta Bondar Tent Pavilion
Seniors' Services
Sports/Events/Development

5(h)

2011 11 21

Mayor Amaro
and Members of City Council

LEASH FREE DOG PARK AND GRAVITY PARK UPDATE

PURPOSE

This report is in response to the City Council resolution dated May 9, 2011:

"Whereas two possible park projects may be seeking support from the sub-dividers reserve fund: gravity park and dog park; and

Whereas no recent information has come to City Council as to the status of the dog park,

Therefore Be It Resolved that the Parks and Recreation Advisory Committee provide City Council with an update within one month for the dog park; and further that P.R.A.C. be asked to comment on both projects, including potential funding requirements for the City portion."

UPDATE – DOG PARK

City staff from the Community Services Department and Public Works and Transportation Department, along with the Parks and Recreation Advisory Committee have been meeting with representatives of a new dog owners group who have an interest in pursuing the development of a leash-free dog park in the City. They are called Legal Off Leash Dog Owners' Group of Sault Ste. Marie (LOLDogs), which is incorporated as a not-for-profit organization with a formal board of directors. This group formally supports the establishment of a leash free dog park at the site recommended in 2008 by the Parks and Recreation Advisory Committee (P.R.A.C.) and subsequently endorsed by City Council. This site is located on the City property adjacent to the Humane Society.

The group has stated that they are committed to the following:

- fund raising to help pay for the development of the leash free park;
- provide volunteers at the site to educate the public;
- assist in developing rules and regulations for the park;
- work with the Humane Society to increase the number of dog licenses sold;
- encourage the public to adopt dogs from the Humane Society;
- work to establish other initiatives to promote use of the park.

LEASH FREE DOG PARK AND GRAVITY PARK UPDATE

2011 11 21

Page 3

Preliminary costs to develop the park have been established by City staff in consultation with LOLODOGS. Costs were established based on a 4.6 acre site approximately 400 feet by 500 feet. A site plan is attached for reference. A cost estimate of \$69,000 includes landscaping the site to make it safe for public use, developing a gravel parking area, providing an access path to the enclosure from the parking area, supplying non-potable water to the site for dogs only and installing a six-foot chain link fence around the perimeter with a separate fence inside to separate small dogs from large dogs. Annual ongoing maintenance is estimated by the Public Works and Transportation, Parks Division to be \$8,500. The City's insurance provider has stated that there would be no additional cost to insure the site as long it is operated by the City; however it is important to note that the City's risk of a lawsuit will increase with the implementation of this park (further information is noted below under the IMPACT section). Not included in the cost estimate is lighting, signage, furnishings such as park benches and shade cover, potable water and restrooms. Emergency access to a telephone would be available at the Humane Society office.

UPDATE - GRAVITY PARK

A report was provided to City Council by the Commissioner of the Community Services Department, on May 9, 2011 outlining the costs for the proposed Finn Hill Gravity Park (attached). The first step in the process was to have a public consultation on the project. This took place on June 20, 2011. The next stage is to engage an architect who has experience in gravity parks, to review the existing design, and produce construction drawings. The final stage would be to construct the Gravity Park.

Capital construction cost is estimated at \$45,000 which includes professional fees. Annually, \$10,000 would be required for maintenance and insurance costs. The City's insurer has stated that an insurance premium would be associated with the implementation of a Gravity Park - \$1,400 annually. It is important to note that the risk of an injury and subsequent lawsuit will increase with the implementation of this park (further information is noted below under the IMPACT section).

IMPACT

The City is insured for \$15 million per occurrence. Although this sounds like a large amount of coverage, it can easily be spent, for example, if a few people get injured in one event, in which case the City would be responsible to cover the shortfall.

The City's deductible for an insurance claim is \$50,000. It is important to note this because there is a greater risk of an injury at a Gravity Park due to the nature of the activities taking place. The Legal Department has recently stated to City Council that their budgeted allowance for claims has been over-budget due to the increase in the deductibles that are paid out.

At the June 27, 2011 meeting City Council passed a comprehensive resolution (attached) that included deferring final approval of any non-traditional uses of public recreational lands until after the items in the resolution have been concluded. In order to develop priorities, the Parks and Recreation Advisory Committee recommends that the development of the Master Plans include a process for assessing and funding proposed and future non-traditional uses of park land in the city.

5(h)

LEASH FREE DOG PARK AND GRAVITY PARK UPDATE

2011 11 21

Page 3

Current projects being considered for funding from the Sub-dividers Reserve Fund include the Leash Free Dog Park, the Gravity Park, and lighting for slo-pitch fields at Strathclair Park. In addition, staff have been speaking with user groups on two other projects; artificial turf for Rocky DiPietro Field and Phase 2 of the Skatepark.

STRATEGIC PLAN

The Leash Free Dog Park is specifically mentioned in the Corporate Strategic Plan – Directive 3 – Enhancing Quality of Life; Objective 3B – Planning for the Future. The Gravity Park, however, is not mentioned in the Plan but is encompassed in the general wording of Objective 3B which states “Other municipal parks and recreation properties/facilities”.

RECOMMENDATION

That the report of the Manager of Recreation and Culture on behalf of the Parks and Recreation Advisory Committee concerning the update on the Leash Free Dog Park and Gravity Park be received as information.

Respectfully submitted on behalf of
the Parks & Recreation Advisory Committee,

Approved by,



Joseph J. Cain
Manager Recreation and Culture Division

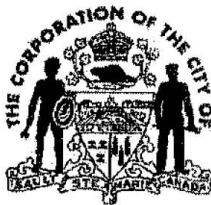


Nicholas J. Apostle
Commissioner Community Services

jb/council/rept to council gravity park and dog park update nov 21 2011

cc: N. Kenny, City Solicitor
B. Freiburger, Commissioner of Finance & Treasurer

attachments



2011 05 09

Mayor Debbie Amaroso
and Members of City Council

Finn Hill Gravity Park

City Council at their April 18, 2011 meeting deferred the Finn Hill Gravity Park Report and asked staff to include in the report a plan for moving the project forward.

Background Information

At the April 12, 2010 City Council meeting the following resolution was approved:

*"Whereas a number of individuals have expressed interest in a municipally built and maintained multi-use gravity park;
And Whereas multi-use gravity parks for the use of non-motorized bicycles in summer and snowboards in winter can range from the very simple to the very complex;
And Whereas many municipalities operate multi-use gravity parks as a component of community services;
Now Therefore Be It Resolved that appropriate staff be requested to report back to Council as to: the cost to the City of building and maintaining a multi-use gravity park, including the cost of insurance; and identifying potential locations for a multi-use gravity park."*

Shortly after the April 12, 2010 City Council meeting, an informal user group committee was formed to address the design of the Gravity Park and the associated construction costs. The following groups participated in the preparation of the attached report which details the design and construction costs for the Gravity Park:

1. Sault Cycling Club
2. Parks and Recreation Advisory Committee
3. Searchmont and Area Freestyle Association
4. Superior Community Skatepark Association
5. Sault College
6. Community Services Department

The Committee is recommending that the Gravity Park be located at Finn Hill, specifically, on the southerly portion of the hill (see attached diagram). The location is in close proximity to the Hub Trail which would allow for easy access to the site by BMX users. Staff from the Community Services Department, Public Works & Transportation Department, and Planning Division are in agreement with the location.

56n
56h

It is staff's opinion that the Gravity Park would not affect the current uses of Finn Hill (tobogganing). Presently, snowboarders do create and use a few snowboarding elements in the vicinity of the proposed Gravity Park.

The estimated construction cost noted in the Committee's report is \$31,220. Staff recommends a cost of \$45,000. This increase allows for a contingency for any unforeseen issues, as well as professional services that will be required for design and construction work. The annual maintenance cost for the park is estimated, by the Parks Division staff, to be approximately \$8,600.

Insurance Implications and Costs

The Legal Department reviewed the location and program of the Gravity Park with the City's Insurance Company. They provided suggestions for the design, use, maintenance and signage at the Gravity Park, all of which is similar to what is in place at the Skatepark facility. They also stated that an insurance premium would be associated with the implementation of a Gravity Park - \$1,400 annually.

The City is insured for \$15 million per occurrence. Although this sounds like a large amount of coverage, it can easily be spent, for example, if a few people get injured in one event, in which case the City would be responsible to cover the shortfall.

The City's deductible for an insurance claim is \$50,000. It is important to note this because there is a greater risk of an injury at a Gravity Park due to the nature of the activities taking place. The Legal Department has recently stated to City Council that their budgeted allowance for claims has been over-budget due to the increase in the deductibles that are paid out.

Moving the Project Forward

The first step in this process is to have a public consultation with the residents of the area. This will allow the residents to review the project and comment on it. That information would then come back to Council. The consultation procedure would be the same procedure that is used by the Planning Division. Residents who own property within 120 meters of the development would be sent a letter regarding the project and inviting them to an "open house". They would also be able to submit comments by email, letter, or fax.

After the public consultation stage and upon the direction of Council, the next stage would be to engage an architect, who has experience in Gravity Parks, to review the design and produce construction drawings. The cost to develop this information is estimated to be \$8,000 to \$10,000 however this will need to be confirmed. This process would include an estimated cost of construction. This component could be funded from the "5% Subdividers General Reserve Fund". This would allow for the project to be ready should funding become available; and in addition, it would allow the informal user group committee to fundraise and seek in-kind donations for certain aspects of the project.

Upon completion of the above stage, the informal user group committee can determine which components of the construction they are able to assist with i.e. obtaining the specified fill.

The remaining funding for this project (construction costs and on-going operating costs), in staff's opinion, should be part of the budget process. This would allow it to be evaluated along with other City projects including the numerous supplemental and on-going budget items that were identified in the 2011 budget. This is an important step in the process particularly because the 2011 budget meeting saw City Council wrestle with the impact of the tax increase, including their consideration of service cuts to achieve a lower tax increase.

Cautions

There are other current projects that are seeking funding as well:

- Strathclair Park – Lighting for slopitch field
- Strathclair Park Study
- Dog Park

Furthermore, the West End Community Centre will come on-line in March 2012 and the operating costs, estimated to be \$50,000 - \$100,000, will be an addition to the budget.

Recommendation

It is recommended that City Council thank the Gravity Park informal user group committee for its work. It is also recommended that Council approve the appropriate staff to commence a public consultation process with the residents in the vicinity of the Gravity Park project; and furthermore, to report back to Council with the results of the public consultation along with any recommendations.

Respectfully submitted,

Nicholas J. Apostle
Commissioner Community Services

RECOMMENDED FOR APPROVAL

 Joseph M. Freiburger
Chief Administrative Officer

cc: A. Riopell, Sault Cycling Club
 D. McConnell, Manager of Planning
 J. Elliot, Commissioner Public Works
 L. Bottos, Corporate Counsel
 B. Freiburger, Commissioner of Finance & Treasurer

li/css admin/council/finn hill gravity park may 9

attachments

5(h)

5(n)

GRAVITY PARK REPORT for CITY COUNCIL

Background

In April 2010 City Council passed a resolution that states:

Whereas a number of individuals have expressed interest in a municipally built and maintained multi-use gravity park;
And Whereas multi-use gravity parks for the use of non-motorized bicycles in the summer and snowboards in the winter can range from the very simple to the very complex;
And Whereas many municipalities operate multi-use gravity parks as a component of community services;
Now Therefore Be I Resolved that appropriate staff be requested to report back to Council as to: Cost to the City of building and maintaining a multi-use gravity park, including the cost of insurance; and identifying potential locations for a multi-use gravity park.

A gravity park is a terrain park with natural elevations that allow a biker or snowboarder elevations to gain natural speed, plenty of room on the slope that allows for the inclusion of natural turf features in the park.

A Community and City staff committee was formed to review Gravity Parks, costs and potential location in Sault Ste. Marie.

Committee Members:

Carole Stubinsky – SAFA (Searchmont and Area Freestyle Association)

Jacob Stubinsky – SAFA

Travis McCormack – SCSA (Superior Community Skatepark Association)

Lawrence Foster – Professor, Adventure Recreation and Parks, Sault College

Andre Riopel – Bicycle and Recreation Advocate (Sault Cycling Club)

Deane Greenwood – Parks and Recreation Advisory Committee

Margaret Hazelton – Community Services Department

Gravity Park

Finn Hill is the recommended Sault Ste. Marie location for a gravity park for bicycles and snowboards. The gravity park would be located starting at the top southwest corner of the hill and this area would not interfere with current uses of the hill.

The total park length would be 110 meters and the total park width would be 20 meters at the top by 50 meters at the bottom. Finn Hill is city property that is presently used as a toboggan location. Complementary existing City services include parking lot, garbage and recycling pick up.

Gravity Park Features

Feature	Footprint	Elevation
1. Drop – in Ramp	10 X 15 m	2.25 m
2. Small Table	5 X 15 m	1.25 m
3. Hybrid Table/Banked Corner	15 X 15 m	1.5 m
4. Banked Corner Berm	12.5 m	1 m
5. Banked Corner Berm	12.5 m	1 m
6. Small Table	10 X 12.5 m	1.5 m
7. Large Table	12.5 X 15 m	2 m
8. Kidney Shaped Berm	15 X 40 m	2.5 m

Elevations and drawing have been prepared. (See attached)

Costs

The committee has received estimates with regard to feature development of the Park. It was quoted to come in at \$8 to \$10 a metric meter of the hill to deliver and shape to the desired features for the creation of the Finn Hill Gravity Park.

The estimated cost of construction:
3122 meters x \$10.00 = \$31, 220.00

Operation

The Gravity Park Committee recommends that the Sault Ste. Marie Gravity Park operate under similar jurisdiction as the City of Sault Ste. Marie Skate Board Park. Education of users would be a priority as well as the self regulation and supervision of the site by users which has a proven track record of effectiveness.

Finn Hill is presently a serviced and maintained City Park location, maintenance and servicing of the area falls under the present City operations with regard to inspection and maintenance of the area.

The Gravity Park Committee would continue to play an active roll in the facility design and ongoing support and development of the park.

Respectfully

Deane Greenwood – on behalf of the Gravity Park Committee

McNabb

Small table



Drop-In Ramp

First small table



Hybrid table and banked corner

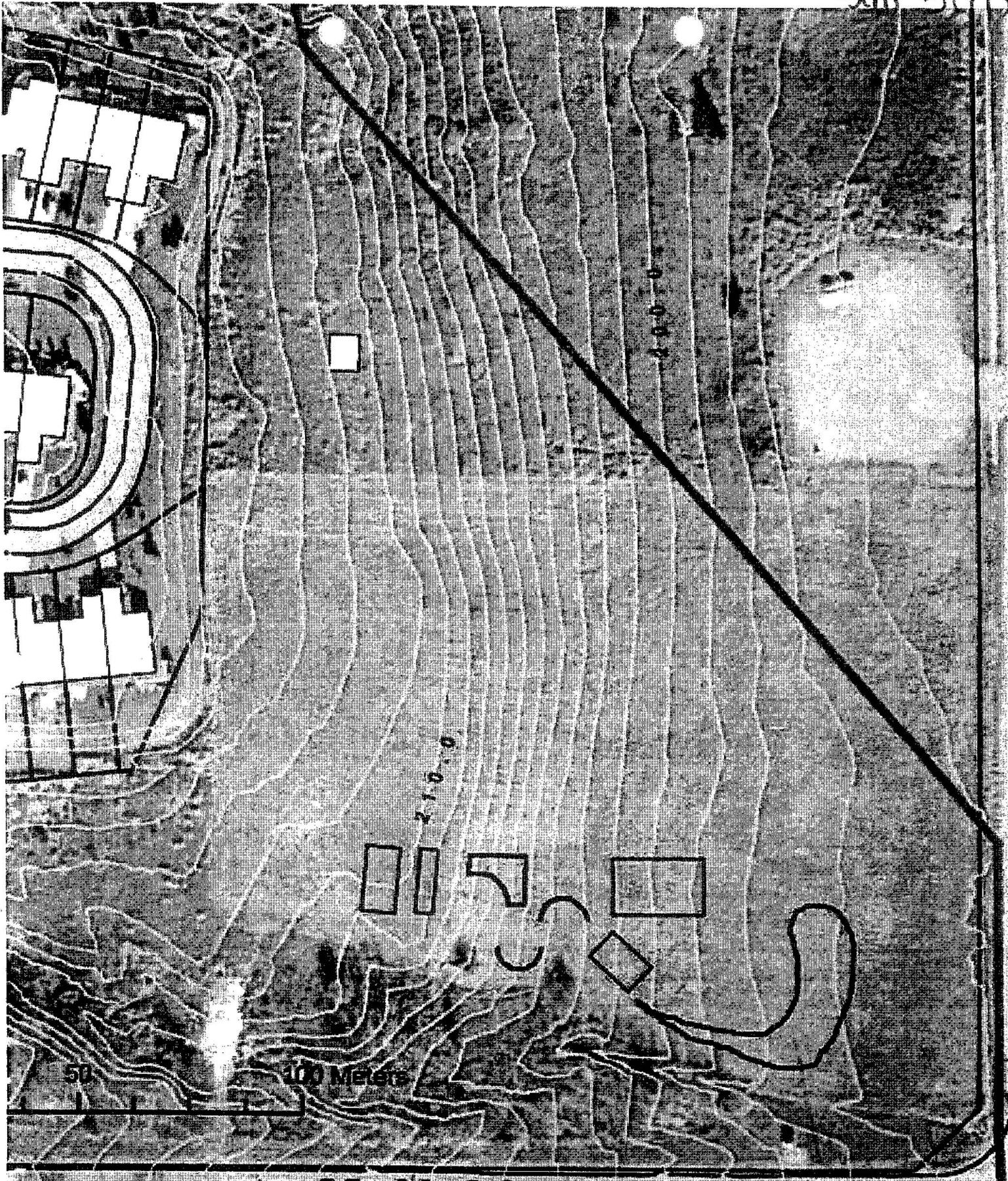
Banked corners

Largest table

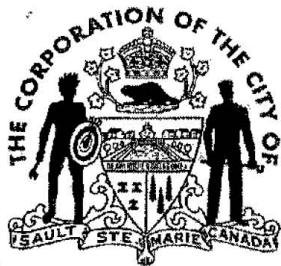
Turnaround berms

200 ft

Black



McNabb



5(h)

CITY COUNCIL RESOLUTION

Date: June 27, 2011

Agenda Item

~~7(a)~~MOVED BY
SECONDED BYCouncillor
CouncillorP. Mick
P. Christian

Whereas a group of local businessmen approached the City in late summer 2010 regarding the possibility of receiving approval for "the development of a historic religious grotto dedicated to Saint Mary on Prince Island in Bellevue Park for residents and tourists at no cost to the City, subject to an appropriate use and maintenance agreement"; and

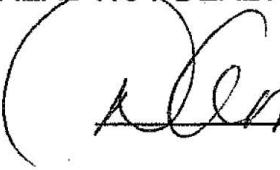
Whereas the request was received by City staff which determined that the location would not interfere with the burial site of Colonel John Prince and also that the proposal was consistent with the City's Bellevue Park's Master Strategy, last updated in 1999; and

Whereas the proposal was presented and considered by City Council at its meeting of September 13, 2010, where it received support from the Economic Development Corporation and Tourism Sault Ste. Marie, given its potential as a destination attraction in a growing religious travel market; and

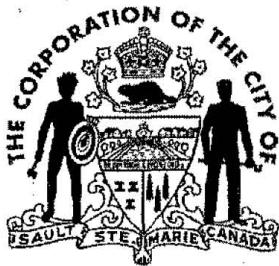
Whereas the past City Council approved the request, subject to the matter returning for further review of the terms of an appropriate use and maintenance agreement; and

Whereas since this preliminary approval, the current Council, which includes six new members, has received considerable negative feedback about the appropriateness of the location for the proposed grotto, resulting in a public meeting being held on June 16, 2011 to allow an appropriate forum for the discussion of such concerns; and

...2

 CARRIED
 REFERRED DEFEATED
 OFFICIALLY READ NOT DEALT WITH AMENDED DEFERRED
SIGNATURE C.A.O.
 City Solicitor
 Comm. Finance/Treasurer
 Comm. Eng. & Planning
 Comm. Human Resources Comm. Community Services
 Comm. P.W. & Transportation
 City Clerk
 Fire Chief
 Police Chief Mayor
 Dir. Libraries
 E.D.C.
 Cons. Authority

1 of 2



CITY COUNCIL RESOLUTION

5(h)

Date: June 27, 2011

Agenda Item

~~T(a)~~

MOVED BY
SECONDED BY

Councillor
Councillor

P. Mick
P. Christian

Page two

Whereas it appears prudent for the City to review its past and current policies, as well as processes which determine the appropriate use, development, and naming of public lands, including but not limited to parks which are located throughout the City; and

Whereas such a review should include an update of the City's Bellevue and Strathclair Park Master Plans, as well as master plans for neighbourhood parks in light of the consolidation of schools and disposition of school properties which have provided recreational opportunities throughout our community; and

Whereas the review should include an opportunity for input to be provided by the Parks and Recreation Advisory Committee, the Municipal Heritage Committee, the Historic Sites Board and the general public;

Now Therefore Be It Resolved that staff provide to Council a further report setting out the specific steps and timeframes, as well as costs, if any, for such a review; and

Further Be It Resolved that final approval for any new non-traditional uses of public lands in Sault Ste. Marie, including the use and maintenance agreement for the grotto, be deferred until such review has been concluded.

CARRIED
 REFERRED

DEFEATED
 OFFICIALLY READ NOT DEALT WITH

K. Alexander
SIGNATURE

- C.A.O.
- City Solicitor
- Comm. Finance/Treasurer
- Comm. Eng. & Planning
- Comm. Human Resources

- Comm. Community Services
- Comm. P.W. & Transportation
- City Clerk
- Fire Chief
- Police Chief

- Mayor
- Dir. Libraries
- E.D.C.
- Cons. Authority
-

2 of 2

5(i)

Jerry Dolcetti, RPP
Commissioner

Carl Rumiel, P. Eng.
Design & Construction Engineer



Engineering & Planning
Department

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: CONTRACT 2011-1E
JOHN STREET RECONSTRUCTION – REVISION TO CONTRACT LIMITS**

PURPOSE

The purpose of this report is to inform Council of the current state of the reconstruction of John Street (Contract 2011-1E).

BACKGROUND

As Council is aware, the above-named contract was awarded at the Council meeting of 2011 04 18 to R. M. Belanger Limited.

Due to delays in receiving watermain approvals, contract changes and additions, and a higher than anticipated sanitary and storm flows to deal with during sewer construction, the Contractor has not met his completion date of October 15, 2011. The Engineering Department and Genivar Consultants Limited have reviewed the Contractor's request for extension and have decided the following to be the best course of action:

- 1) The contract limits will be pulled back approximately 80m to the south due to time constraints. This work (sewers, water, road, sidewalk, etc.) will be removed from the current contract and carried over to the next phase of the John Street Reconstruction.
- 2) The completion date to finish the revised contract limits will be extended to October 31, 2011.
- 3) While the intention is to restore all properties to their preconstruction condition this year, some work such as paving of driveways and landscaping may need to be completed in the spring. If this is the case, driveways, walkways and yards will be restored to an acceptable condition for winter (i.e. temporary gravel driveways and walkways).

The removal of this portion of the contract represents approximately \$460,000 being removed from this year's work. The Contractor is currently working towards completion up to the new limits.

ANALYSIS

It is common to grant extensions to Contractors where they have been delayed by circumstances out of their control. The City and Genivar have been fair in justifying this extension and the removal of the final 80m of the contract is consistent with how these situations have been handled in the past.

IMPACT

The Contractor is currently past the revised completion of October 31, 2011 and will be charged liquidated damages totaling \$1,000 per calendar day until the contract is complete.

STRATEGIC PLAN

Reconstruction of John Street road structure, surface and underground services partially fulfills Objective 1B – Transportation Network Improvements under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

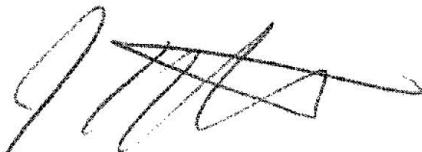
It is recommended that Council accept this report as information. A report will be brought to Council in the spring of 2012 authorizing execution of a contract for the next phase of the project. Phase two will be go out to tender and will include the reconstruction of John Street from 80m south of Bloor Street to Elm Street.

Respectfully submitted,



Carl Rumiell, P. Eng.
Design and Construction Engineer

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

CR/cr

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

5(j)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTO
CORPORATE COUNSEL



LEGAL
DEPARTMENT

File No. L.5.2.

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: PROPOSED MUNICIPAL CAPITAL FACILITY BETWEEN THE CITY AND
SOO GREYHOUNDS INC.**

PURPOSE

The purpose of this report is to recommend to Council a Municipal Capital Facilities Agreement with the Soo Greyhounds Inc.

BACKGROUND

When the Soo Greyhounds Inc. moved into the new Essar Centre a lease was drawn up with the team that gave the club exclusive use of various parts of the arena. The agreement that was drawn up gave the team the exclusive use of the dressing rooms, office space, retail space, 12 parking spaces and storage area at the Essar Centre.

The effect of giving the team the exclusive use of those areas was to attract the attention of the Municipal Property Assessment Corporation (MPAC). Since the Soo Greyhounds' entitlement to those areas was exclusive that resulted in those areas becoming assessable by MPAC and thereby taxable.

Nick Apostle, Commissioner of Community Services, mentioned in his report to Council dated November 8, 2010 that although the agreement used the word "exclusive" when referring to the Club's use of these areas, it was not the intent

-more-

of that wording to trigger taxation. Mr. Apostle's report went on to state that "other than the business office, the City regularly uses the other areas for events."

The City's first attempt to change the situation was to amend the agreement dated May 1, 2006 to remove the word "exclusive" wherever it appeared. This was done by bylaw 2011-8 which was before council on January 10, 2011. This amended agreement was presented to the lawyer for MPAC to see if this removal of the word "exclusive" would effect MPAC's assessment of the areas of the arena occupied by Soo Greyhounds. The lawyer responded to the effect that just removing the one word would not alter MPAC's view. She said that the factual circumstances would dictate.

The lawyer offered to us another option which has been acceptable to MPAC in other municipalities. That was to designate the Essar Centre as a municipal capital facility serving the cultural, recreational, and tourism purposes of the City. By entering into such an agreement with the Soo Greyhounds the City would be exempt from assessment and thus taxation those areas of the arena occupied by the team except those areas that are exclusive to the team. Those areas are identified in section 4 of the agreement attached to By-law 2011-192. They are the rooms identified as A013, A014, A015 and A018 as well as the office designated as room A207.

ANALYSIS

Not Applicable.

IMPACT

Based on current assessment the City will be foregoing approximately \$19,000 in taxes by entering into this agreement with the Soo Greyhounds.

STRATEGIC PLAN

Not Applicable.

5(j)

2011 11 21
Page 3

RECOMMENDATION

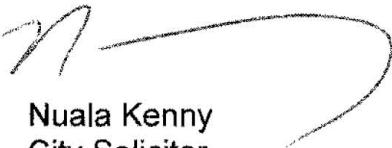
The agreement that appears on your agenda this evening was drafted in consultation with Nick Apostle, Commissioner of Community Services and Bill Freiburger, Commissioner of Finance and Treasure. By-law 2011-192 which appears on your agenda this evening is recommended for your approval.

Respectfully submitted,



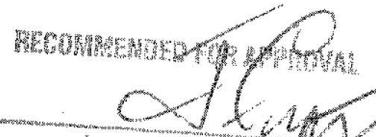
Lorie Bottos
Corporate Counsel

Recommended for approval,



Nuala Kenny
City Solicitor

LAB/cf



RECOMMENDED FOR APPROVAL
Joseph M. Freiburger
Administrative Officer

c.c. Nick Apostle, Commissioner of Community Services

c.c. Bill Freiburger, Commissioner of Finance and Treasurer

5(K)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTOS
CORPORATE COUNSEL



LEGAL
DEPARTMENT

File No. LE-63

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: LICENCE OF OCCUPATION BETWEEN THE CITY AND SAULT MAJOR
HOCKEY ASSOCIATION**

PURPOSE

The purpose of this report is to seek Council's approval for a new Licence agreement between the City and Sault Major Hockey Association.

BACKGROUND

Sault Major Hockey Association has been using space at the Essar Centre for equipment storage and office space since 2006. The parties have now agreed to formalize the arrangement.

ANALYSIS

An agreement is required for insurance purposes.

IMPACT

There is no significant financial impact with this licence as the rent is nominal.

-more-

5(K)

2011 11 21

Page 2

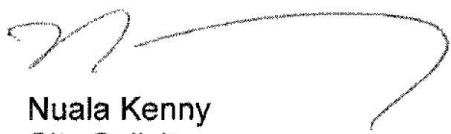
STRATEGIC PLAN

Not Applicable

RECOMMENDATION

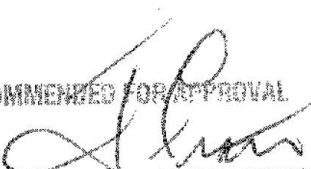
By-law 2011-188 which appears elsewhere on the agenda authorizes a new Licence of Occupation agreement with Sault Major Hockey Association and is recommended for approval.

Recommended for approval,



Nuala Kenny
City Solicitor

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

NK/da

Staff\COUNCIL REPORTS\2011\Licence Sault Major Hockey Assoc LE-63 Nov 21 11.Doc

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTOS
CORPORATE COUNSEL



LEGAL
DEPARTMENT

Celebrate 100!
1912 ~ 2012

File No. LE-4

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: LICENCE OF OCCUPATION BETWEEN THE CITY AND THE SAULT
FIGURE SKATING CLUB**

PURPOSE

The purpose of this report is to seek Council's approval for a new Licence agreement between the City and The Sault Figure Skating Club.

BACKGROUND

The Sault Figure Skating Club has been using space at the Essar Centre for equipment storage. The parties have now agreed to formalize the arrangement.

ANALYSIS

An agreement is required for insurance purposes.

IMPACT

There is no significant financial impact with this licence as the rent is nominal.

-more-

5(1)

2011 11.21

Page 2

STRATEGIC PLAN

Not Applicable

RECOMMENDATION

By-law 2011-190 which appears elsewhere on the agenda authorizes a new Licence of Occupation agreement with The Sault Figure Skating Club and is recommended for approval.

Recommended for approval,



Nuala Kenny
City Solicitor

NK/da

RECOMMENDED FOR APPROVAL


Joseph M. Fratesi
Chief Administrative Officer

STAFF\COUNCIL REPORTS\2011\LICENCE THE SAULT FIGURE SKATING CLUB LE-4 NOV 21 11.DOC

5(m)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTO
CORPORATE COUNSEL



LEGAL
DEPARTMENT

File No. LE-87

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: LICENCE OF OCCUPATION BETWEEN THE CITY AND ROYAL
CANADIAN LEGION BRANCH 25**

PURPOSE

The purpose of this report is to seek Council's approval for a new Licence agreement between the City and Royal Canadian Legion Branch 25.

BACKGROUND

Royal Canadian Legion Branch 25 has been using space at the Essar Centre for storage and the parties have now agreed to formalize the arrangement.

ANALYSIS

An agreement is required for insurance purposes.

IMPACT

There is no significant financial impact with this licence as the rent is nominal.

-more-

5(m)

2011 11 21

Page 2

STRATEGIC PLAN

Not Applicable

RECOMMENDATION

By-law 2011-189 which appears elsewhere on the agenda authorizes a new Licence of Occupation agreement with Royal Canadian Legion Branch 25 and is recommended for approval.

Recommended for approval,



Nuala Kenny
City Solicitor

NK/da

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

\Citydata\Legal\Staff\COUNCIL REPORTS\2011\Licence Legion Branch 25 LE-87 Nov 21
11.Doc

5(n)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTOS
CORPORATE COUNSEL



LEGAL
DEPARTMENT

Celebrate 100!
1912 ~ 2012

File No. LE-61

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

RE: LEASE WITH CHILD CARE ALGOMA - PART OF PARKLAND PARK

PURPOSE

The purpose of this report is to seek Council's approval for a new lease agreement between the City and Child Care Algoma.

BACKGROUND

On July 1, 2006 the City entered into a lease agreement with Child Care Algoma for the land described as part of Block 140, Plan M-402. The lease was required as part of the fence to separate the younger children from the older children in the daycare at Parkland Elementary School was going on a portion of City park land.

ANALYSIS

A new lease is required because the previous lease expired on June 30, 2011. You will note the term of the new lease begins July 1, 2011.

IMPACT

There is no significant financial impact with this lease as the rent is nominal.

-more-

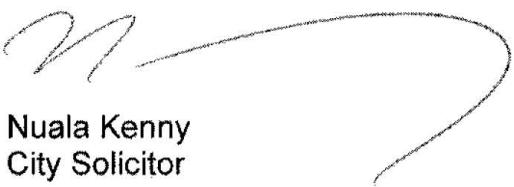
STRATEGIC PLAN

Not Applicable

RECOMMENDATION

By-law 2011-182 which appears elsewhere on the agenda authorizes a new lease agreement with Child Care Algoma and is recommended for approval.

Recommended for approval,



Nuala Kenny
City Solicitor

RECOMMENDED FOR APPROVAL


Joseph M. Frates
Chief Administrative Officer

NK/da

STAFF\COUNCIL REPORTS\2011\LEASE CHILD CARE ALGOMA PART OF PARKLAND PARK LE-61 NOV 21 11.DOC

5(0)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTO
CORPORATE COUNSEL



Celebrate 100!
1912 - 2012

LEGAL
DEPARTMENT

File No. R.1.2.6.

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: CANADIAN TIRE REQUEST FOR EXEMPTION FROM FIREWORKS
BY-LAW**

PURPOSE

The City has received a request from Eric Mosker, Retail Store Manager, Canadian Tire for a one time exemption to the current fireworks by-law (73-107).

BACKGROUND

Canadian Tire would like to discharge 2 to 3 fireworks to complement a special grand opening of their "Magical Night to Remember" event on Friday, November 25, 2011. The fireworks will be discharged from the roof top of their building at 200 McNabb Street.

I have circulated the following City departments for comments regarding this request: Fire Services, Police Services, Department of Public Works and Transportation, Planning Department and Algoma Public Health. No one expressed significant concerns with the firework display. Their comments are attached to this report.

ANALYSIS (if applicable)

Not Applicable

-more-

5(o)

2011 11 21

Page 2

IMPACT

There is no financial impact related to this request.

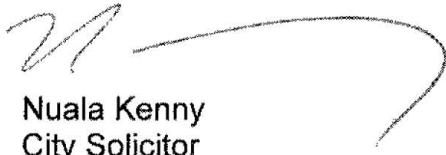
STRATEGIC PLAN

Not Applicable

RECOMMENDATION

It is recommended that Canadian Tire be granted a one-time exemption from the fireworks by-law. By-law 2011-184 appears elsewhere on the agenda this evening and is recommended for approval.

Recommended for approval,



Nuala Kenny
City Solicitor

NK/da

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

attachment(s)

COUNCIL REPORTS\2011\CAN TIRE FIREWORKS EXEMPTION BY-LAW NOV 21 11.DOC

Malcolm White

From: es.mosker@sympatico.ca
Sent: October 31, 2011 3:55 PM
To: Malcolm White
Cc: Canadian Tire
Subject: By-Law 72-377 - Fireworks Exemption Request

Mr. White,

Thank you for returning my call this afternoon.

Canadian Tire is seeking a one time exemption of the current by-law to discharge 2-3 fireworks to complement a special Grand Opening of our Magical Night to Remember weekend event on Friday, November 25th, 2011.

The fireworks will be discharged from the roof top of our building at 200 McNabb Street and will be done so under the strict supervision of the Fire Department.

It is our understanding that this exemption must come from sitting council and your offer of assistance to obtain the approvals is appreciated.

Please feel free to e-mail myself or call with any questions and or tasks that need to be completed.

Regards,

Eric Mosker
Retail Store Manager
Canadian Tire
705-949-0770 Ext. 300

Deborah Agliani

From: Marcel Provenzano
Sent: November 4, 2011 1:25 PM
To: Deborah Agliani
Cc: Larry Girardi; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'; Frank Brescacin; Paul Milosevich
Subject: RE: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

With respect to the permitting an exemption to facilitate a Family Fireworks Display, Fire Services would support this one time exemption provided that the following conditions are strictly adhered to;

1. Canadian Tire continually monitors adverse weather conditions such as high winds which may create a hazardous condition to adjacent properties and threats to nearby combustible material and flammable liquids/gases. Further, Canadian Tire shall react accordingly to reduce such potential nuisances and threats.
2. Adequate fire protection must be in place throughout the duration of the fireworks display.
3. All other terms and conditions under By-Law 73-107 are strictly adhered to.
4. Fire Services will not be supervising this activity and assumes no responsibility or liability for this fireworks display.

Marcel Provenzano
 Fire Chief
 Sault Ste Marie Fire Services
 District of Algoma Fire Coordinator
 72 Tancred Street
 Sault Ste Marie, ON P6A 2W1
 Phone 705-949-3349

www.cityssm.on.ca
www.celebrate100saultstemarie.com
Celebrating 100 years as a city in 2012!

From: Deborah Agliani
Sent: Wednesday, November 02, 2011 4:23 PM
To: Marcel Provenzano; Larry Girardi; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'
Subject: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I have attached correspondence from Nuala Kenny, City Solicitor for your response.

Debbie Agliani
 Property Clerk
 City of Sault Ste. Marie
 Legal Department, 4th Floor
 99 Foster Drive
 Sault Ste. Marie, ON P6A 5X6
 Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca
www.celebrate100saultstemarie.com
Celebrating 100 years as a city in 2012!

Deborah Agliani

From: Davies, R. <R.Davies@ssmps.org>
Sent: November 3, 2011 8:06 AM
To: Deborah Agliani; Marcel Provenzano; Larry Girardi; Don McConnell;
JHolmes@algomapublichealth.ca
Cc: Pluss, A.; Kates, B.
Subject: RE: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

As long as we are aware in advance there are no concerns from the police.



BD

Chief Robert D. Davies
Sault Ste. Marie Police Service
580 Second Line East
Sault Ste. Marie ON P6B 4K1
Phone: (705) 949-6300 Ext. 321
Fax: (705) 949-3082
E-mail: r.davies@ssmps.org

From: Deborah Agliani [mailto:d.agliani@cityssm.on.ca]
Sent: Wednesday, November 02, 2011 4:23 PM
To: Marcel Provenzano; Larry Girardi; Don McConnell; Davies, R.; JHolmes@algomapublichealth.ca
Subject: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I have attached correspondence from Nuala Kenny, City Solicitor for your response.

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

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www.celebrate100saultstemarie.com
Celebrating 100 years as a city in 2012!

Deborah Agliani

From: Larry Girardi
Sent: November 3, 2011 8:30 AM
To: Deborah Agliani; Marcel Provenzano; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'
Subject: RE: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

PWT has no concerns with this request.

Larry Girardi

From: Deborah Agliani
Sent: November 02, 2011 4:23 PM
To: Marcel Provenzano; Larry Girardi; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'
Subject: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I have attached correspondence from Nuala Kenny, City Solicitor for your response.

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca

www.celebrate100saultstemarie.com

Celebrating 100 years as a city in 2012!

Deborah Agliani

From: Don McConnell
Sent: November 3, 2011 9:15 AM
To: Deborah Agliani
Subject: RE: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

Debbie - I have no comments or concerns with this request. Don

From: Deborah Agliani
Sent: November 02, 2011 4:23 PM
To: Marcel Provenzano; Larry Girardi; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'
Subject: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I have attached correspondence from Nuala Kenny, City Solicitor for your response.

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca

www.celebrate100saultstemarie.com

Celebrating 100 years as a city in 2012!

Deborah Agliani

From: Jeff Holmes <JHolmes@algomapublichealth.com>
Sent: November 10, 2011 1:33 PM
To: Deborah Agliani
Subject: RE: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

No issues for us...really not part of our mandate....

Algoma Public Health
Jeff Holmes CA
Business Administrator
705 759-5232
294 Willow Avenue
Sault Ste. Marie, ON, P6B 0A9
Cell - 705 542-9974
jholmes@algomapublichealth.com

From: Deborah Agliani [mailto:d.agliani@cityssm.on.ca]
Sent: November-10-11 1:24 PM
To: Jeff Holmes
Cc: Orsalina Naccarato
Subject: FW: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I am just following up on the e-mail sent on behalf of Nuala regarding the Canadian Tire request for an exemption from the Fireworks By-law. Could you let me know when we might expect your response? We have to have the report to Council completed by Monday.

Thank you.

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca
www.celebrate100saultstemarie.com
Celebrating 100 years as a city in 2012!

From: Deborah Agliani
Sent: November 7, 2011 9:46 AM
To: jholmes@algomapublichealth.com
Subject: FW: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law
Importance: High

I have attached correspondence from Nuala Kenny. She has requested your response by November 10, 2011.

5(o)

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca

www.celebrate100saultstematic.com

Celebrating 100 years as a city in 2012!

From: Deborah Agliani
Sent: November 2, 2011 4:23 PM
To: Marcel Provenzano; Larry Girardi; Don McConnell; 'r.davies@ssmps.org'; 'JHolmes@algomapublichealth.ca'
Subject: Letter and Attachment - Canadian Tire Request - Exemption from Fireworks By-law

I have attached correspondence from Nuala Kenny, City Solicitor for your response.

Debbie Agliani
Property Clerk
City of Sault Ste. Marie
Legal Department, 4th Floor
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
Phone (705) 759-5402
d.agliani@cityssm.on.ca

www.cityssm.on.ca

www.celebrate100saultstematic.com

Celebrating 100 years as a city in 2012!

5(p)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
SOLICITOR/PROSECUTOR

LORIE BOTTOS
CORPORATE COUNSEL



LEGAL
DEPARTMENT

File No. P.4.6.416

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: PROPOSAL TO DECLARE SURPLUS, PROPERTY AT THE
SOUTHWEST CORNER OF NORTHERN AVENUE AND GRAND
BOULEVARD – 135 NORTHERN AVENUE**

PURPOSE

The purpose of this report is to recommend to Council that the property located at 135 Northern Avenue be declared surplus and put on the market for sale by the City. Interest in the property has been expressed by the owner to the west.

ATTACHMENT

Attached is a plan from the appraisal identifying the property as "Subject Property".

BACKGROUND

The City received an inquiry asking if the property at 135 Northern Avenue was available for sale. In accordance with the City procedure the request was circulated to various City departments.

ANALYSIS

A comment received from the Engineering Department and the Department of Public Works and Transportation was that the City had a sanitary sewer on this

-more-

2011 11 21

Page 2

property and that if the property was to be sold an easement would have to be retained. Also there was a drainage ditch along the west side of the property and an easement would have to be retained for that. Also, PUC and Union Gas would require easements. An easement of 18.8m in width would satisfy all the utilities' need for easements. If someone was to purchase this property, basically it could only be used for parking or landscaping. No building could be built on the property because of the easement requirements cutting right through the middle of the property.

An appraisal was obtained for the property. The property is zoned C.4.-General Commercial Zone.

If Council does declare the property surplus, the City procedure is that Council would pass a resolution declaring the property surplus. Then the property would be advertised once in the Sault Star and also appear on the City web page.

IMPACT

The City would receive revenue from the sale.

STRATEGIC PLAN

Not Applicable

RECOMMENDATION

The recommendation from staff is that the property be declared surplus. Further, if the property is sold that the sale would be made subject to an easement required by the City and utility companies on the entire property.

Respectfully submitted,



Lorie Bottos
Corporate Counsel

LAB/da

attachment

staff/Council Reports/2011/Lofstrom Surplus Northern Ave Nov 21 11.doc

Recommended for approval,



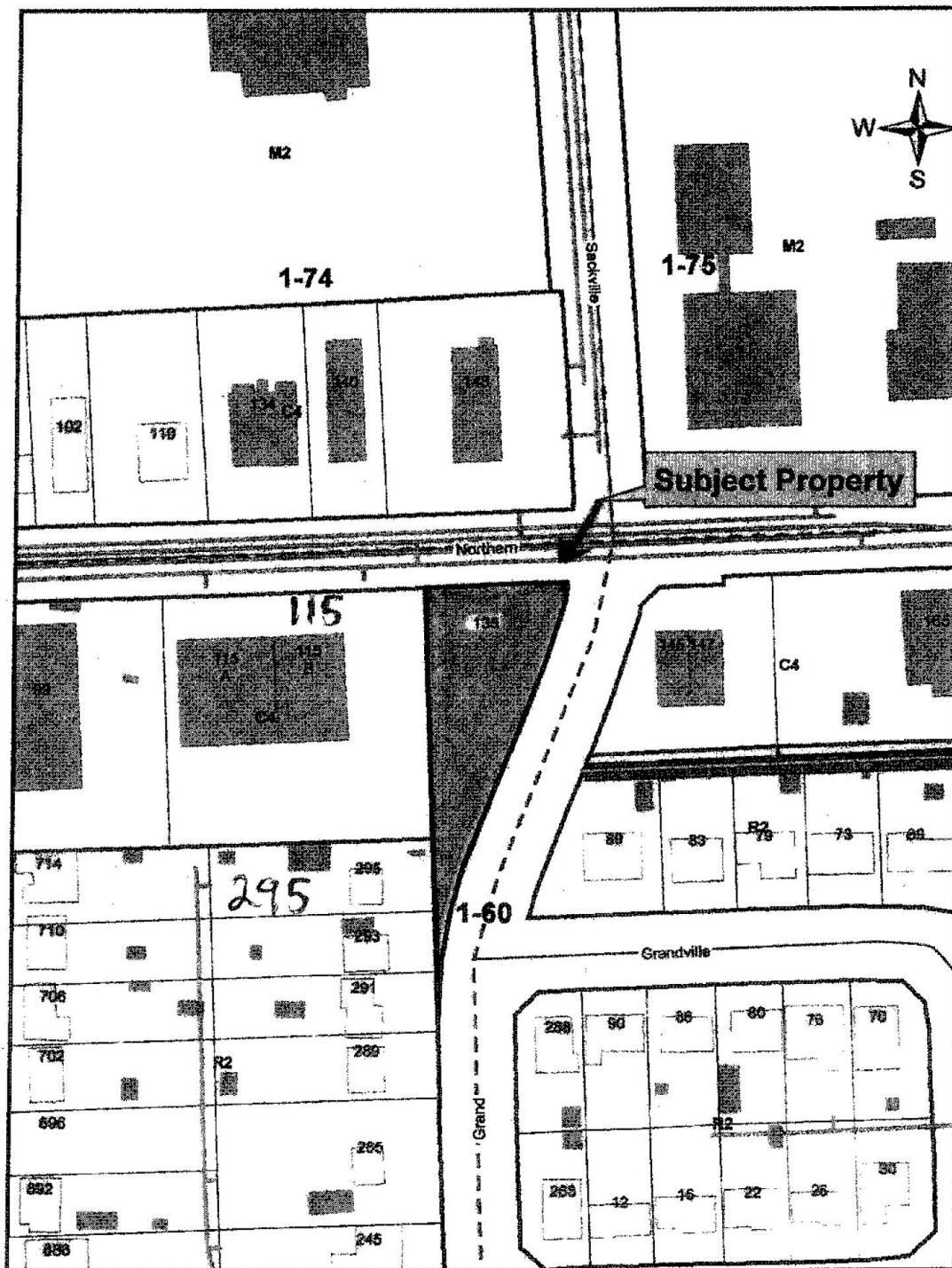
Nuala Kenny
City Solicitor

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

1.5 SITE PLAN



5(g)

S. Hamilton Beach, P. Eng.
Deputy Commissioner



Public Works and
Transportation

Celebrate 100!
1912 ~ 2012

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

**RE: WINTER MAINTENANCE OF HIGHWAY 550 (SECOND LINE) AND
HIGHWAY 565 (AIRPORT ROAD) WITHIN PRINCE TOWNSHIP**

PURPOSE

The purpose of this report is to inform Council of recent changes to our historical winter maintenance responsibilities of Highway 550 and Highway 565 in Prince Township as indicated on the attached plan.

BACKGROUND

The City has typically maintained these sections of highway under a cost recovery agreement with the Ministry of Transportation ('MTO'). The City's routes have incorporated these section of highway and it has been recognized that we have provided an excellent service for many years.

Public Works and Transportation received a notice on October 25, 2011 from the MTO that we are no longer responsible for the winter maintenance of these portions of the highway, effective immediately.

The MTO has entered into a contract with Transfield Services. The MTO has shared their contract requirements with us and have explained Transfield's responsibilities and obligations, the conformance requirements and the consequences of non-conformance.

ANALYSIS

As the affected roadways are not within our municipal boundary, the City does not have the care and control of their winter maintenance responsibilities. We foresee there may be a variance in the standard of maintenance between those roads within Prince Township ('Prince') that the City currently maintains (ie. Walls Road, Gagnon Road, etc.) and those now within Transfield's limits (ie. Second Line and Airport Road). It will be impossible to coordinate with Transfield the timing of the work in regular and poor weather conditions.

The general public is advised to contact Transfield at 1-855-250-7575 to report poor road conditions and provide input. Any calls related to these roads that are received at Public Works and Transportation will be directed to Transfield.

IMPACT

There is a budgetary impact of approximately \$75,000 that was the cost recovered from the MTO for the maintenance of these roads in 2010. In future years, we will examine the roads the City has committed to maintaining for Prince Township as it may no longer be feasible.

Operators will be instructed to have the blades in the air for these sections of roadway, but, it should be noted that from a fuel and labour perspective there will not be any savings attributed to this change.

STRATEGIC PLAN

Winter Maintenance and the addition of new streets to Public Works and Transportation's list of responsibilities is included in the Corporate Strategic Plan. This report reduces the maintenance responsibility in this area.

RECOMMENDATION

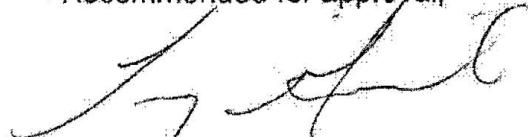
"That the report of the Deputy Commissioner concerning the winter maintenance of Highway 550 and 565 be received as information."

Respectfully submitted,



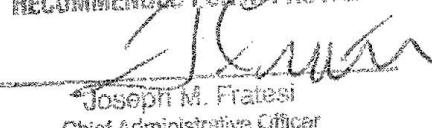
Susan Hamilton Beach, P. Eng.
Deputy Commissioner

Recommended for approval,



Larry Girardi
Commissioner

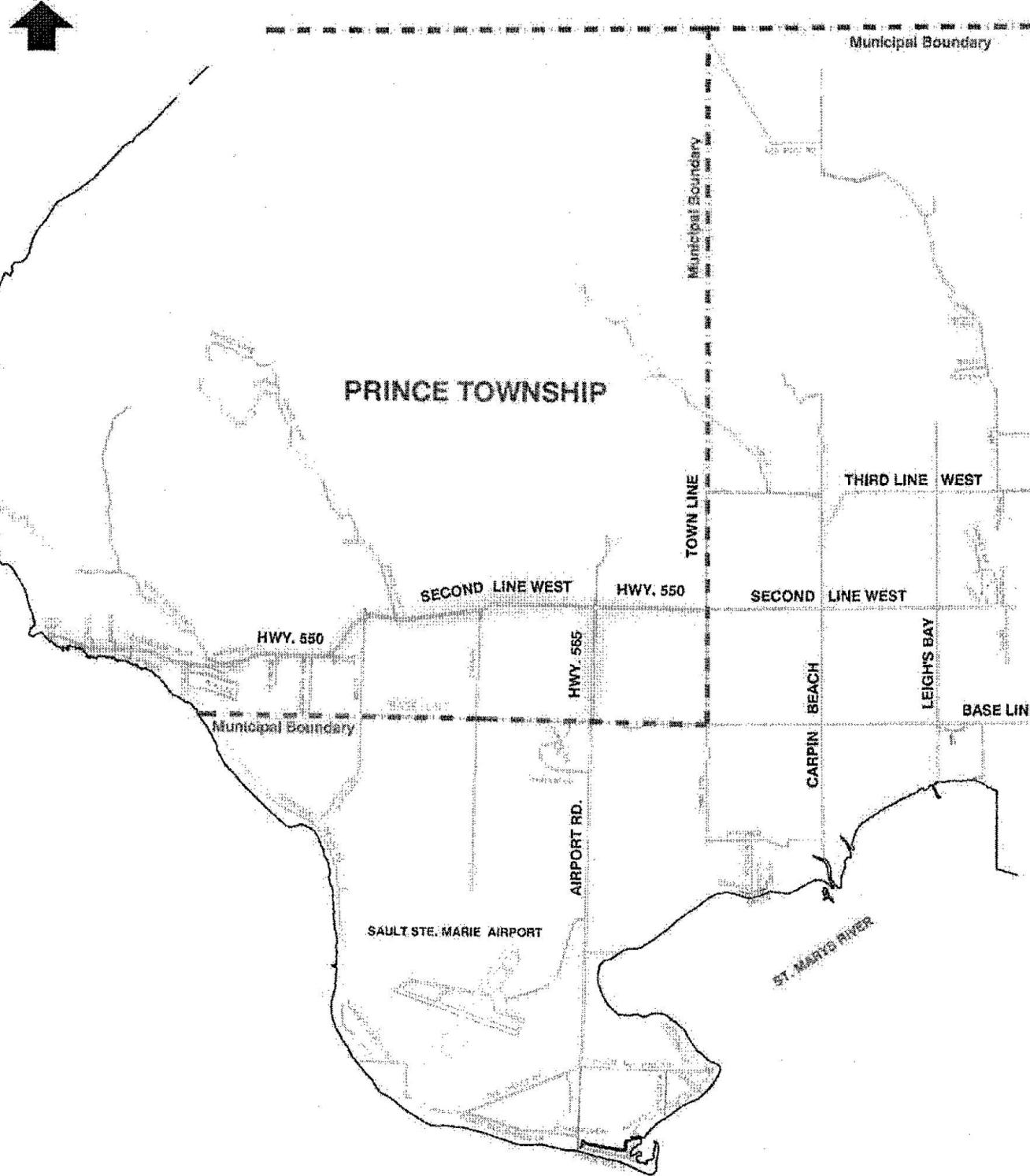
RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

5(g)

PRINCE TOWNSHIP



DEPT. OF PUBLIC
WORKS & TRANSPORTATION
SAULT STE. MARIE

PRINCE TOWNSHIP
AIRPORT AREA

S. Hamilton Beach, P. Eng.
Deputy Commissioner



**Public Works and
Transportation**

Celebrate 100!
1912 - 2012

2011 11 21

Mayor Debbie Amaroso and
Members of City Council

RE: WINTER MAINTENANCE OF RED ROCK ROAD (MAKI ROAD)

PURPOSE

The purpose of this report is to seek Council approval to renew the winter maintenance agreement with Brookfield Power for Red Rock Road (Maki Road)

BACKGROUND

On October 30, 2006 Council approved the recommendation of Public Works and Transportation for the City to assume the portion of Maki Road/Red Rock Road within the city limit as a municipally maintained road subject to an agreement with Brookfield Power. On January 29, 2007 Council approved that agreement detailing the maintenance terms for an annual contribution by Brookfield Power for that service. The agreement expires on January 15, 2012.

Recently, discussions have been held with Brookfield Power and the existing agreement has been accepted to be renewed with a 10 percent (%) increase in the annual payment.

In general, the maintenance activities include patrolling, plowing, sanding, snow ditching, and related work as required.

ANALYSIS

The terms of the agreement have been fulfilled each year to the satisfaction of both parties.

2011 11 21
Page 2

IMPACT

The annual amount paid by Brookfield Power covers all actual costs incurred by the City related to the winter maintenance responsibilities.

STRATEGIC PLAN

Winter Maintenance and the addition of new streets to Public Works and Transportation's list of responsibilities is included in the Corporate Strategic Plan. The topic of this report does not add additional maintenance responsibilities for the next five years.

RECOMMENDATION

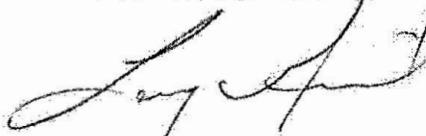
"That the report of the Deputy Commissioner concerning the winter maintenance of Red Rock Road be approved and furthermore that the agreement found elsewhere on Council's agenda be approved."

Respectfully submitted,



Susan Hamilton Beach, P. Eng.
Deputy Commissioner

Recommended for approval,



Larry Girardi
Commissioner

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

Larry Girardi
Commissioner



Public Works &
Transportation Department

2011.11.21

Mayor Debbie Amaroso and
Members of City Council

**RE: Cost Estimate to Upgrade Unpaved and Surface Treated Roadway
within Bellevue Park**

PURPOSE

This report is in response to the Council resolution dated 2011.09.12:

Whereas the road system traversing Bellevue Park is comprised of Class A, B and gravel sections; and

Now Therefore Be It Resolved that Public Works and Transportation prepare a cost estimate of upgrading the entire roadway to asphalt; and

Further Be It Resolved that the cost of maintenance of the present system be included in the report.

BACKGROUND

Bellevue Park is the City's premier park located in the easterly portion of the City. Vehicle access and traffic flow to Bellevue Park has changed over the years. At one time there were two access points, one being directly off of Queen Street at the west end of the park and the other, which is the only access now, at the lower end of Lake Street.

With the closing of the west entrance in 1999 traffic was directed to the Lake Street entrance which is a Class A road at the far south end of Lake where the entrance to the park becomes a surface treated road. This portion of road was upgraded back in 1999 with the westerly parking area asphalted prior to that date. PWT annually makes necessary patches to the surface treatment to make the roadway and parking areas passable, but, recent inspections indicate that the condition of the road surface is deteriorating to a point where it needs to be completely upgraded.

Maintenance to the park roadway to date consists of grading and pot hole patching. The grading is done approximately once per week during the summer and pothole patching is done on a monthly basis or on an as per request basis. The cost for this seasonal maintenance is minimal, but, the fact that we are grading portions regularly indicates the poor condition the road surface is presently in.

2011-11-21

Page 2

ANALYSIS

PWT staff has estimated that approximately 10,460 Sq. meters will need to be re-surfaced. This area includes the main parking lot starting at the end of Lake Street, the main roadway looping around and along the waterfront, as well as the waterfront parking area.

The cost estimates provided are for budget purposes only.

The scope of work priced includes the following:

- 1) Pulverize the entire area.
- 2) Supply and place granular A as required.
- 3) Supply and place 50mm. of HL4 asphaltic concrete (Option No.1) or double surface treatment (Option No. 2)
- 4) Apply line painting centre line and parking lines only.

Option No.1:Pulverize, Granular "A", and 50mm.of HL4 Asphalt

Budget Price = \$235,000.00 plus taxes

Option No.2:Pulverize, Granular "A", and Double Surface Treatment

Budget price = \$129,000.00 plus taxes

IMPACT

There is a budgetary impact of \$129,000.00 to \$235,000.00 depending on what type of surface Council decides on. This is not something that can be done within our present budget and will have to be referred to the 2012 budgeting process.

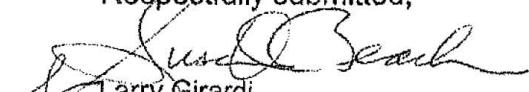
STRATEGIC PLAN

This report does not directly affect the Strategic Plan, but, would fall into the area of the Master Plan for City Parks with reference to Park upgrades.

RECOMMENDATION

Public Works and Transportation recommends that Council consider, during the 2012 budget deliberations, allocating funds Capital from Current to the PWT Parks Division for the re-surfacing of the roadway and parking area at Bellevue Park.

Respectfully submitted,


Larry Girardi
Commissioner
Public Works and Transportation

RECOMMENDED FOR APPROVAL


Joseph M. Fratesi
Chief Administrative Officer

6(6)(a)

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 11 21

Mayor Debbie Amaroso and
Members of City Council

RE: Application No. A-21-11-Z.OP – filed by JBG Holdings & Investments Inc.

PURPOSE

The applicant, JBG Holdings & Investments Inc., is requesting an Official Plan Amendment re-designating the subject property from Commercial to Residential and a Zoning By-law Amendment rezoning the subject property from "C4" (General Commercial) zone to "R2" (Single Detached Residential) zone. The purpose of the application is to facilitate a future severance application to the Committee of Adjustment to create one (1) residential lot.

Subject Property:

- Location – Part of Block 66, Plan M-487, Excluding Parts 1, 2, 3 and Part 2 of IR-10917, Located on the northwesterly side of the intersection of Queen Street East and Millwood Street
- Size – Approximately 20.6m (67.6') frontage x 49.8m (163.2') depth, irregular; 1400m² (0.35 acres)
- Present Use – Vacant land
- Owner – JBG Holdings & Investments Inc.

BACKGROUND

The subject property is the easterly portion of a larger block that has its main frontage along Queen Street East, and its exterior side yard along Millwood Street. The larger parcel frames a Mac's Milk retail store which is located at the westerly corner of Queen Street East and Millwood Street. This property is located across the City's East End sewage treatment facility and is bounded by the Denwood Subdivision to the north.

The larger parcel has had previous applications before Council. In 1974 this property was rezoned from "PD" (Planned Development) to "B-4" (Shopping Centre).

In 1980 there were some small changes between the "B-4" (Shopping Centre) and abutting "R-6" (Single Family Residential) lands to create a better lotting pattern.

Additional small changes to the zone boundaries were made in 1986.

6(6)(a)

In 1998, the "B-4" (Shopping Centre) zoning was changed to "B-2" (District Business) to allow for the development of a series of smaller commercial uses. The existing Mac's Milk convenience store was constructed following this rezoning.

In 2005, this property was zoned "C-4" (General Business) as part of the City's new Zoning By-law. In 2007, the property was again rezoned to permit personal storage as an additional use.

ANALYSIS

Conformity with the Official Plan

The subject property (and the larger parcel) is currently designated Commercial on Schedule "C" of the City's Official Plan. To facilitate any future residential development, the property requires an Official Plan amendment, re-designating the subject property to Residential. In addition, a rezoning is required, rezoning the subject property from "C4" (General Commercial) zone to "R2" (Single Detached Residential) zone.

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.

SUMMARY

With respect to the current request, Planning staff and the applicant have agreed to 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.

RECOMMENDATION

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.

Respectfully submitted,

Stephen Turco, MCIP, RPP
Planner

Recommended for approval,

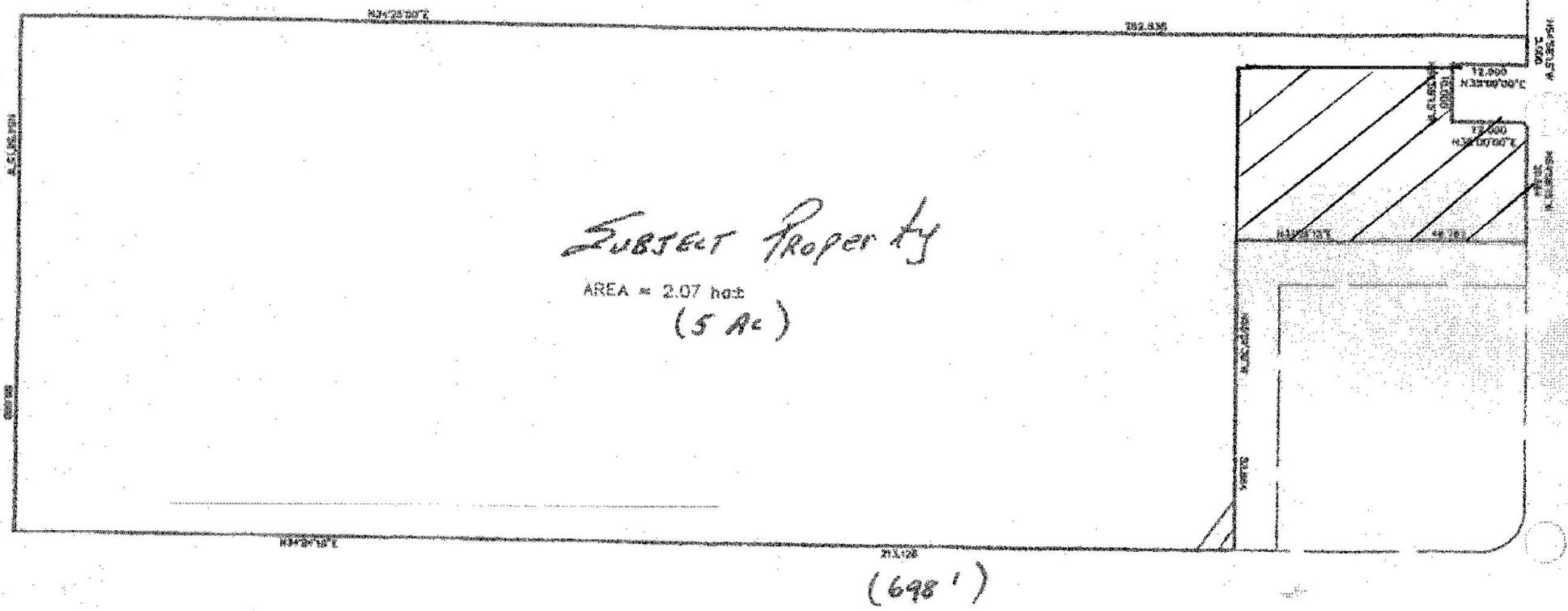
Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,

Jerry Dolcetti, RPP
Commissioner Engineering & Planning

ST/ps

SCHEDULE "B"
Subject Property



6(b)(a)

262.878

37.762

30.554

33.721.188

49.762

35.762

12.000
N35°26'00"E
10.000
12.000
N35°26'00"E

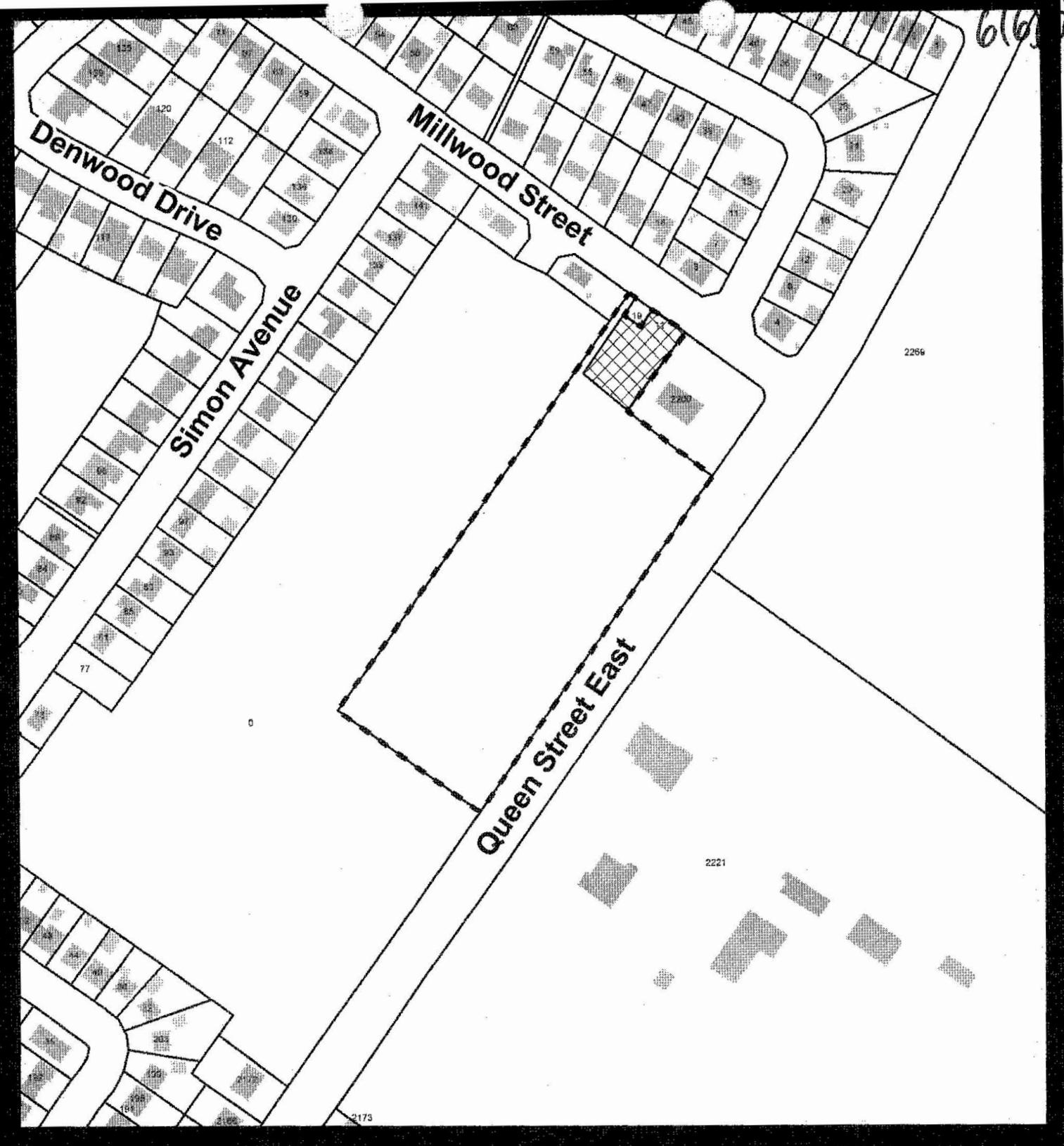
W35°26'00"E

20.554

35.762

6(6Xa)

66(i)



SUBJECT PROPERTY MAP

PLANNING APPLICATION A-21-11-Z-OP
11 MILLWOOD STREET

Total Land Holdings = 11 Millwood

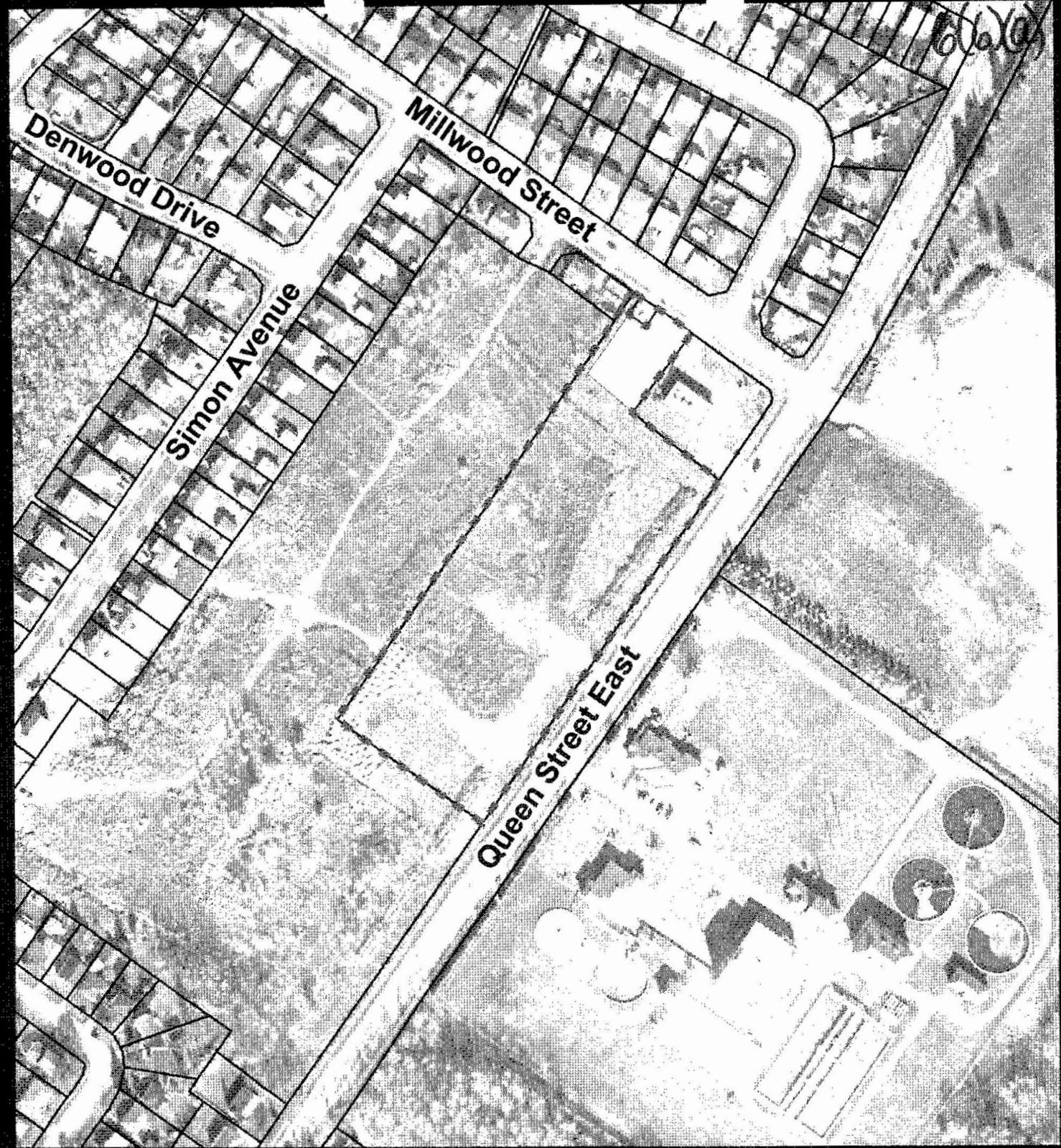
Subject Area Proposed Lot

October 2011

Maps
13 & 1-12



Mail Label ID Metric Scale
A-21-11-Z 1 : 2750



2008 ORTHO PHOTO

PLANNING APPLICATION A-21-11-Z-OP
11 MILLWOOD STREET

Total Land Holdings = 11 Millwood

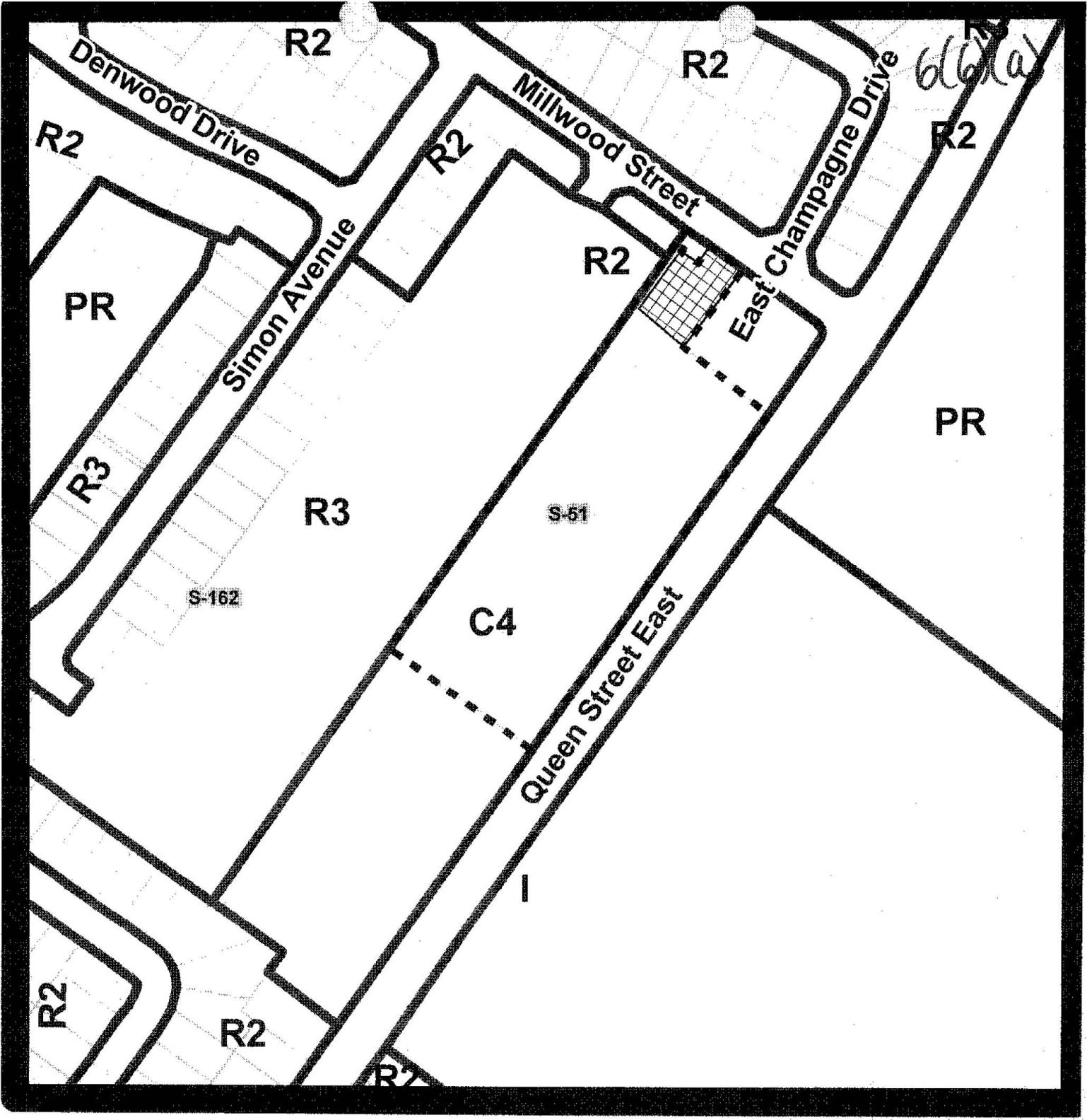
Subject Area Proposed Lot

Maps
13 & 1-12



Metric Scale
1 : 2750

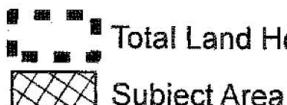
Mail Label ID
A-21-11-Z



EXISTING ZONING MAP

PLANNING APPLICATION
A-21-11-Z-OP

11 MILLWOOD STREET



Total Land Holdings 11 Millwood



Subject Area Proposed Lot

October, 2011



R2 - Single Detached Residential Zone

R3 - Low Density Residential Zone

C4 - General Commercial Zone

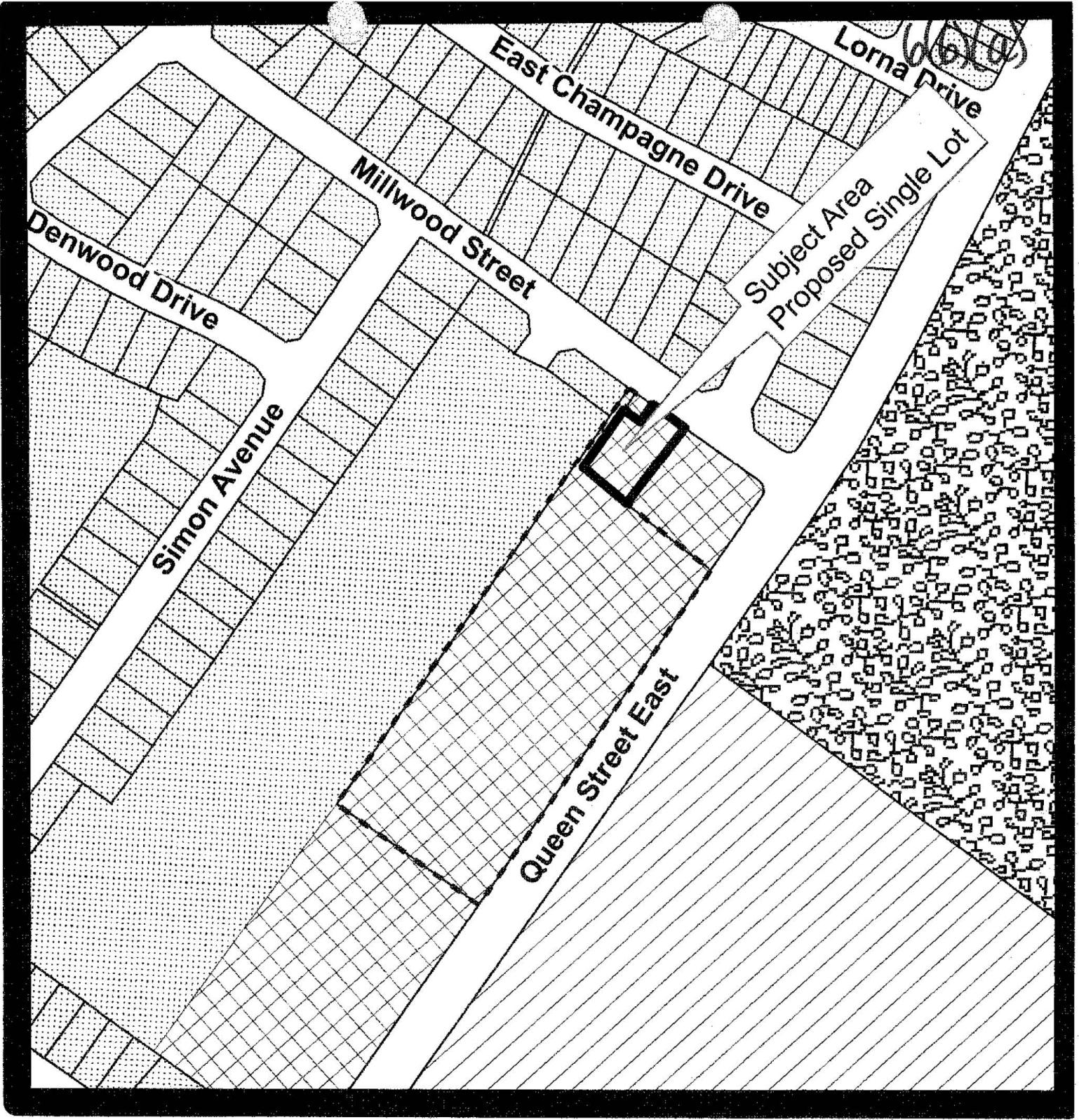
I - Institutional Zone

PR - Parks and Recreation Zone

S-Number = Special Exception Zoning

Maps
13 & 1-12

Metric Scale
1 : 2750
Mail Label ID
A-21-11-Z



OFFICIAL PLAN LAND USE MAP

PLANNING APPLICATION

A-21-11-Z-OP

11 MILLWOOD STREET



Total Land Holdings 11 Millwood



Subject Area Proposed Lot

OP_LANDUSEDDESIGNATION

Land_Use_Designation

- [Dotted Pattern] Residential
- [Cross-hatch] Commercial
- [Vertical Lines] Institutional
- [Small Squares] Parks Recreation
- [Diagonal Lines] Industrial



Metric Scale
1 : 2750

66X(b)

ENGINEERING & PLANNING DEPARTMENT

Jerry D. Dolcetti, RPP
Commissioner

Donald B. McConnell, MCIP, RPP
Planning Director



Planning Division

Tel: (705) 759-5368
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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.

(b)(b)

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)

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

(d)(b)



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.

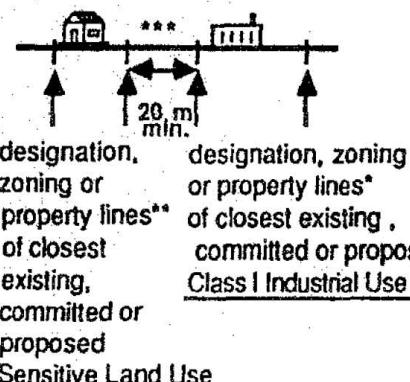
14.1.1 PERMITTED USES

- *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

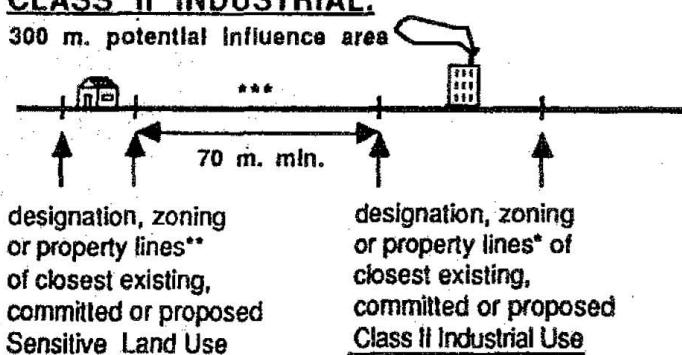
Exclusion: Reload centres for logs and pulpwood

CLASS I INDUSTRIAL:

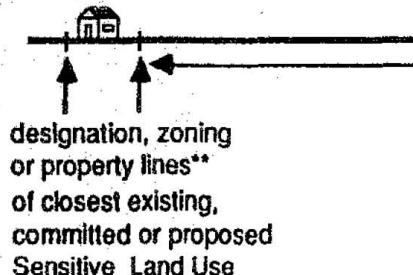
70 m. potential influence area

**CLASS II INDUSTRIAL:**

300 m. potential influence area

**CLASS III INDUSTRIAL:**

1000 m. potential influence area



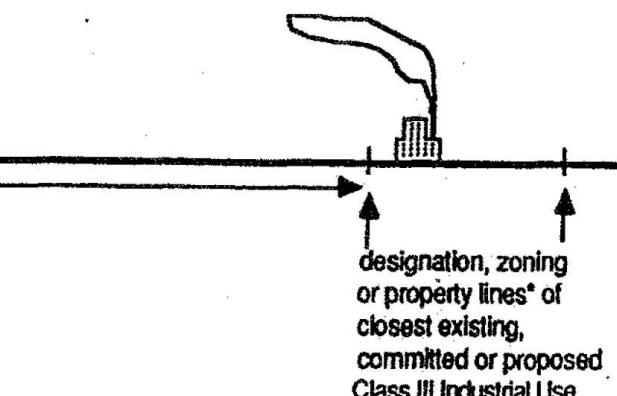
SEPARATION DISTANCES

(Section View)

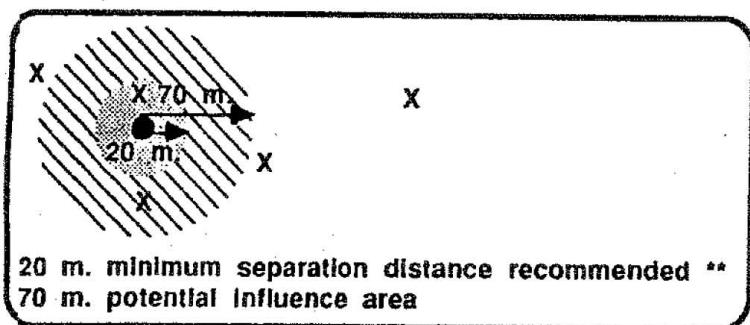
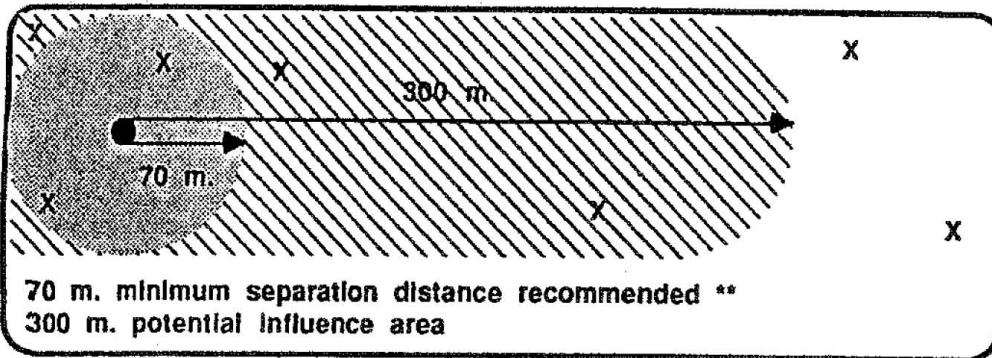
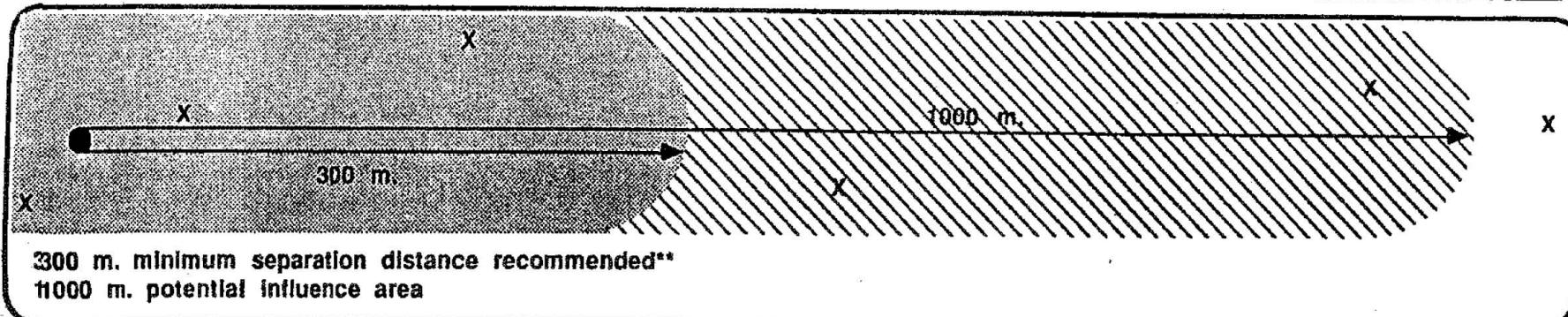
* The set backs established in a zoning by-law can be included in the separation distance measurement if the by-law or site plan control precludes the use of the set back for activities that could create an adverse effect. [See Section 4.4.3, "Zoning/Site Plan Control (Industrial Land Uses)".]

** 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".]



97(99)

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

See also Section 4.4, "Measuring Separation Distance".

Note: Drawing not to scale.

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.

(b)(7)(B)

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

6694

Class III	<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"> - Outside storage of raw and finished products - Large production levels 	<ul style="list-style-type: none"> - Open process - Frequent outputs of major annoyances - High probability of fugitive emissions 	<ul style="list-style-type: none"> - Continuous movement of products and employees - Daily shift operations permitted 	<ul style="list-style-type: none"> - Manufacturing of paint and varnish - Organic chemicals manuf. - Breweries - Solvent recovery plants - Soaps and detergent manuf. - Manufacturing of resins and costing - Metal manufacturing
------------------	---	---	--	---	--

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.

6(b)(1)(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

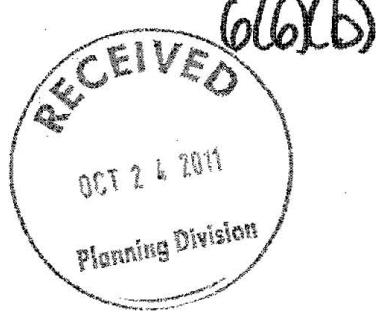
www.cityssm.on.ca

www.celebrate100saultstemarie.com

Celebrating 100 years as a city in 2012!



Sault Ste. Marie - Algoma Region



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



Sault Ste. Marie - Algoma Region

6(6)(b)

Sincerely,

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

(b)(6)

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

Aug 2012
6(b)(b)

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(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



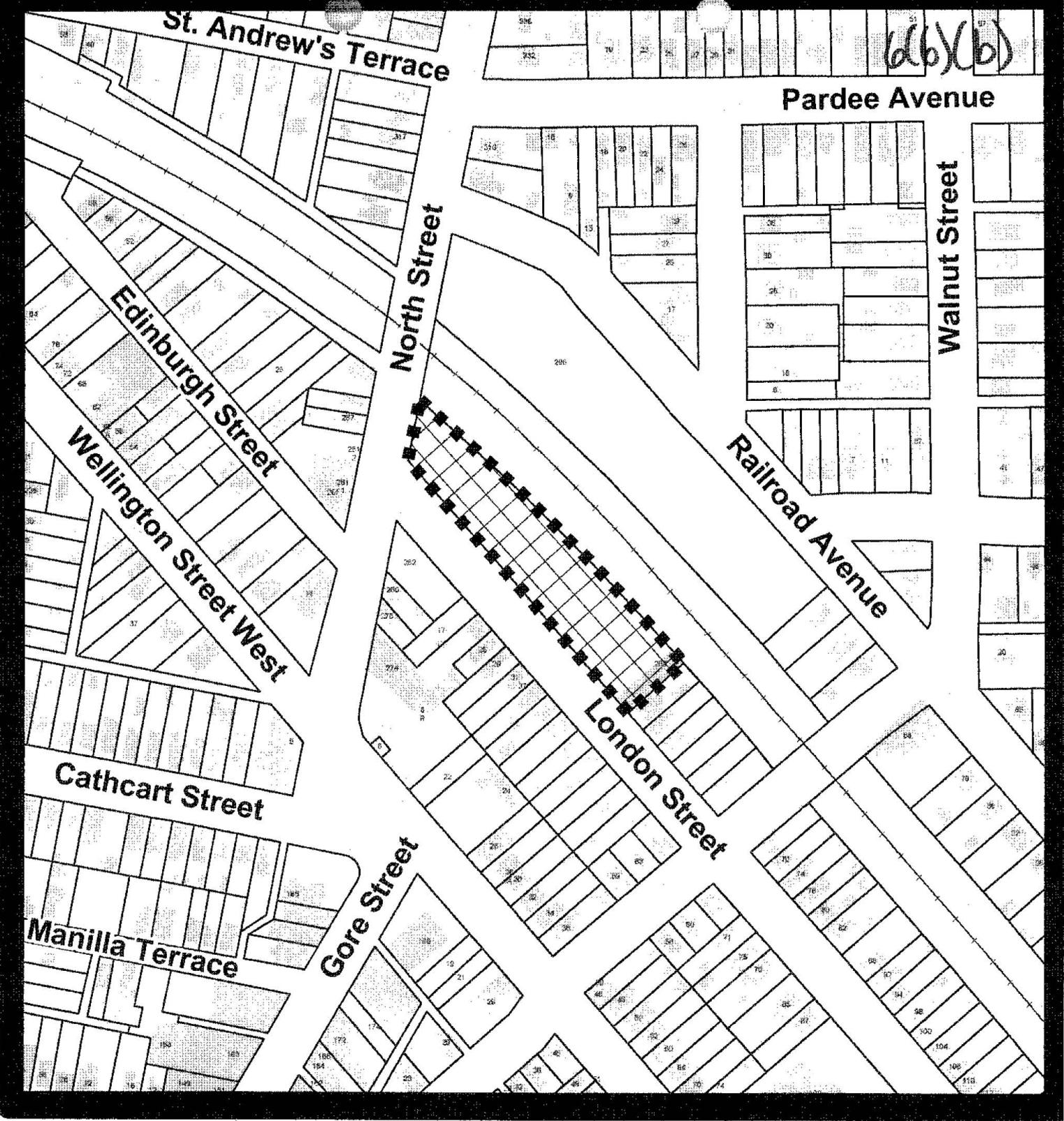
**2008 ORTHO PHOTO
PLANNING APPLICATION A-22-11-Z
284 NORTH STREET**



Metric Scale
Oct, 2011
1 : 2200

Subject Property = 284 North St

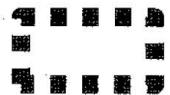
Maps
26 & 1-29
Mail Label ID
A-22-11-Z



SUBJECT PROPERTY MAP

PLANNING APPLICATION A-22-11-Z

284 NORTH STREET



Subject Property = 284 North St



Subject Property = 284 North St

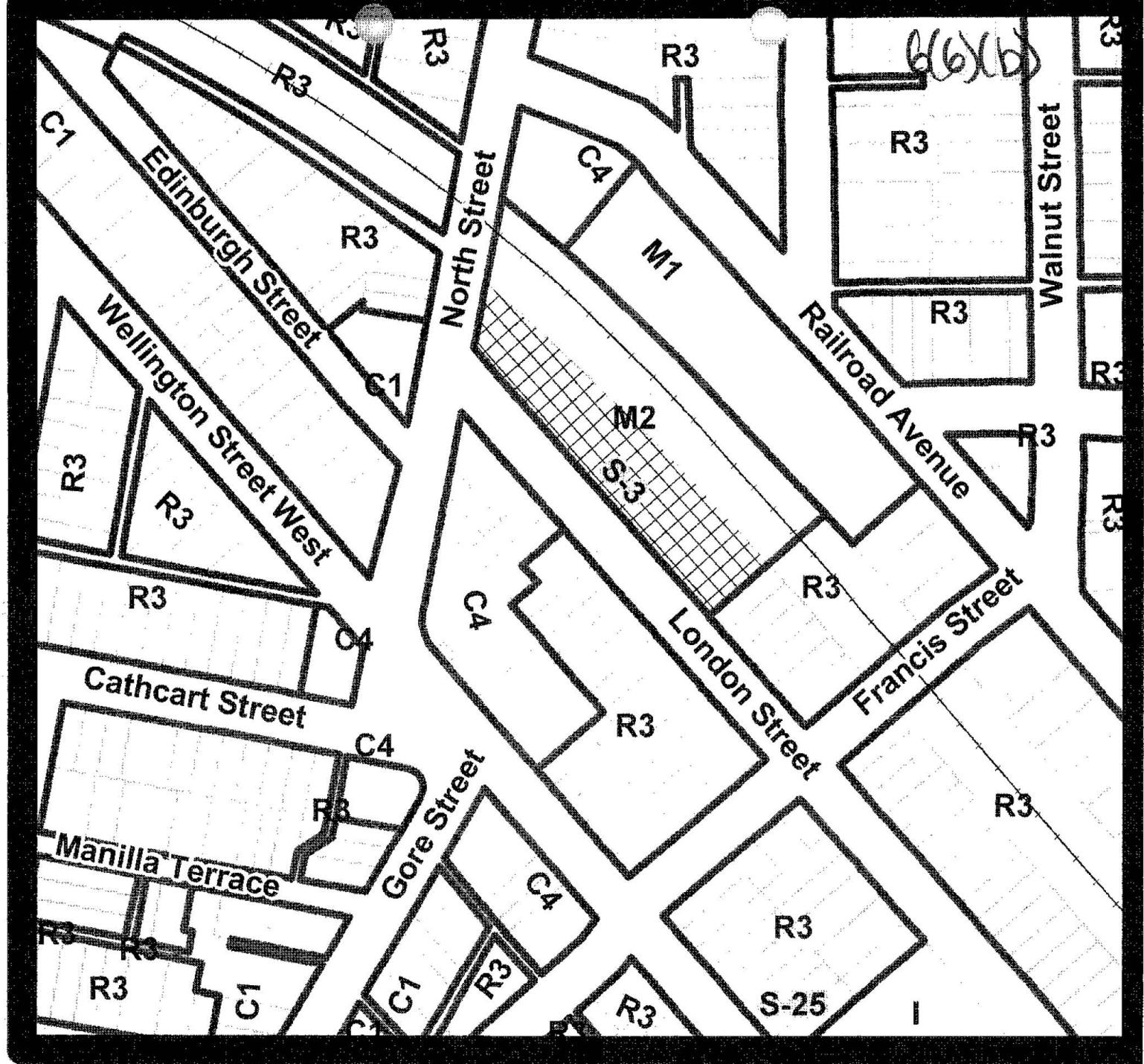


Metric Scale
1 : 2200

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
Oct, 2011
1 : 2200

Maps
26 & 1-29
Mail Label ID
A-22-11-Z

10(a)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BY-LAW 2011-187

AGREEMENT: (LE-61) 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.

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

1. **EXECUTION OF DOCUMENTS**

The Mayor and Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a lease agreement dated the 1st day of July, 2011 in the form of Schedule "A" hereto and made between the City and Child Care Algoma for a portion of the land known as Parkland Park.

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 21st day of November, 2011.

MAYOR ~ DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

\\\Citydata\\Legal\\Staff\\BYLAWS\\2011\\2011-187 Child Care Algoma Lease - Pt Parkland Park.Doc

NOTICE

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 SOLICITOR

10(a)

Lease L-310

THIS LEASE made in duplicate the 1st day of July, 2011 in pursuance of the Short Form of Leases Act.

B E T W E E N:

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

Hereinafter called the "Landlord"

OF THE FIRST PART

- and -

CHILD CARE ALGOMA

Hereinafter called the "Tenant"

OF THE SECOND PART

WITNESSETH that in consideration of the covenants and agreements hereinafter reserved and contained, the parties agree each with the other as follows:

1. The Landlord hereby leases to the Tenant the land known as Part of Parkland Park being more particularly described as Part of Block 140, Plan M-402 and outlined in black on Schedule "A" attached hereto, which is hereinafter referred to as the subject lands.

To hold the subject lands commencing on the 1st day of July, 2011 and terminating on the 1st day of July, 2016.

To pay to the Landlord during the term, the sum of ONE (\$1.00) DOLLAR.

2. The Landlord hereby covenants and agrees with the Tenant for quiet enjoyment.
3. The Tenant hereby covenants and agrees with the Landlord as follows:

- (a) to truly observe and fulfill the lawful provisions and requirements on all Statutes, Regulations, By-laws, Rules and Orders relating to the subject lands;
- (b) not to assign, sublet or part with the possession of the subject lands or any part thereof without the written consent of the Landlord;
- (c) to indemnify and save harmless the Landlord from and against any and all claims arising out of the Tenant's use of the subject lands including claims by the Tenant and including without limiting the generality of the foregoing, all claims for personal injury or property damages regardless of the cause and from all costs, counsel fees, expenses and liabilities incurred in or about any such claim or any action or proceeding brought thereon;
- (d) to keep in force during the term hereof, property damage insurance and personal injury insurance against claims for bodily injury, death or property damage occurring on the subject lands in an amount not less than Two Million (\$2,000,000.00) Dollars;
- (e) to use the subject lands only for the purpose of locating an enclosed play area.

4. It is hereby mutually agreed between the Landlord and Tenant as follows:

- (a) at the termination of this lease the Tenant may remove all the fixtures installed by it on the subject lands, all of which are hereby deemed to be its property and, in the event that any property belonging to the Landlord is damaged as a result of any such removal, the Tenant shall pay to the Landlord such compensation as represents the fair actual cost of repairing the damaged property of the Lessor.

IN WITNESS WHEREOF the parties hereto have executed this lease as of the day, month and year first above written.

Witness _____

) CHILD CARE ALGOMA

)

|
|
|
|
|
| CLAIRE LAFRÉNIERE
| EXECUTIVE DIRECTOR

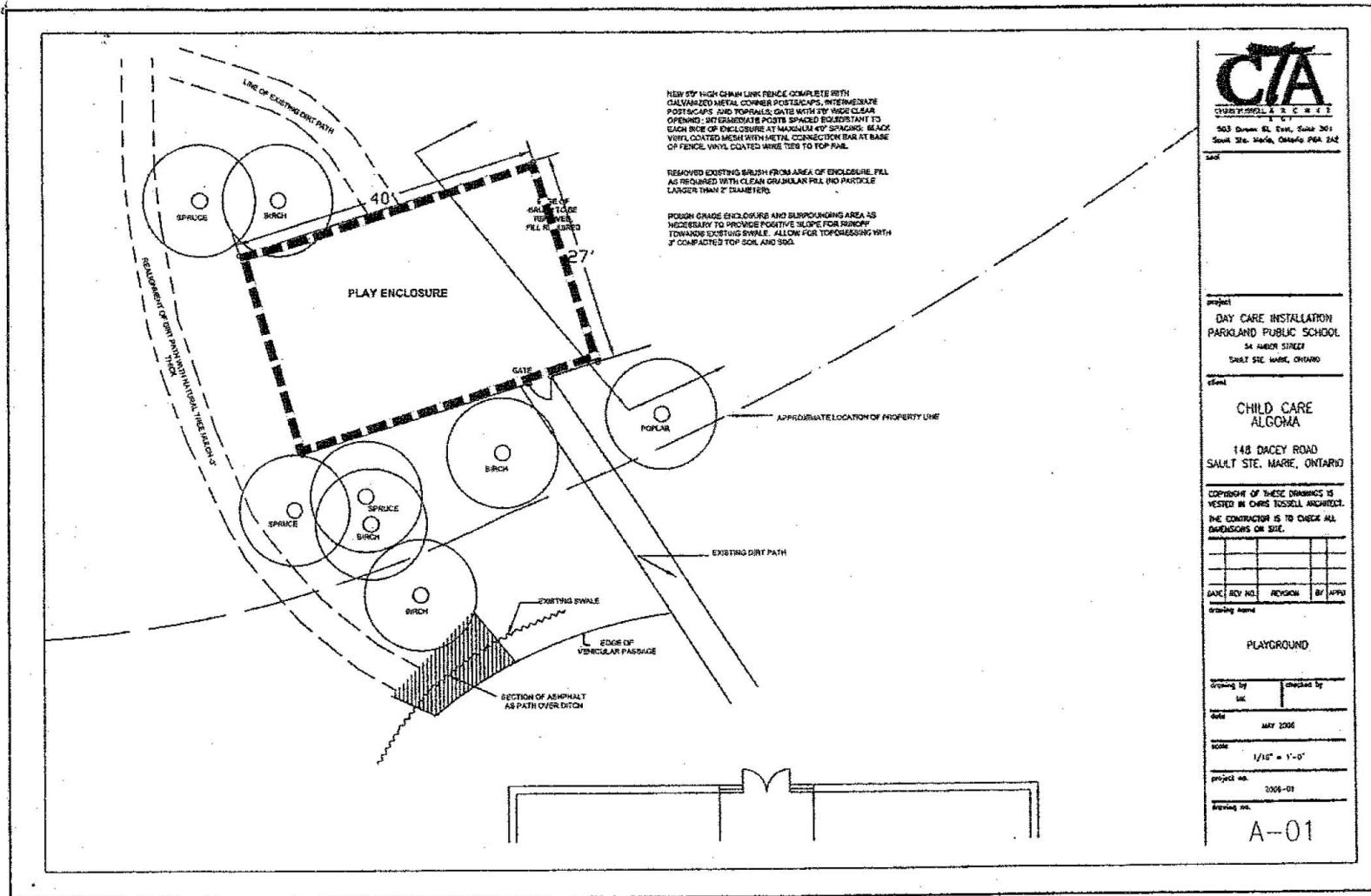
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|
|
| THE CORPORATION OF THE CITY
| OF SAULT STE. MARIE

)
|
|
| MAYOR – DEBBIE AMAROSO

)
|
|
| CITY CLERK – MALCOLM WHITE

10(a)

SCHEDULE "A"



10(b)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2011-188

AGREEMENT: (LE-63) 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.

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 dated October 1, 2011, and made between the City and Sault Major Hockey Association for the use of a portion of the building at the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario in the form of Schedule "A" hereto.

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 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

BYLAWS\2011\2011-188 LICENSE AGREEMENT SAULT MAJOR HOCKEY ASSOCIATION.DOC da

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CITY SOLICITOR

LICENCE OF OCCUPATION

THIS LICENCE made the 1st day of October, 2011.

B E T W E E N:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
hereinafter referred to as the "City"

- and -

SAULT MAJOR HOCKEY ASSOCIATION
hereinafter referred to as the "Licensee"

WHEREAS:

- (a) The City is the owner of the lands and premises known as the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario;
- (b) Management and operation of the Essar Centre and related facilities is vested with the City;
- (c) The Licensee has made application to the City for use of office space and equipment storage space within the Essar Centre.

IN CONSIDERATION of the mutual covenants and conditions herein, the parties have agreed as follows:

1. For the privilege of using the office space and storage rooms within the Essar Centre the Licensee shall pay to the City a minimum sum of \$1.00 per year of this licence, such a sum to be payable on or before the first day of January in each year of the term of the licence.
2. The Licensee shall have the exclusive use of the areas shown on the attached Schedule "A" and described as follows:
 - (i) Number 034 – Equipment Room
 - (ii) Number 038 – Equipment Room
 - (iii) Number 052 – Office
 - (iv) Unnumbered Room between 052 and 056
 - (v) Unnumbered Room adjacent to 034 – Equipment Room.
3. Any and all alterations, additions, renovations or upgrading to the Facilities shall be approved by the City in writing prior to the commencement of such work.
4. The cost of any and all such alterations, additions, renovations or upgrading to the Facilities shall be borne in their entirety by the Licensee.
5. Any and all such alterations, additions, renovations or upgrading shall become the property of the City.
6. The routine cleaning and minor maintenance of the Facilities shall be the sole responsibility of the Licensee. Any and all costs incurred in such cleaning and maintenance shall similarly be borne solely by the Licensee. All other rooms in the Essar Centre which are opened to and used by the public shall be cleaned and maintained by the City.
7. The Licensee shall not discriminate under any of the prohibited grounds in the Ontario Human Rights Code.

8. The Licensee shall provide, at its own expense, any and all such furniture, tools, utensils or appliances as may be required for use in the Facilities, subject to the approval of the City.
9. The Licensee shall comply with all provincial legislation including but not limited to the Liquor Licence Act, R.S.O. 1990, c.L.19.
10. The safeguarding and security of the Facilities and any furnishings or equipment found therein shall be the sole responsibility of the Licensee.
11. The Licensee shall indemnify and keep indemnified and save harmless the City and each of its officers, servants and agents, from and against all actions, suits, claims, executions, and demands, which may be brought or made upon the Licensee, its officers, agents or servants, as a direct or indirect result of the use of the Facilities including the Essar Centre.
12. The Licensee shall provide liability and property damage insurance coverage in the minimum amount of \$2 million. The City shall be named as an additional insured on the insurance policy.
13. The City, its agents, servants or employees may enter at any time the Facilities being used by the Licensee under this agreement.
14. The Licensee shall not assign this agreement without the consent, in writing, of the City.
15. The City has the right to terminate this agreement upon sixty (60) days written notice by prepaid registered mail to the Licensee at the office of the Licensee located at the Essar Centre if, for any reason, the Licensee fails to comply with the terms of this agreement.
16. This agreement shall be in force from October 1, 2011 to December 31, 2016, unless terminated prior thereto by the City in accordance with clause 16 of this agreement. Upon the expiry of this agreement on December 31, 2016, the Licensee shall have the right of first refusal to renew and renegotiate a new agreement on terms agreeable to the parties at that time.

IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals as of the day and year first above written.

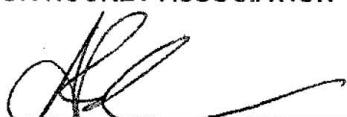
THE CORPORATION OF THE CITY OF SAULT STE. MARIE
Per

MAYOR – DEBBIE AMAROSO

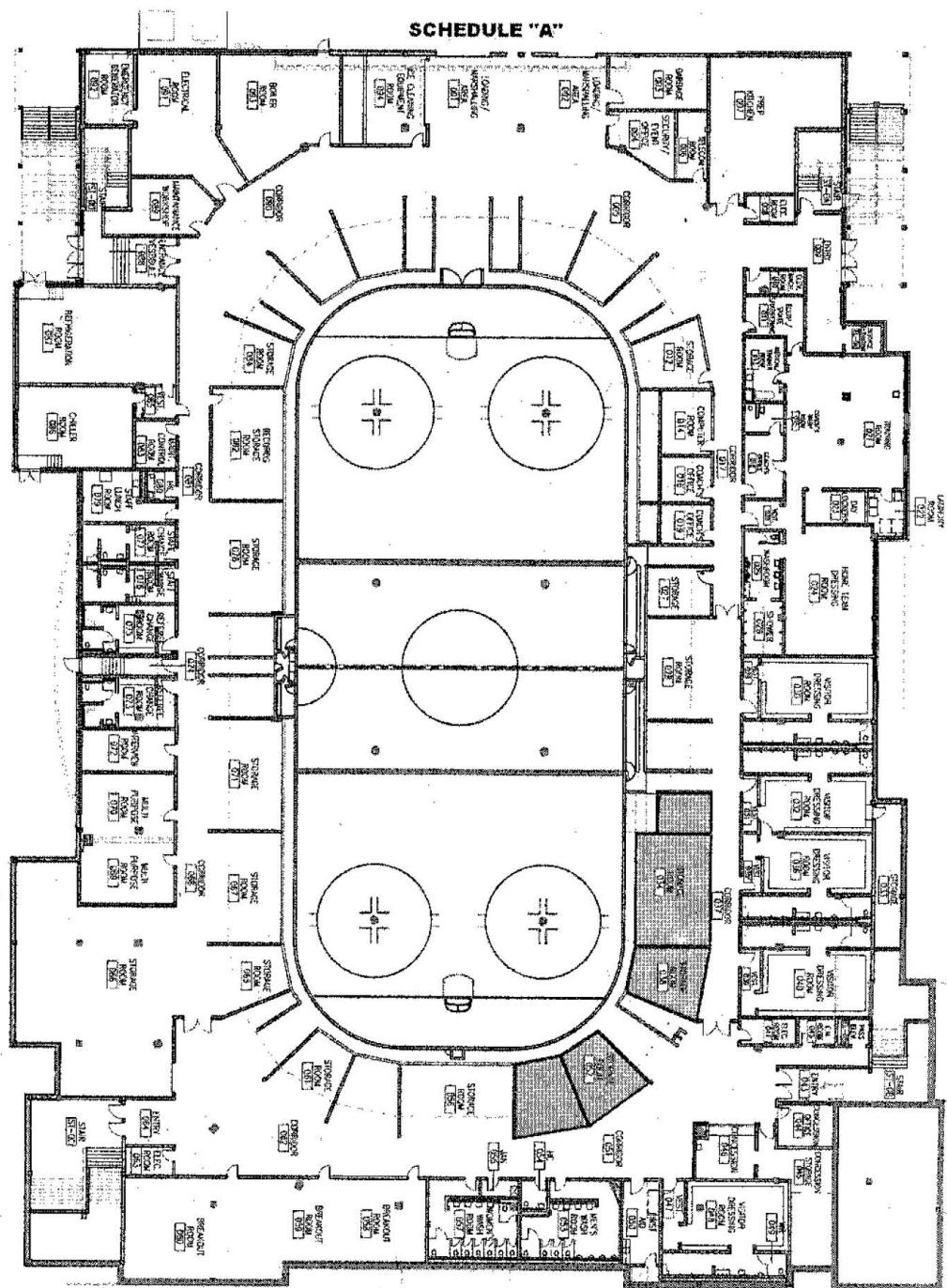
CITY CLERK – MALCOLM WHITE

SAULT MAJOR HOCKEY ASSOCIATION

Per


ADAM CAUGHILL, PRESIDENT

SCHEDULE "A"



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2011-189

AGREEMENT: (LE-87) 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.

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 dated October 1, 2011, and made between the City and Royal Canadian Legion Branch 25 for the use of a portion of the building at the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario in the form of Schedule "A" hereto.

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 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

NOTICE
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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 SOLICITOR

LICENCE OF OCCUPATION

This Agreement made the 1st day of October, 2011.

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
hereinafter called the "City"

- and -

ROYAL CANADIAN LEGION BRANCH 25
hereinafter called the "Licensee"

WHEREAS:

- (a) The City is the owner of the lands and premises known as the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario;
- (b) Management and operation of the Essar Centre and related facilities is vested with the City;
- (c) The Licensee has made application to the City for use of equipment storage space within the Essar Centre.

IN CONSIDERATION of the mutual covenants and conditions herein, the parties have agreed as follows:

1. For the privilege of using the storage room within the Essar Centre the Licensee shall pay to the City a minimum sum of \$1.00 per year of this lease, such a sum to be payable on or before the first day of January in each year of the term of the lease.
2. The Licensee shall have the exclusive use of the areas as shown on Schedule "A" attached and described as:
 - (i) Unnumbered room adjacent to the Vomitory, adjacent to Storage Room 012.
3. Any and all alterations, additions, renovations or upgrading to the Facilities shall be approved by the City in writing prior to the commencement of such work.
4. The cost of any and all such alterations, additions, renovations or upgrading to the Facilities shall be borne in their entirety by the Licensee.
5. Any and all such alterations, additions, renovations or upgrading shall become the property of the City.
6. The routine cleaning and minor maintenance of the Facilities shall be the sole responsibility of the Licensee. Any and all costs incurred in such cleaning and maintenance shall similarly be borne solely by the Licensee. All other rooms in the Essar Centre which are opened to and used by the public shall be cleaned and maintained by the City.
7. The Licensee shall not discriminate under any of the prohibited grounds in the Ontario Human Rights Code.
8. The Licensee shall provide, at its own expense, any and all such furniture, tools, utensils or appliances as may be required for use in the Facilities, subject to the approval of the City.
9. The Licensee shall comply with all requirements of the Liquor Licence Act, R.S.O. 1990, c.L.19.

- 1b(C)
10. The safeguarding and security of the Facilities and any furnishings or equipment found therein shall be the sole responsibility of the Licensee.
 11. The Licensee shall indemnify and keep indemnified and save harmless the City and each of its officers, servants and agents, from and against all actions, suits, claims, executions, and demands, which may be brought or made upon the Licensee, its officers, agents or servants, as a direct or indirect result of the use of the Facilities including the Essar Centre.
 12. The Licensee shall provide liability and property damage insurance coverage in the minimum amount of \$2 million. The City shall be named as an additional insured on the insurance policy.
 13. The City, its agents, servants or employees may enter at any time the Facilities being used by the Licensee under this agreement.
 14. The Licensee shall not assign this agreement without the consent, in writing, of the City.
 15. The City has the right to terminate this agreement upon sixty (60) days written notice by prepaid registered mail to the Licensee at the office of the Licensee located at the Essar Centre if, for any reason, the Licensee fails to comply with the terms of this agreement.
 16. This agreement shall be in force from October 1, 2011 to December 31, 2016, unless terminated prior thereto by the City in accordance with clause 16 of this agreement. Upon the expiry of this agreement on December 31, 2016, the Licensee shall have the right of first refusal to renew and renegotiate a new agreement on terms agreeable to the parties at that time.

IN WITNESS WHEREOF the parties have affixed their respective corporate seals attested by the hands of their respective officers duly authorized in that behalf.

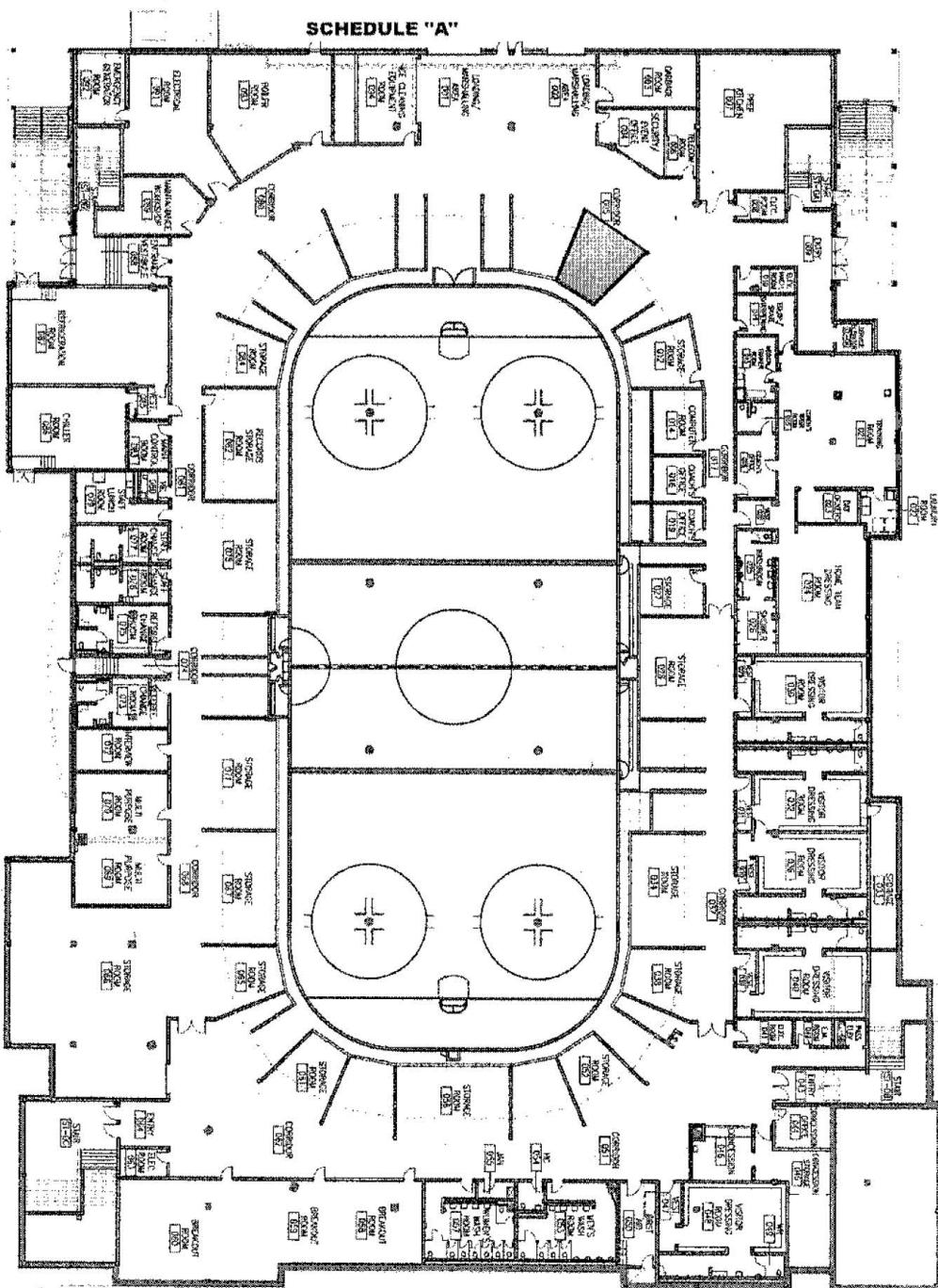
THE CORPORATION OF THE CITY OF SAULT STE. MARIE
Per

DEBBIE AMAROSO, MAYOR

MALCOLM WHITE, CITY CLERK

THE ROYAL CANADIAN LEGION BRANCH 25
Per

Marilyn Isaacson
MARILYN ISAACSON, PRESIDENT



10(d)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2011-190

AGREEMENT: (LE-4) 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.

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 dated October 1, 2011, and made between the City and The Sault Figure Skating Club for the use of a portion of the building at the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario in the form of Schedule "A" hereto.

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 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

BYLAWS\2011\2011-190 LICENSE AGREEMENT THE SAULT FIGURE SKATING CLUB.DOC da

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CITY SOLICITOR

10(a)

LICENCE OF OCCUPATION

This Agreement made the 1st day of October, 2011.

B E T W E E N:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
hereinafter called the "City"

- and -

THE SAULT FIGURE SKATING CLUB
hereinafter called "Licensee"

WHEREAS:

- (a) The City is the owner of the lands and premises known as the Essar Centre located at 269 Queen Street East, Sault Ste. Marie, Ontario;
- (b) Management and operation of the Essar Centre and related facilities is vested with the City;
- (c) The Licensee has made application to the City for use of equipment storage space within the Essar Centre.

IN CONSIDERATION of the mutual covenants and conditions herein, the parties have agreed as follows:

1. For the privilege of using the storage rooms within the Essar Centre the Licensee shall pay to the City a minimum sum of \$1.00 per year of this lease, such a sum to be payable on or before the first day of January in each year of the term of the lease.
2. The Licensee shall have the exclusive use of the areas shown on Schedule "A" attached and described as follows:
 - (i) Unnumbered Room adjacent to numbered Room 28.
3. Any and all alterations, additions, renovations or upgrading to the Facilities shall be approved by the City in writing prior to the commencement of such work.
4. The cost of any and all such alterations, additions, renovations or upgrading to the Facilities shall be borne in their entirety by the Licensee.
5. Any and all such alterations, additions, renovations or upgrading shall become the property of the City.
6. The routine cleaning and minor maintenance of the Facilities shall be the sole responsibility of the Licensee. Any and all costs incurred in such cleaning and maintenance shall similarly be borne solely by the Licensee. All other rooms in the Essar Centre which are opened to and used by the public shall be cleaned and maintained by the City.
7. The Licensee shall not discriminate under any of the prohibited grounds in the Ontario Human Rights Code.
8. The Licensee shall provide, at its own expense, any and all such furniture, tools, utensils or appliances as may be required for use in the Facilities, subject to the approval of the City.
9. The Licensee shall comply with all requirements of the Liquor Licence Act, R.S.O. 1990, c.L.19.

10. The safeguarding and security of the Facilities and any furnishings or equipment found therein shall be the sole responsibility of the Licensee.
11. The Licensee shall indemnify and keep indemnified and save harmless the City and each of its officers, servants and agents, from and against all actions, suits, claims, executions, and demands, which may be brought or made upon the Licensee, its officers, agents or servants, as a direct or indirect result of the use of the Facilities including the Essar Centre.
12. The Licensee shall provide liability and property damage insurance coverage in the minimum amount of \$2 million. The City shall be named as an additional insured on the insurance policy.
13. The City, its agents, servants or employees may enter at any time the Facilities being used by the Licensee under this agreement.
14. The Licensee shall not assign this agreement without the consent, in writing, of the City.
15. The City has the right to terminate this agreement upon sixty (60) days written notice by prepaid registered mail to the Licensee at the office of the Licensee located at the Essar Centre if, for any reason, the Licensee fails to comply with the terms of this agreement.
16. This agreement shall be in force from October 1, 2011 to December 31, 2016, unless terminated prior thereto by the City in accordance with clause 16 of this agreement. Upon the expiry of this agreement on December 31, 2016, the Licensee shall have the right of first refusal to renew and renegotiate a new agreement on terms agreeable to the parties at that time.

IN WITNESS WHEREOF the parties hereto signed this Agreement as of the day and year first above written.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Per

MAYOR – DEBBIE AMAROSO

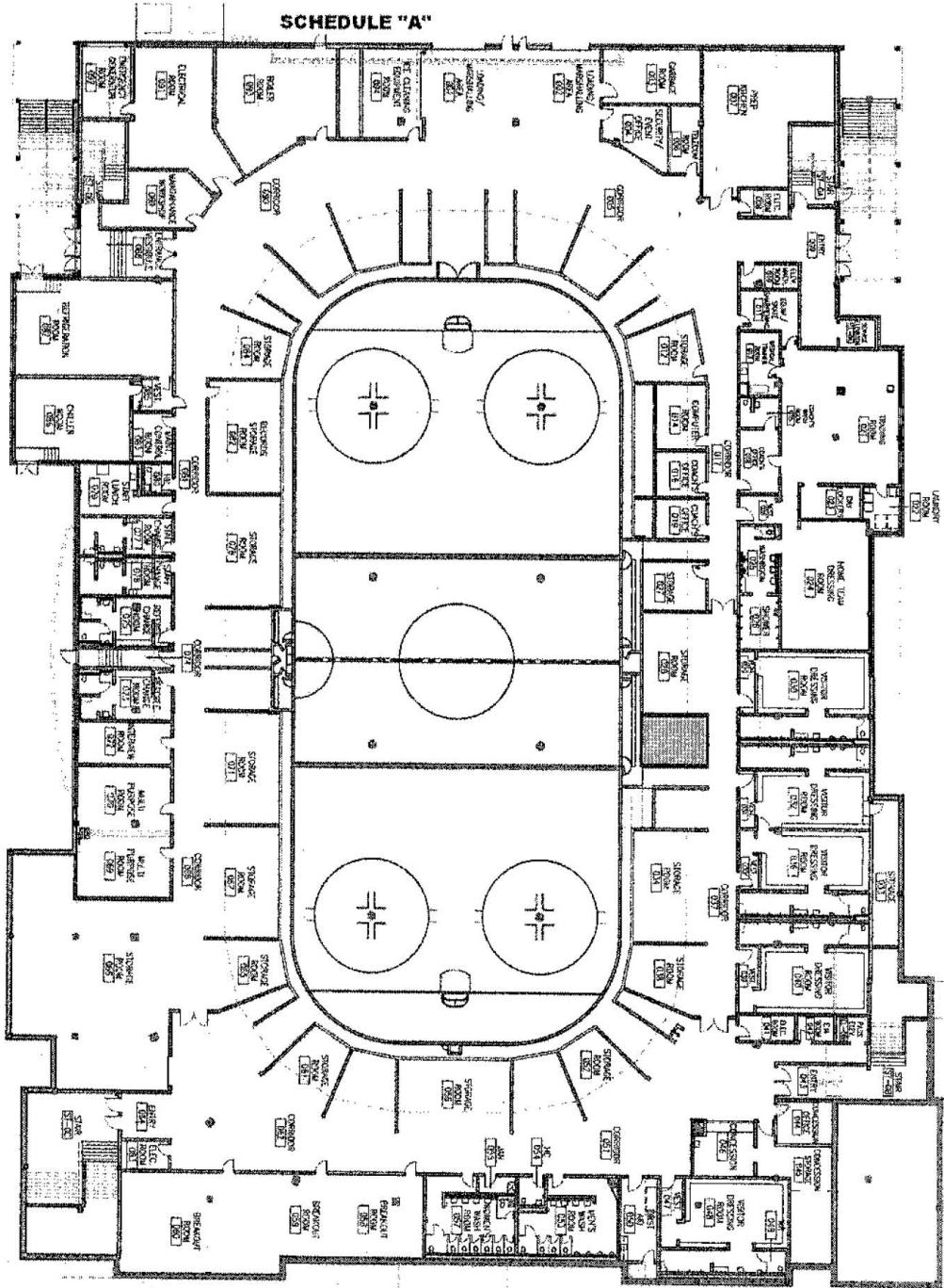
CITY CLERK – MALCOLM WHITE

SAULT FIGURE SKATING CLUB

Per

Karen Ross
KAREN ROSS, PRESIDENT

SCHEDULE "A"



10(e)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2011-191

AGREEMENT: (S.2.2.A) 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.

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 an agreement in the form of Schedule "A" hereto dated the 15th day of January, 2012 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.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

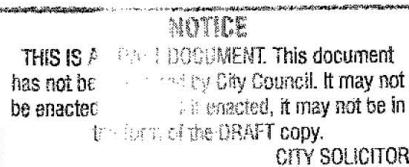
This by-law takes effect on the day of its final passing.

PASSED in open Council this 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

c:\staff\by-law\2011\2011-191 agr Brookfield Maki Rd



10(e)

This Agreement made the 15th day of January, 2012

BETWEEN

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
(the "City")

- and -

BROOKFIELD POWER WIND PRINCE L.P.
("Brookfield")

WHEREAS Brookfield owns and operates a wind energy project immediately north of the City's northern boundary;

AND WHEREAS Brookfield accesses the said site via the municipal road known as Maki Road north of Allard Lake;

AND WHEREAS a portion of Maki Road north of Allard Lake is a gravel two-lane seasonal road;

AND WHEREAS the said portion of Maki Road receives summer maintenance only by the City;

AND WHEREAS Brookfield has agreed to pay to the City the approximate annual cost of providing winter maintenance;

AND WHEREAS the parties entered into a previous agreement for the maintenance of the road (By-law 2007-19)

NOW THEREFORE the parties hereto agree as follows:

1. TERM

This contract shall be for a term of five years commencing January 15, 2012 and may be extended upon the mutual consent of the parties hereto.

2. MAINTENANCE

- (a) The City hereby agrees to provide year round maintenance to the portion of Maki Road north of Allard Lake to the northern City boundary.
- (b) The City shall provide to that portion of the road its standard level of maintenance given to similar municipal roads.
- (c) Winter maintenance activities shall include patrolling, plowing, sanding, snow ditching, and related work as required.

3. COSTING

Brookfield agrees to pay to the City the approximate cost of winter snow maintenance which the parties hereto agree to be the amount of \$13,024.00 annually on January 15th of each year commencing January 15th, 2012.

4. CONTRACT TERMINATION

This contract may be terminated by either party by providing six months written notice to the other party.

5. ENUREMENT

This Agreement shall enure to the benefit of and be binding upon the parties and their respective successors and assigns.

IN WITNESS WHEREOF the parties have executed this Agreement effective the date first stated above.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
Per:

Mayor – Debbie Amaroso

City Clerk – Malcolm White

BROOKFIELD POWER WIND PRINCE L.P.
Per:


General Manager - Jim Deluzio

We have authority to bind the Corporation

File No. S.2.2.A - Maki RD

cf:\agreements\Brookfield power rd maintenance 16 jan 07.doc

10(f)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2011-192

AGREEMENT: (L.5.2.) A by-law to authorize a Municipal Capital Facilities Agreement between the City and Soo Greyhounds Inc.

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 Municipal Capital Facilities agreement in the form of Schedule "A" hereto dated the 1st day of October, 2011 between the City and Soo Greyhounds Inc.

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 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

cl/staff/by-law/2011/2011-192 agr Greyhounds

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CITY SOLICITOR

10(f)

Schedule A

THIS AGREEMENT made in duplicate the 1st day of October, 2011

BETWEEN

THE CORPORATION OF THE CITY OF SAULT STE. MARIE,

hereinafter called "the City",

- and -

SOO GREYHOUNDS INC.

an Ontario corporation having its head office at
the City of Sault Ste. Marie, carrying on business
as SOO GREYHOUNDS HOCKEY CLUB

hereinafter called "Soo Greyhounds"

WHEREAS the City is the owner of the lands in the city of Sault Ste. Marie known as the Essar Centre at 269 Queen Street East identified as assessment roll number (57 61 040 021 13800 0000) and operates an existing sports and entertainment centre thereon which services the residents of the City;

AND WHEREAS subsection 110(1) of the Municipal Act, S.O. 2001, c.25, as amended (hereinafter called "the Act") provides that the Council of a municipality may enter into agreements for the provision of "municipal capital facilities" by any person and Ontario Regulation 603/06 provides that such an agreement can be entered into for a municipal capital facility used for the provision of cultural, recreational or tourist purposes (s.2, para 16 of O.Reg. 603/06);

AND WHEREAS the City and the Soo Greyhounds have been cooperating and working together to continue to provide a local cultural, recreational and tourist attraction in order to encourage community cohesiveness;

NOW THEREFORE the parties hereto agree as follows:

1. This is an agreement for the provision of a municipal capital facility by the City under s.110(1) of the Act.
2. The municipal capital facility is a sports and entertainment centre, known as the Essar Centre, serving cultural, recreational and tourism purposes for the public.
3. The City shall cause its Clerk to give the necessary notice of the by-law permitting the City to enter into this agreement to the Minister of Education as provided for in s.110(5) of the Act.

4. Upon the signing of this agreement, the City shall pass a by-law under s.110(6) of the Act and s.6(1)(b) of O.Reg.603/06 exempting the Soo Greyhounds from taxation for municipal and school purposes for the lands and the municipal capital facilities thereon, with the sole exception of the business and operating offices shown:
 - a. On map Ls 1.1 as rooms A013, A014, A015 and A018 (enlarged on Map Ls 1.1(1)), and
 - b. On map Ls 1.3 as room A207 (enlarged on Map Ls 1.3(1)).

Both as shown on the plans attached as Schedule A to this agreement

5. The City shall, upon the passing of the tax exemption by-law referred to above, cause its Clerk to give written notice of the contents of the by-law to the Municipal Property Assessment Corporation and the secretary of any school board if the area of jurisdiction of any such board includes the land that is exempted by the by-law, as required under s.110(8) of the Act.
6. If the lands are no longer used for the provision of cultural, recreational or tourist purposes for the benefit of the public, the City may at its discretion determine to remove the tax exemption status implemented pursuant to paragraph 4 herein. If the Soo Greyhounds terminate or allow expire of the lease agreement between themselves and the City for use of the Essar Centre, the tax benefits of this agreement shall no longer be in force.
7. This agreement shall be binding upon the parties hereto and their successors and assigns.

10(f)

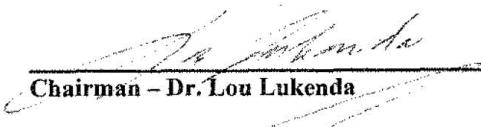
SIGNED, SEALED and Delivered
in the presence of

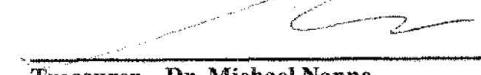
THE CORPORATION OF THE CITY
CITY OF SAULT STE. MARIE

Mayor – Debbie Amaroso

Clerk – Malcolm White

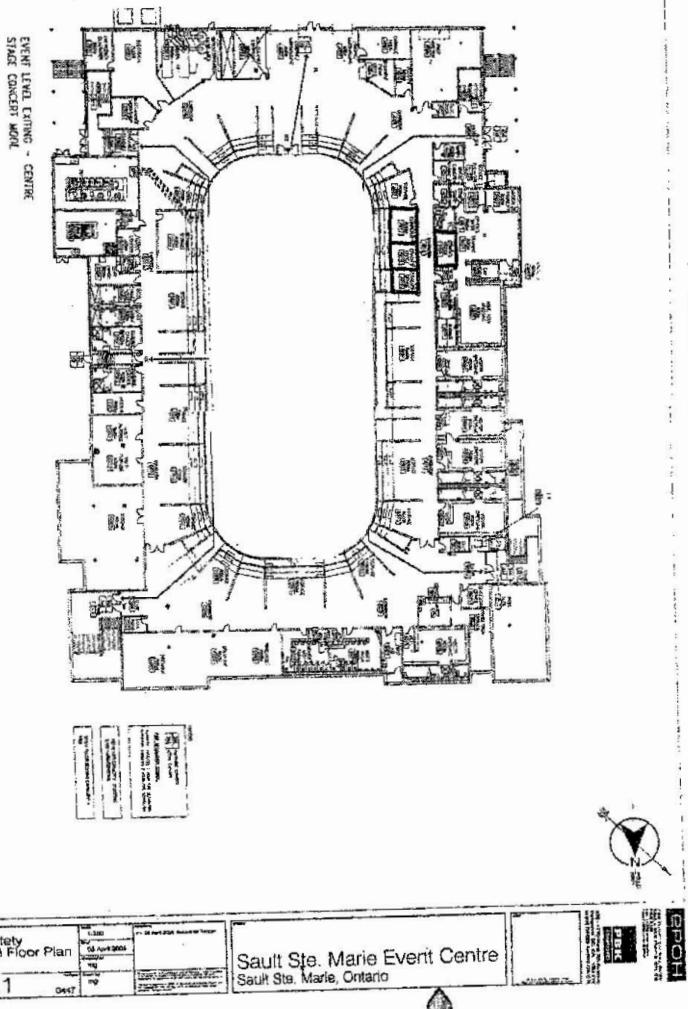
SOO GREYHOUNDS INC.
We have authority to bind the Company:


Chairman – Dr. Lou Lukenda

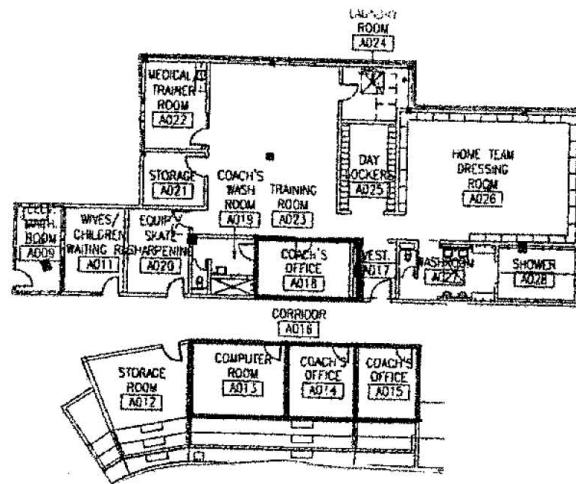

Treasurer – Dr. Michael Nanne

10(f)

SCHEDULE A

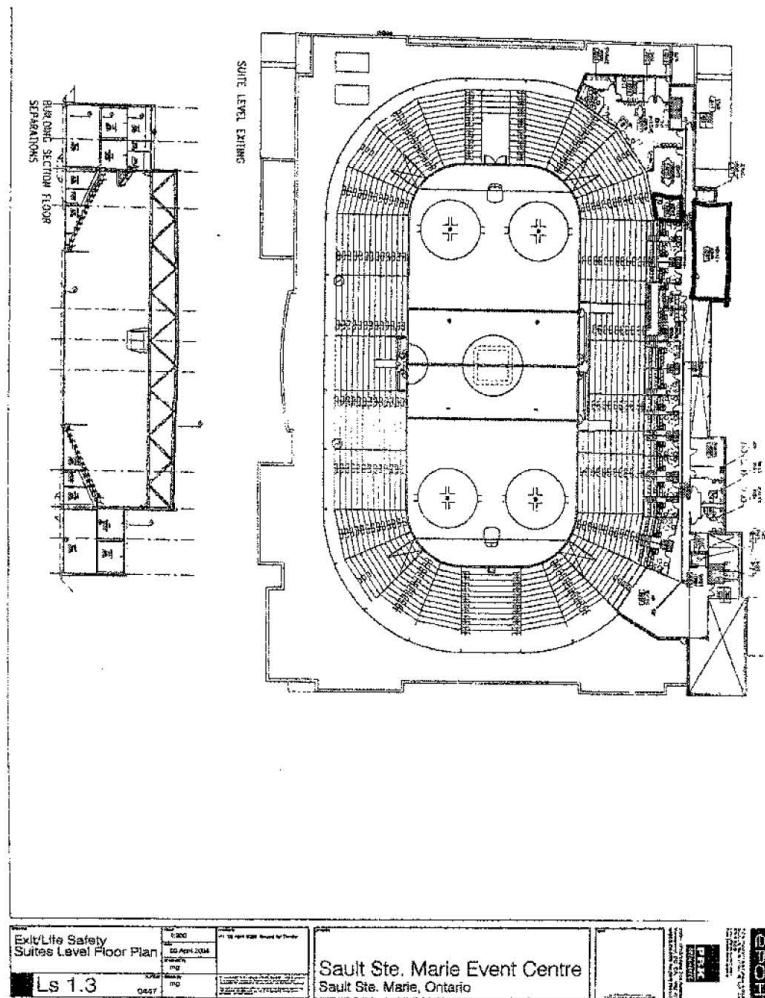


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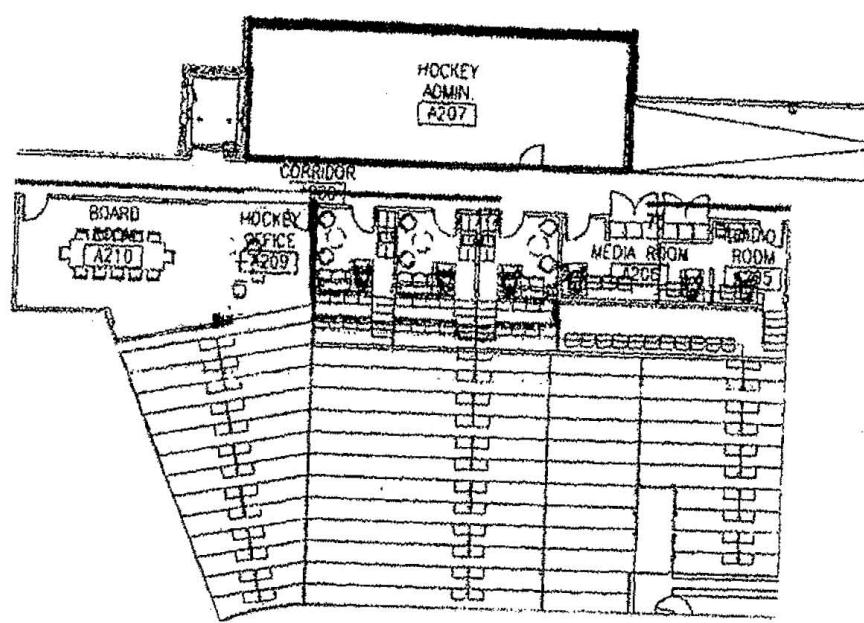


Ls 1.J(1)
Enlarged subject area of Map Ls 1.1

$\rho(f)$



10(f)



10(g)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BY-LAW 2011-184

REGULATIONS: (R.1.2.6.) 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.

The Council of the Corporation of the City of Sault Ste. Marie, pursuant to Section 129 of the Municipal Act, 2001 S.O. 2001 c. 25 ENACTS as follows:

1. **EXEMPTION FROM FIREWORKS BY-LAW 73-107**

Despite the provisions of By-law 73-107, the discharge of fireworks from 200 McNabb Street shall be deemed not to be a violation of By-law 73-107 on the following date:

November 25, 2011.

2. **EFFECTIVE DATE**

This by-law is effective on November 21, 2011.

PASSED in Open Council this 21st day of November, 2011.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

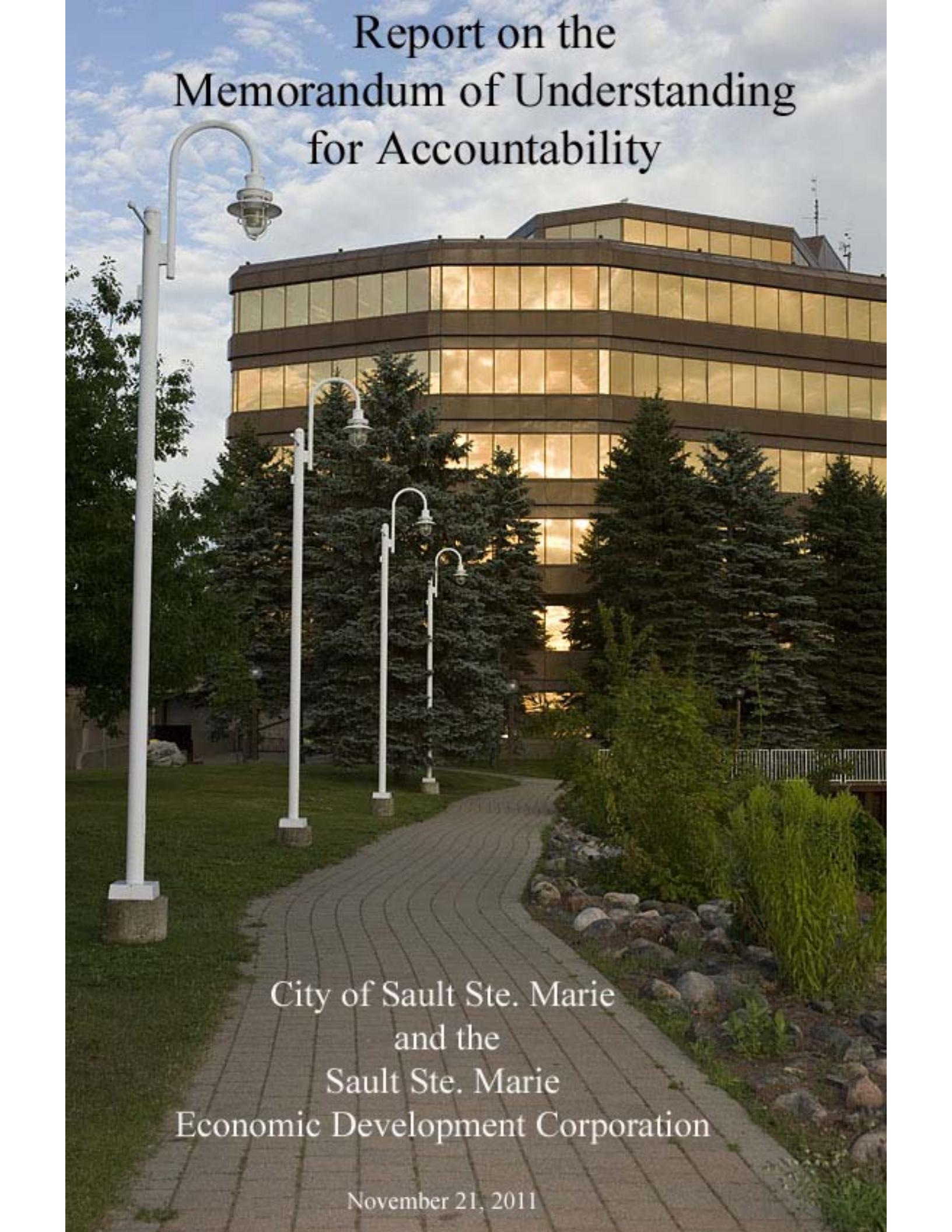
BYLAWS\2011\2011-184 CANADIAN TIRE FIREWORKS EXEMPTION.DOC da

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CITY SOLICITOR

Report on the Memorandum of Understanding for Accountability



City of Sault Ste. Marie
and the
Sault Ste. Marie
Economic Development Corporation

November 21, 2011

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Schedule 1:

SSMEDC Annual Report 2010

Schedule 2:

Memorandum of Understanding between the City of Sault Ste. Marie and the
Sault Ste. Marie Economic Development Corporation for Accountability (August 2009)

Schedule 3: SSMEDC Business Plans

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- B. Business Plan 2011
- C. Tourism (marketing) Business Plan
- D. Organizational Chart

Schedule 4:

Executive Summary: City of Sault Ste. Marie, Sault Ste. Marie Economic Development Corporation Review, millierdickinsonblais Inc., March 20, 2008

Schedule 5:

- A. SSMEDC 2011 Board of Directors (with background information on each individual)
- B. SSMEDC Finance Committee (list of Committee members)
- C. SSMEDC Managers (with background information on each individual)
- D. High-Performing Economic Development Organizations

Schedule 6:

Economic Development Fund Information and Criteria

Schedule 7:

SSMEDC Report on Key Performance Indicators (KPI)

Schedule 8:

City of Sault Ste. Marie Budget for SSMEDC

Schedule 9:

Examples of Communications and Promotional Material

Note to Reader:

This report to Council represents the first time that the Sault Ste. Marie Economic Development Corporation (SSMEDC) has reported on its obligations described in its Memorandum of Understanding (MOU) with the City of Sault Ste. Marie concerning their accountabilities to one another. This report provides information pursuant to the MOU requirements for the period between January 2010 and September 2011.

The MOU and its associated key performance indicators serve as important tools and references for City Council, staff, the citizens of Sault Ste. Marie and the SSMEDC. Over the course of 2012, the SSMEDC will be presenting a number of reports and documents for City Council's information and consideration, including its 2012-2015 SSMEDC Strategic Plan, 2012 Business Plan and more specific strategies and initiatives designed to support these efforts.



Executive Summary

In 2009 the Sault Ste. Marie Economic Development Corporation (SSMEDC) and the City of Sault Ste. Marie signed a Memorandum of Understanding (MOU) concerning their respective accountabilities to one another. This SSMEDC report to City Council reviews the MOU and provides the deliverables, reports and monitoring requirements pursuant to the MOU. This includes strategic and business plans, an annual report, a description of best practices and descriptions of strategic outcomes. The report describes how the SSMEDC worked with other community economic development agencies and partners and is positive and collaborative in this effort.

The report also provides financial statements and reports on key performance indicators for each division as outlined in the MOU. The purpose for the key performance indicators is to bring focus to the activities of the SSMEDC and enable the City and public to determine whether the resources invested in the organization is providing value for the money.

It is evident from the review of the Memorandum of Understanding regarding mutual accountability that the SSMEDC and the community have performed well under challenging economic circumstances. The economic impact/benefit to the community of the SSMEDC efforts in partnership with local business and other/private sector partners for the period between January 1, 2010 and September 30, 2011 is a combination of:

- the direct investment of **approximately \$335 million over the review period** and an annual increased;
- Approximately **900-1000 new jobs**;
- Approximately **\$6 million in tourism revenue**;
- Increased tax revenue as presented in **Schedule 7**, combined with;
- the estimated **\$21-41 million in annual payroll generated** from this business activity.



"Among all the communities we considered, the support we received in Sault Ste. Marie was outstanding. Their support made it all possible."

- Himanshu Saxena, Starwood Energy Group (solar farm)

Accountability, performance measurement, transparency and communication are fundamental elements of a high-performing economic development organization like the Sault Ste. Marie Economic Development Corporation. This was the first time that the SSMEDC made such a presentation. We ensured that all the deliverables, reporting and monitoring were identified and discussed in this report.

The SSMEDC appreciates the opportunity to make a presentation to City Council to describe its activities and results. In the upcoming year the Corporation expects to propose some ideas to the City's Finance Committee and eventually Council recommending ways to provide more relevant and

useful information related to the community economic development results upon which will enable Council to make more informed decisions. The working relationship between our organizations is critical to the community and its effort to be more globally competitive and a great place to live. Clarity in communication and information is key.

I. INTRODUCTION

I. A. Sault Ste. Marie Economic Development Corporation (SSMEDC)

The Sault Ste. Marie Economic Development Corporation is a not-for-profit organization governed by a Board of Directors that includes a City Councillor and the Mayor (non-voting), along with individuals who represent the private, public and non-profit sectors. The SSMEDC receives operating and project funding from the City of Sault Ste. Marie and other private, federal and provincial sources for specific projects and initiatives. The stability and – frankly – very existence of the SSMEDC are dependent upon ongoing support from the City.

Organization:

To fulfill its mandate, the Sault Ste. Marie Economic Development Corporation is organized around three divisions, each with unique functions. They are:

- ***Business Sault Ste. Marie*** – Supports existing and attracts external businesses, including an international focus in global trade and investment, to create/retain jobs and increase municipal tax base.
- ***Tourism Sault Ste. Marie*** - Delivers marketing strategies and activities, develops tourism-related products and attracts and supports events, all of which are designed to increase visitation levels to the city.
- ***Corporate Services*** – Provides support for the Corporation as a whole in the form of finance, information technology, administration, human resources and communications. This division is also responsible for the Board of Directors governance activities, Destiny Sault Ste. Marie and administration, communications and coordination with a range of other community stakeholders.

The SSMEDC team is “to be congratulated for putting together such an excellent representation of the economic development efforts of Sault Ste. Marie . . . I can’t remember reading another community’s report of this calibre.”

- FedNor Director General Aime DiMatteo, on the SSMEDC 2010 Annual Report

An overview of Corporation and its divisions, including their programs and services, is described in the Annual Report (**Schedule 1**). The Annual Report’s highlights section includes the Corporations key activities and projects. Please refer to Schedule 3.D for an organizational chart.

I. B. Economy: Environmental Scan

In the period from January 2010 through September 2011, the economy in Sault Ste. Marie continued to move in a positive direction despite the economic turmoil worldwide. This remarkable success was reflected by:

- Relatively low unemployment rates

- Business bankruptcies below provincial average
- Growing tax base
- Stable population
- Record-setting real estate sales
- Annual increases in the value of building permits issued

The fact that the community held its own during these years, and also grew in employment levels, can be attributed to a number of factors. For starters, the economic diversification and investment marketing efforts during the past decade are paying off. New companies have established themselves here, and jobs have been created in a variety of sectors, including alternative energy.

Sault Ste. Marie: One of the Province's Top Entrepreneurial Cities

In April 2011, the Canadian Federation of Independent Business (CFIB) ranked Sault Ste. Marie as the 2nd most “friendly (city) to entrepreneurs” in its 2010 research report entitled, **Communities in Boom: Canada's Top Entrepreneurial Cities**. The report looked at 12 indicators, including net business start-ups, self-employment intensity and future business performance. Not only was the Sault ranked number two in the Province behind the Greater Toronto Area, it also had the highest results for Northern Ontario. Sault Ste. Marie also moved up nearly 20 place, from 61st to 40th in the country.

Canada's Best Places to Live 2011

In recent report entitled, **“Canada's Best Places to Live 2011,”** from Money Sense, a leading finance magazine and website, the Sault moved up 30 notches from last year’s quality-of-life study, climbing from 89th to 59th in the country. This report is based on 180 top municipalities throughout Canada.



“As far as business experience went, I had none. They (SSMEDC) guided me and really helped with my business plan.”

- *Jeannette Orazietti, of Jeannette’s Custom Cakes, which was recently featured on the Slice TV show “Cake Wars.”*

Employment

According to Statistics Canada, total employment for Sault Ste. Marie reached 38,000 in 2010, up 4.7% from 36,300 the year prior, though down 5.2% from 40,000 102,008 when the global recession began. Total employment is generally a better economic indicator than the unemployment rate as, ironically, an increase in economic activity will often see a rise in the unemployment rate as more persons enter the labour force as a result of anticipated job opportunities. Currently, there are employers who are having difficulty finding employees for number of entry-level and general experience positions.

Private and Public-sector Investment

Construction activity remained high throughout the year. In fact, total construction values for 2010, as reported by the Building Division of the City of Sault Ste. Marie, was \$143.5 million up from \$125.3 million in 2009 and \$113 million in 2008. Major infrastructure investments in the community included a new hospital, new secondary and elementary schools, alternative energy projects, other commercial and industrial expansions, new accommodations and residential developments, multi-million dollar

improvements to the Tour Train and expansions of both Sault College and Algoma University. Together, they reveal a growing confidence in Sault Ste. Marie and its future.

Investment and Growth

In recent years, Sault Ste. Marie has become one of the most economically-successful communities in Ontario. To date, it has managed to avoid the most challenging aspects of the recession and economic downturn. This success is attributable in part to the focused efforts of the Sault Ste. Marie Economic Development Corporation working in collaboration with private and public sector partners and support from the City. Construction values and building permits have been positively skewed due, in part, to stimulus and infrastructure investments, and their positive effects will continue into 2012. The community is an emerging leader in alternative energy. New businesses and wind turbine and solar power projects appear to have created an opportunity for future growth in this clean-tech sector.

Working with the City, the SSMEDC has been able to leverage substantial support from the Federal and Provincial governments. A good example of this is the \$2 million contribution from the City through the Economic Development Fund to support the growth and development of the community's post-secondary institutions.

A number of reports on Sault Ste. Marie's economic progress have been produced illustrating the community's positive performance in the past number of years. However, U.S. trade and tourism statistics for visits continue to remain low as a result of an ongoing "perfect storm" of more stringent security requirements at border crossings, a high Canadian dollar, protracted economic downturn in the U.S. and an us ongoing "Buy American" sentiment.

Global Economic Environment

Unfortunately, the risks to global growth have continued to increase in 2011 in response to intensifying economic and fiscal problems in Europe and the United States. The risk of further economic setbacks has increased because of low consumer and investor confidence, and the likelihood of increasing caution in many economies. Recurring bouts of uncertainty, financial market volatility and risk aversion are likely to persist - with negative implications for global growth - until there is some resolution to the public sector debt that are engulfing Europe and the United States. Ongoing problems with the economies of Portugal, Ireland, Italy, Greece and Spain in Europe, coupled with the large public debt and the housing/mortgage markets in the United States, will need to be addressed to provide the necessary support for recovery. As of September 2011, economic forecasters are lowering their economic forecasts for Europe, the United States and Canada. While Canada may consider another economic stimulus program, it is expected that both the Federal and Provincial governments will be undertaking measures to substantially reduce expenditures in discretionary areas, including economic development program funding in response to both reduced revenues and increasing deficits.

The SSMEDC response to this situation has been to undertake a planning process to realign the Corporation's strategic priorities and activities to effectively undertake its mission and mandate.

During this economic business downturn, the SSMEDC is working with local business and senior levels of government to find new markets and sources of investment, to increase market penetration, to tangibly demonstrate and promote Sault Ste. Marie's "Open for Business" message, improve productivity and to reduce operating costs, thereby increasing local business competitiveness. The SSMEDC is carefully considering its key strategic goals and priorities with these considerations in mind.

II. OVERVIEW OF THE MOU FOR ACCOUNTABILITY BETWEEN THE CITY OF SAULT STE. MARIE & SSMEDC

In the summer of 2009, the City of Sault Ste. Marie and Sault Ste. Marie Economic Development Corporation signed a Memorandum of Understanding (**Schedule 2**) intended to ensure there is an understanding of accountability between the two organizations and to put in place time frames for reporting and communications. In recognition of the vital role of economic development plays in Sault Ste. Marie and area to support job creation, attract new tax assessment, and to carry out strategic economic development initiatives, the City and the SSMEDC agreed to sign this MOU to provide clarity, agreement on reporting and to increase the collaboration and support between the two signing parties.

The following addresses each specific element of the MOU where there is an obligation to undertake an activity or to report on the outcomes of the various SSMEDC divisions.

III. SSMEDC MOU DELIVERABLES:

III. A. SSMEDC Mission

The MOU states that the SSMEDC carry out the following mission:

"The Sault Ste. Marie Economic Development Corporation is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generate sustainable employment in a healthy, growing and diversified economy."

The SSMEDC fulfills this mission as part of its mandate, which states:

"The Sault Ste. Marie Economic Development Corporation is the community leader in supporting the sustainable growth and development of the local economy."

The SSMEDC's strategic and business plans, operations, activities, initiatives and organizational structure are predicated on carrying out this mission. The 2010 Annual Report (**Schedule 1**) and associated Strategic and Business Plans (**Schedule 3.A-4**) provide a clear description of how the SSMEDC is proceeding.

III. B. Division Business Plans

The SSMEDC delivers its programs and services as outlined in its Strategic Plan and 2011 Business Plan, which contains the operational plans for all three of its divisions, as well as the tourism (marketing) plan for the community (**Schedules C.1-3**). Individually and collectively, their goals and objectives are designed to produce strategic outcomes namely:

- job creation/retention;
- city tax assessment; and,
- the completion of key economic development projects, based upon current economic development strategic priorities.

Please refer to the 2010 Annual Report (**Schedule A**) pages: 9-22 for both Corporate highlights and general descriptions of each Division's delivery of programs, services and key economic development projects.

III. C. Best Practices

In 2008, **millierdickinsonblais** Inc. undertook a third-party, independent review of the SSMEDC, which was commissioned by the City of Sault Ste. Marie. The overarching intent for this initiative was to ensure:

- that the City is receiving value for its dollars and levering a reasonable number of economic development opportunities
- that the SSMEDC is providing a necessary service to the City of Sault Ste. Marie
- that recommendations are provided to improve on the governance of the SSMEDC in the event that the SSMEDC is found to be ineffective
- the performance measures are identified that enable the general performance of the SSMEDC to be evaluated
- the duplication of services, both internal and external, is identified

As the Executive Summary to this review (**Schedule 4**) states, the City receives a significant return on its investment through the operations and activities of the SSMEDC. The results based on accountability measures used in conducting this third-party review reached the conclusion that there is a positive return on the City's investment and this should be seen as indicator of strong performance. The study went on to say that the SSMEDC needed to be more proactive in communicating this message to City Council and the public at large. It also made a series of recommendations regarding performance measurement, governance and administration and communications. The SSMEDC has adopted and implemented these recommendations. They are reflected in this report.

The following outlines the best practices through which the SSMEDC operates.

Governance

The Sault Ste. Marie Economic Development Corporation has a Board of Directors consisting of

13 directors, including a City Councillor and Mayor, and four liaison (non-voting) members representing the Community Development Corporation of Sault Ste. Marie, and the Presidents of Algoma University and Sault College. The Board of Directors includes individuals from various private, public and non-profit sectors in the community. The skill sets and experience of the board is diverse, which gives the SSMEDC a wide range of viewpoints, something required in the dynamic environment of economic development. **Schedule 5.A** provides background information on the Board of Directors.

The Board abides by SSMEDC corporate bylaws as well as established corporate, administrative and financial policies. There are two permanent committees: the Executive Committee, which is chaired by the SSMEDC President and includes the Vice-President, Treasurer and Secretary to the Board; and the Finance Committee, chaired by the Treasurer and include committee members from the community, who have strong financial backgrounds. **Schedule 5.B** is a list of the members of this committee.

The Executive Committee meets on a regular basis each month to discuss the activities of the corporation, policy and strategic matters as well as to provide direction to the Chief Executive Officer. The Finance Committee's generally meets once a month to review the Corporation's financial information and provide direction to the management team on specific matters related to financial policy as required.

Management

The senior management of the SSMEDC consists of the Chief Executive Officer (Tom Dodds) and Executive Directors for each of the Corporation's three divisions: Business Sault Ste. Marie (David Murphy), Tourism Sault Ste. Marie (Ian McMillan)and Corporate Services (Debbie Lafleur), along with the SSMEDC's Financial Controller, Karen Madigan. The management team works closely with staff to deliver the programs, services and initiatives identified in the Corporation strategic and business plans, under the direction and governance of the Board of Directors. **Schedule 5.C** provides background information on these individuals.

The SSMEDC is also very fortunate to have an excellent team of individuals from a variety of backgrounds who are pivotal to the success of the organization. This summer, SSMEDC staff undertook independent, third-party surveys to assess the organization's leadership culture. The survey indicated that has a strong creative leadership culture, and that the organization is high-performing and wants to perform even better.

High-Performing Economic Development Organizations

Earlier this year, the International Economic Development Council released a report entitled, High-Performing Economic Development Organizations. (**Schedule 5.D**) This summer, the SSMEDC staff undertook an evaluation of this study and assessed the success factors of high-performing EDOs in relation to their organization performance. Staff concluded that they share the eight success factors typical of high-performing organizations. Collectively, staff identified having a strong strategic plan as

the top priority, building strong alliances and networks is the second priority and measuring results is the third priority. All of those surveyed also indicated having passionate, strong capable leadership is absolutely critical to the success of the organization.

These eight success factors are reflected in the SSMEDC 2010-2013 Strategic Plan (**Schedule 3.A**). The SSMEDC is continuing to use this study as a means to ensure that it maintains a high level performance to meet the economic development needs of the community.



Public Relations (Communications)

The **millierdickinsonblais** study also pointed out the need for more effective communications with City Council, funding partners and the public at large. Since that time the SSMEDC has hired a full-time communications officer. This has substantially assisted the Corporation is raising its profile and presence in the community and region.

The SSMEDC is continuing to make communications and priority within the organization. It is about to release a newly-redeveloped website and will be preparing more comprehensive communication strategy in 2012. This is in addition to regular attendance

communication with Mayor and City Council on a range of initiatives. Please refer to Section VIII of this report for further information.

Financial Management

In addition to the Financial Committee's responsibilities previously noted under Governance, the SSMEDC receives annual independent audits of its financial statements. The SSMEDC has well-qualified, competent financial staff who ensure the budget remains on track, policies and procedures are followed and that senior management are regularly informed on the financial status of the organization. Financial statements are reported on a monthly basis and all checks are signed by at least two individuals with designated signing authority. This includes at least one member of the Board of Directors.

MOU Strategic Outcomes

(Job creation/retention; city tax assessment; the completion of key economic development projects)

Please refer to Sections V and VI of this report.

Positive Working Relationships in the Community

As outlined in the MOU, the SSMEDC works on a professional basis, in good faith and integrity with the Mayor, City Council, City staff, its community partners, businesses, clients and the public. It

focuses on remaining non-political, maintaining positive relations with all individuals and strives to ensure a high standard of satisfaction for all individuals and parties it engages.

As noted in the Best Practices section above, in reference to high-performing economic development organizations, and as referenced in its 2010 - 2013 Strategic Plan, the SSMEDC's Guiding Principles focus on: "leadership and collaboration, a competitive business environment, high quality of life, people come first focus, integrity and trust, and sustainability."

In 2012, the SSMEDC plans to develop client satisfaction surveys to ensure that these positive working relationships are maintained and improved.

IV. CITY MOU DELIVERABLES:

In accordance with the Memorandum of Understanding, the City shall, unless otherwise directed by Council:

- Work with the SSMEDC as the lead agency for economic development, strategic advice, policy, implementation projects, Economic Development Fund recommendations, etc. pertaining to economic development and private sector relations;
- Provide to the SSMEDC moral support and recognition for its efforts based upon positive strategic outcomes and success stories;
- Provide continued financial support for the operations of the SSMEDC, as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMEDC 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. These special requests could be in the form of applications to the City's Economic Development Fund or through other City financial tools.
- Work in a lead role with SSMEDC 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.

With respect to the specific MOU provisions related to the City's obligations, the SSMEDC has supported the City as the lead agency in economic development and has provided advice to the City on important matters such as the Growth Plan for Northern Ontario, Gateway site, Economic Development Fund and the deep water port. The SSMEDC will be most effective in supporting the City, provided that it has an appropriate annual budget to maintain and increase its global competitiveness and, where required, receive special funding to support and undertake projects of critical strategic importance to the community. The SSMEDC recognizes the importance of this MOU and key performance indicators in demonstrating its value to the community and City.

V. REPORTING AND MONITORING REQUIREMENTS

V.1 Business Plan, Annual Report and Related Reports

Please find enclosed the following plans and reports:

- Schedule A: SSMEDC Annual Report 2010
- Schedule C: SSMEDC Business Plans
 1. Strategic Plan 2010-2013
 2. Business Plan 2011
 3. Tourism (marketing) Business Plan

V.2 Financial Statements: Please refer to pages 24-26 of the 2010 Annual Report.

V.3 City Representation on SSMEDC Board of Directors

The City of Sault Ste. Marie is currently represented on the SSMEDC Board of Directors by Councillor Susan Myers. Mayor Debbie Amoroso acts in a non-voting, ex-officio capacity.

V.4 SSMEDC Response to City Council Requests

Between the period of January 2010 and September 2011, the SSMEDC has responded to approximately 15 requests or referrals from City Council. All have been responded to, and addressed, by various staff in a timely fashion.

V.5 City of Sault Ste. Marie Economic Development Fund (EDF) – SSMEDC Role

The EDF is a City of Sault Ste. Marie fund established annually by City Council for initiatives that support job creation, an increase of new tax assessment through investments and economic development projects. The Sault Ste. Marie Economic Development Board of Directors evaluates EDF applications and provides recommendations to Council. However, it should be noted that this is not an SSMEDC fund and is at the sole discretion of City Council. The SSMEDC's Corporate Services division provides administrative support for Economic Development Fund applications, which may be brought to City Council.

Between January 2010 at September 1, 2011, the SSMEDC reviewed and approved the following projects:

- \$5,000 for a Small-Business Incubator Study;
- \$25,000 to support an alternative energy strategy undertaken by the Innovation Center with participation by the SSMEDC;
- \$5,000 for pre-feasibility study regarding an Alternative Energy Retailer
- \$50,000 for the India Municipal Mission
- \$1 million over four years as part of a City commitment to support both Sault college and Algoma University in their growth efforts

- \$200,000 over four years to support hangar expansion for the Sault Ste. Marie Airport Development Corporation

Schedule 6 is information and the criteria related to the Economic Development Fund

VI. KEY PERFORMANCE INDICATORS (KPI)

VI.1 KPI Overview

The purpose for the key performance indicators is to bring focus to the activities of the SSMEDC and enable the City and the public to determine whether the resources provided to the organization is providing value for the money. The 2008 study by **millierdickinsonblais** Inc. concluded that there was a positive return on the City's investment and this should be seen as indicator of strong performance.

Economic & Related Considerations

There are economic factors external to Sault Ste. Marie over which the SSMEDC and the City have no control. These factors must be considered when assessing performance of the Sault Ste. Marie Economic Development Corporation. These include:

- the value of the Canadian dollar with respect to other currencies
- energy and fuel costs, interest rates and unemployment rates
- market conditions for key commodities such as steel and forest products
- The state of international, national and provincial economies
- the financial condition of the Government of Canada and Province of Ontario

In a globally competitive economy, it is critical that City of Sault Ste. Marie and the community recognize the vital role that they play in supporting business development. Together, along with the SSMEDC, they set the environment for economic growth in Sault Ste. Marie. Without this support and a conducive environment, the City will be a less competitive place to do business. The support and contributions made by the City to the Sault Ste. Marie Economic Development Corporation represent an investment in the future and demonstrate to those within and outside the community that it is committed to business growth and economic development.

The reader is encouraged to consider these factors when assessing this MOU and the associated key performance indicators.

Creation of New Jobs or Retention of Endangered Jobs

The SSMEDC has undertaken a conservative approach to identifying the creation of new jobs and the retention of existing jobs. This only makes reference to business and jobs where the SSMEDC has had a substantial role in assisting the organization, which led to the creation or retention of jobs.

From January 2010 to September 2011, the SSMEDC worked with 17 medium to large-sized clients achieve the following:

- 184 direct jobs
- 426-501 indirect jobs
- 135-150 retained jobs
- 130 seasonal jobs

During the same period, the SSMEDC worked with 55 small business clients, which achieved the following:

- 89 full-time direct jobs
- 57 part-time direct jobs
- 28 retained jobs
-

"We thank the Business Sault Ste. Marie (SSMEDC) team for helping us reach the next level. Their assistance was invaluable in helping us reach out to so many retired players around the world."

- *Former NHL tough guy Ken Belanger, owner of Global Hockey Loop*

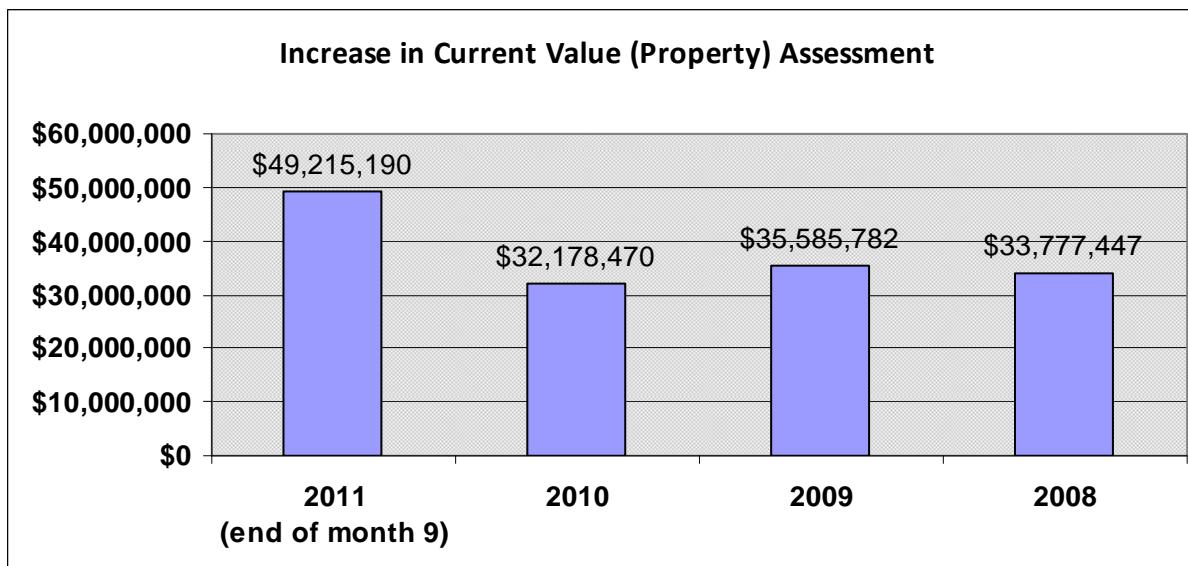
Please refer to **Schedule 7** for further information and an explanation of the terms noted.

Creation of New Tax Assessment Retention of Endangered Businesses

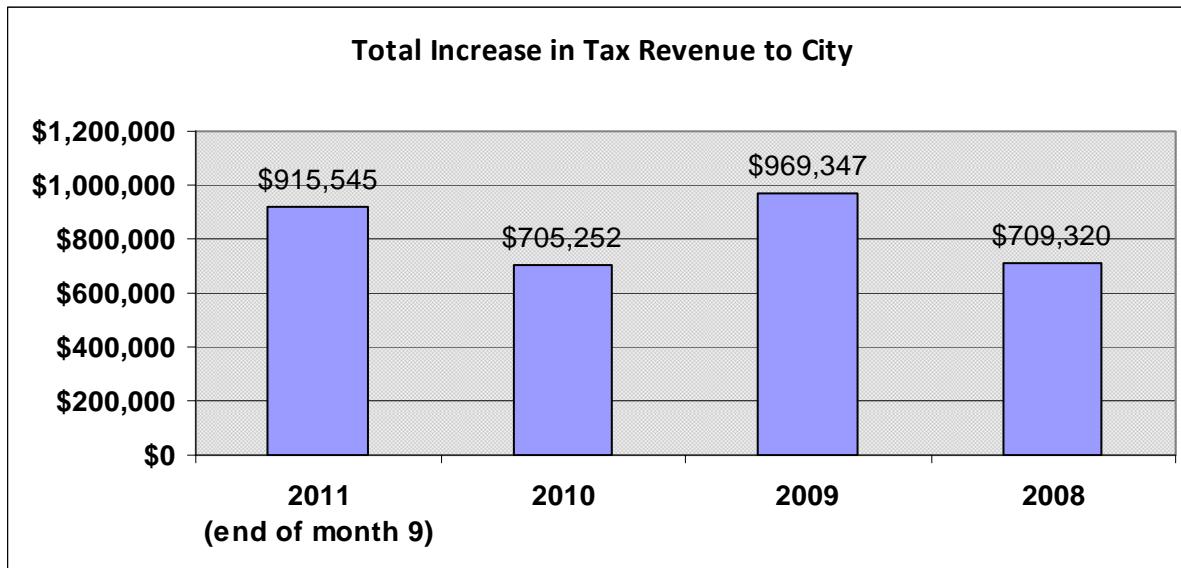
There are number of factors that make it very difficult to precisely determine new or retained tax assessment. There is often considerable delay between the time a new business is established or constructed and the point at which Municipal Property Assessment Corporation (MPAC) communicates the value of any new assessment to the Municipality. The figures for new assessment at any given year do not necessarily reflect the establishment or construction of new businesses during that year.

The best that the Sault Ste. Marie Economic Development Corporation can do in presenting information to City Council to make a determination on key performance dictators is to provide information on assessment growth and provide an indication of the number of building permits issued in any given period of time. Please refer to **Schedule 7** for further information.

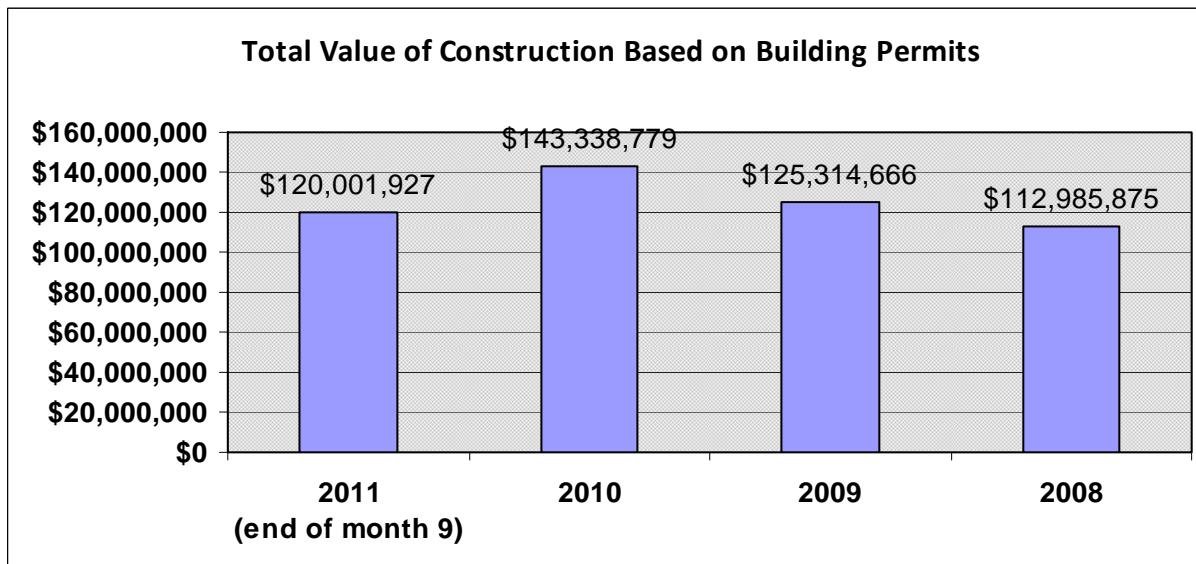
Tax Assessment Growth



In 2010, the increase in the current (property) value assessment (CVA) was \$32.2 million, which resulted in a total increase in tax revenue to the city of \$705,252. In 2011, to date, the CVA is \$49.2 million which resulted in a tax increase to the city of \$915,545. Between January 2010 and September 2011, the total tax increase to the city was **\$1,620,797**.



Building Permits



The total value of building permits issued in 2010 was \$143,338,779. From January 1 to September 2011, the total value of building permits issued was \$120,001,927 for a total of **\$263,340,706** for the 2010-2011 review period.

Addition/Retention of Businesses that have Diversified the Community's Business Base

From January 2010 to September 2011, the SSMEDC worked with 17 medium to large-sized clients, which generated \$332 million in direct investment. During the same period, the SSMEDC worked with 55 small business clients, which generated \$3.46 million in direct investment.

Attraction of More Visitors and/or More Visitor Spending Dollars

From January 1 2010 to September 2011, Tourism Sault Ste. Marie was instrumental in the sale of 10,065 consumer packages, involving overnight accommodations and attractions such as the Agawa Canyon Train Tour, Searchmont Resort, Canadian Bushplane Heritage Centre, OLG Casino Sault Ste. Marie, and others. The sale of these packages generated 20,044 visitor days in our city, accounting

"We saw Sault Ste. Marie as the little city with a big heart. When we came here for the initial site visit, we were amazed with how welcomed we felt. They (SSMEDC) really went above and beyond."

- Nicole Vanbergen, Coordinator of Communications and Promotions, 2012 CARHA Hockey World Cup

for \$2.83 million in direct spending.

In that same time period, working with local champions, Tourism Sault Ste. Marie assisted 72 groups in hosting conventions and sports tournaments, bringing a total of 14,068 delegates/participants, and providing \$7.02 million in direct spending.

Economic Impact

The economic impact to the community of the SSMEDC efforts in partnership with local business and other/private sector partners for the period between January 1 2010 and September 30 2011 is a combination of:

- the direct investment of **approximately \$335 million over the review period**;
- Approximately **900-1,000 new jobs**
- Approximately **\$6 million in tourism revenue**
- Increased tax revenue as presented in **Schedule 7**, combined with;
- the estimated **\$21-41 million in annual payroll generated** from this business activity.

Investing in Planning for Long-term Initiatives that are Most Likely to Lead to Growth

The Sault Ste. Marie Economic Development Corporation, working its partner community organizations, are involved in a broad range of long-term initiatives designed to increase the growth and development of Sault Ste. Marie. The following Charts, taken from the Sault Ste. Marie 2010 - 2013 Strategic Plan, provide an indication of these activities. Subsequent presentations to Council and the New Year will provide much more precise detail and explanation of these initiatives.

Chart A:

EXTERNAL STRATEGIES AND SSMEDC PARTICIPATION				
DESTINY SAULT STE. MARIE		NORTHERN ONTARIO GROWTH PLAN		
Strategy	Participation by EDC	Strategy	Sectors	Participation by EDC
Infrastructure	Lead, Support & Monitor	<i>Building Towards a New Economy</i>	Mining Forestry Green Energy Bioeconomy Agriculture and Aquaculture Tourism and Cultural Industries Attracting Investment and Business Growth	Lead
Science & Technology	Lead & Support	<i>Investing in People and Progress</i>	Health Education Research and Innovation	Lead and Support
Tourism Development	Lead	<i>Forging a New Relationship with Aboriginal Peoples</i>	Aboriginal Economic Development Aboriginal Education and Skills Development	Support & Monitor
Manufacturing & Assembly	Lead	<i>Connecting and Strengthening Northern Communities</i>	Regional Economic Planning Regional Service Delivery Transportation Information and Community Technology Quality of Place	Lead & Support
Renewable Energy	Lead & Support	<i>Promoting Environmental Stewardship</i>	Climate Change Protecting Endangered Species and Ecosystems Land Use Planning in the Far North Sustainable Resource Development Protecting the Great Lakes Providing Safe Drinking Water Transitioning to a Greener Economy	Monitor
Immigration / Labour	Support & Monitor			
Post Secondary Institutes Strategy	Lead & Support			

Chart B: Strategic Priority Projects

The SSMEDC will implement and deliver on a number of key priority projects over the next three years that will drive economic development success to meet the goals and objectives of Destiny Sault Ste. Marie and the Northern Ontario Growth Plan. The intent of these priority projects is to increase Sault Ste. Marie's capacity for economic development that will lead to wealth generation.

BUSINESS SAULT STE. MARIE	Tourism SAULT STE. MARIE	CORPORATE SERVICES
Entrepreneurship Incubator	2010-2013 Strategy	Inspire Sault Ste. Marie
Youth Entrepreneur's Network	Agawa Canyon Tour Train Revitalization Project	How to do Business with SSMEDC
Invest Sault Ste. Marie	Tourism Gateway Site Stage 1 Development	Pay for Performance Accountability
Renewable Energy		Leadership Culture Training
Infrastructure Development		Economic Development Fund
International Relations/Regional Partnerships (ONEDC, UP)		Economic Development Networks
		College and University Economic Development Team

VII. CITY OF SAULT STE. MARIE BUDGET FOR THE SSMEDC

Please refer to **Schedule H** for further information.

VIII. PROMOTION AND PUBLICITY

Between January 2010 and September 2011, the SSMEDC has produced or generated:

- 21 newsletters, entitled The Pulse, which highlight the activities of the Corporation and related economic development initiatives in the community;
- 40 media releases and advisories on a broad range of relevant subjects;

- 17 columns in The Sault Star, along with other SSMEDC-generated stories in additional publications, including Environment Industry Magazine, Fresh Magazine, Articulations and Business Today;
- Tourism-related stories in various publications, including The Globe and Mail, AOL Travel Canada, Toronto Sun, London Free Press, Sympatico Travel and Toronto Star;
- Nearly 10,000 “Likes” on the Sault Ste. Marie Facebook page and more than 20,000 “Likes” on the Northern Ontario page; and
- Regularly updated and improved the SSMEDC website as important tool to communicate with the public and business community.

Schedule 9 are examples of some of the promotional materials prepared by the SSMEDC’s communications officer.

IX. CONCLUSION

Accountability, performance measurement, transparency and communication are fundamental elements of a high-performing economic development organization like the Sault Ste. Marie Economic Development Corporation. This was the first time that the SSMEDC made such a presentation. We ensured that all the deliverables, reporting and monitoring were identified and discussed in this report. It is evident from our review of our Memorandum of Understanding regarding mutual accountability that the SSMEDC and the community have performed well under challenging economic circumstances.

The SSMEDC appreciates the opportunity to make a presentation to City Council to describe its activities and results. In the upcoming year, the Corporation expects to propose some ideas to the City’s Finance Committee and eventually Council recommending ways to provide more relevant and useful information related to the community economic development results upon which will enable Council to make more informed decisions. The working relationship between our organizations is critical to the community and its effort to be more globally competitive and a great place to live, learn, work and play. Clarity in communication and information is key.

The SSMEDC will continue to come before to City Council on a regular basis to inform and seek guidance on a number of critical community economic development initiatives over the course of the next year. This report to Council lays the groundwork for our presentation, including an update to the SSMEDC Strategic Plan and initiatives designed to increase the Corporation’s capacity to attract investment and promote export and trade outside the region by local businesses. We look forward to making a presentation and working with City Council, City staff and other partners.

Tom Dodds, CEO
 Sault Ste. Marie Economic Development Corporation
 November 16, 2012

SCHEDULES

Schedule 1

SSMEDC Annual Report 2010

Schedule 2

Memorandum of Understanding Between the City of Sault Ste. Marie and the Sault Ste. Marie Economic Development Corporation for Accountability (August 2009)

Schedule 3

- A. Strategic Plan 2010-2013
- B. Business Plan 2011
- C. Tourism Business Plan 2011
- D. Staff Organizational Chart

Schedule 4

- A. Executive Summary: City of Sault Ste. Marie, SSMEDC Review, **millierdickinsonblais inc.**, March 2008

Schedule 5

- A. SSMEDC 2011 Board of Directors
- B. Finance Committee
- C. Managers
- D. High Performing Economic Development Organizations

Schedule 6

Economic Development Fund (EDF) Information and Criteria

Schedule 7

SSMEDC Report on Key Performance Indicators (KPI)

Schedule 8

City of Sault Ste. Marie Budget for SSMEDC

Schedule 9

Examples of Communications and Promotional Material



ANNUAL REPORT 2010

Sault Ste. Marie Economic Development Corporation



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PURPOSE OF THIS REPORT

The Annual Report provides the community, Municipality, other funding partners and clients with an overview of Sault Ste. Marie Economic Development Corporation (SSMEDC) activity. The goal of the report is to demonstrate accountability and the return on investment the taxpayers receive for supporting the Corporation. It is a snapshot of the SSMEDC and results generated for 2010.

Economic development is a continuous and evolving process that often takes years to complete. For instance, if a new business opened in 2010, the process may have began years earlier, with much or all of the work done behind the scenes, out of the public eye.

To be consistent and to properly reflect the Corporation's involvement in a project, only activity that underwent significant progress during 2010 is included. This may include a client opening a business or making an official announcement to open a business. In all the activity listed in the document, the SSMEDC played a role. In some cases, it was major. In others, it was more supportive or secondary in nature. When possible, the specific role is explained in each project mentioned.

Economic development is a team effort. When delivering its programs and services, the SSMEDC works very closely with City Council and staff, key community stakeholders, and senior levels of government. The critical role of these partners is also highlighted in this document.

Installed by Superior Energy Solutions, this 10-kilowatt local solar project sits on the roof of Kensington Place Apartments on Market Street.



MESSAGES

From the President and the CEO



Tom Dodds
Chief Executive Officer

D. Gregory Punch
President and Chair of the Board of Directors

PRESIDENT'S MESSAGE

With the start of a new decade, I see vast opportunity and promise for our community. I see a growing confidence in the Sault, as evident in the number of entrepreneurs – local and external – who have opened a business, the number of major events held, and the number of infrastructure and other investments made here. That kind of activity doesn't happen without a widespread belief in a bright future for our city.

I am very proud that the Sault Ste. Marie Economic Development Corporation was involved with many of these projects, and I thank the staff team, my fellow Board members and our partners for working diligently in support of these initiatives and in support of our community.

Late in the year, my friend and colleague, Bruce Strapp, left the SSMEDC after serving as CEO for nearly 20 years. I thank Bruce for his dedicated service and wish him the best in his new role with the Provincial Government.

I'd also like to extend my sincere thanks to Dave Murphy, Executive Director of our Business Sault Ste. Marie division, for stepping up to the plate and serving as Acting CEO for nearly six months.

I was on the CEO Recruitment Committee that literally scoured the country in search of the best possible candidate to fill the position, and we found that person in Tom Dodds, who was hired on as CEO in early-2011.

His experience speaks for itself, and I look forward to working with Tom, along with the rest of the SS-MEDC team, in the years to come.

A handwritten signature of Tom Dodds in black ink.

CEO'S MESSAGE

While I have only been on the job for a few months, I am struck by the dedication, passion and level of service that SSMEDC staff provide, along with the knowledge, experience and commitment of a remarkable volunteer Board of Directors.

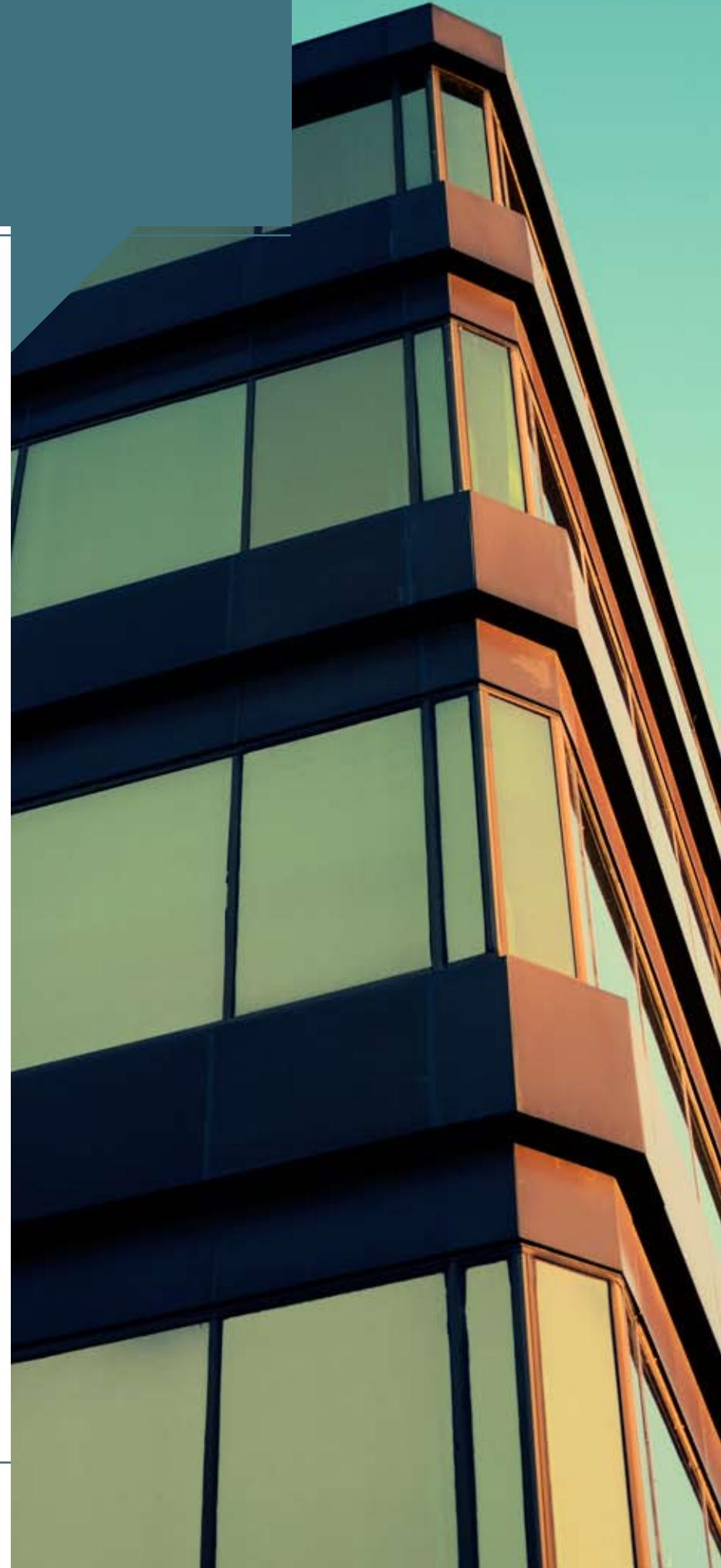
I have also been impressed by the strong working relationship between the SSMEDC, City Council and staff. The shared interest in the future the community is strong, and the willingness to collaboratively work on a broad range of projects is extraordinary. And, as someone who has worked for decades in the field of economic development, I am pleased to say that under the guidance of the Board and former CEO Bruce Strapp, the SSMEDC has become a strong economic development leader.

Looking forward, it is the shared objective of the Board and staff that the SSMEDC build on this success, identify new opportunities, and improve its services to become an organization increasingly recognized as a leader in the field.

This is not to suggest that there won't be significant challenges. Much will need to be done to address the ever-increasing globalization of world markets, international competition and the sluggish post-recession economies in parts of the world, all of which directly affect the growth and viability of the Sault. That is why it is critical for key economic development stakeholders in the city and region to build strong, mutually-beneficial relationships to take on these challenges together.

As CEO, it's my responsibility to help ensure that local businesses can compete in global markets. That starts with helping ensure that the SSMEDC is world-class and globally competitive.

A handwritten signature of D. Gregory Punch in black ink.



OVERVIEWS

Economic and Corporate

ECONOMIC OVERVIEW

The Sault Ste. Marie economy was relatively strong throughout 2010, in spite of a slow recovery from the global recession, which began two years prior and is still ongoing. Ontario, North America and many countries continue to feel the effects from the severe economic downturn, while the Sault has been holding – and continues to hold – its own.

Why?

The fact that the community held its own during the past few years, and also grew in employment levels, can be attributed to a number of factors. For starters, economic diversification efforts during the past decade or so are paying off. New companies have set up shop here, and jobs have been created in a variety of sectors, including alternative energy.

Secondly, Essar Steel Algoma weathered the recession reasonably well, at least where staffing levels were concerned. While sustaining losses during this period, the company generally maintained its workforce from previous years.

According to Statistics Canada, total employment for Sault Ste. Marie reached 38,000 in 2010, up 4.7% from 36,300 the year prior, though down 5.2% from 40,100 in 2008 when the global recession began. Total employment is generally a better economic indicator than unemployment rate as, ironically, an increase in economic activity will often see a rise in the unemployment rate when more persons enter the labour force as a result of anticipated job opportunities.

Furthermore, construction activity remained high throughout the year. With well over \$100 million in government stimu-

lus funding flowing through the city, these projects underwent considerable development over the course of 2010. In fact, total construction values for the year, as reported by the Building Division of the City of Sault Ste. Marie, was \$143.5 million, up from \$125.3 million in 2009 and \$113 million in 2008.

Also significant, between 2005 and 2010, major infrastructure investments in the community total more than \$2.42 billion. This includes new secondary and elementary schools, alternative energy projects, and expansions at both Sault College and Algoma University. Together, they reveal a growing confidence in Sault Ste. Marie and its future.

Speaking of confidence, this is precisely what an October 2010 study from the Canadian Federation of Independent Business found with regards to Sault Ste. Marie. The research report, *Communities in Boom: Canada's Top Entrepreneurial Cities*, looked at 12 indicators, including net business start ups, self-employment intensity and business confidence. Not only was the Sault ranked No. 2 in the province behind the Greater Toronto Area, it earned the highest grade in Northern Ontario.

Equally significant, Sault Ste. Marie moved up nearly 20 spots since the previous CFIB study, from 61st to 40th in the country, where almost every other community in the province moved in the opposite direction.

Finally, several major events were also held in 2010, which attracted visitors and brought new wealth to the city. Much of this activity, with respect to both tourism and

business as it relates to the Sault Ste. Marie Economic Development Corporation, is discussed in this report.

CORPORATE OVERVIEW

Located at the Civic Centre, the Sault Ste. Marie Economic Development Corporation (SSMEDC) is an independent, non-profit organization. It is governed by a Board of Directors that includes a City Councillor and the Mayor (ex officio), along with individuals who represent the public, private and non-profit sectors. The volunteer Board provides the Corporation with strategic direction, which is then undertaken by the staff team.

To fulfill its mandate – including job creation, wealth generation, and attracting visitors – the Sault Ste. Marie Economic Development Corporation is organized around three divisions, each with unique functions. They are:

- *Business Sault Ste. Marie* - Supports existing businesses and attracting external businesses, including an international focus in global trade and investments, to create jobs and increase the municipal tax base.
- *Tourism Sault Ste. Marie* - Develops tourism-related products, delivers marketing activities, and attracts and supports events, all of which are designed to increase visitation levels to the city.
- *Corporate Services* - Provides support for the Corporation as a whole in the

form of finance, information technology, reception, human resources and communications.

An overview of these divisions, including their programs and services, is outlined in subsequent portions of this report. A highlights section, listing key activities and projects for the Corporation, is also included.

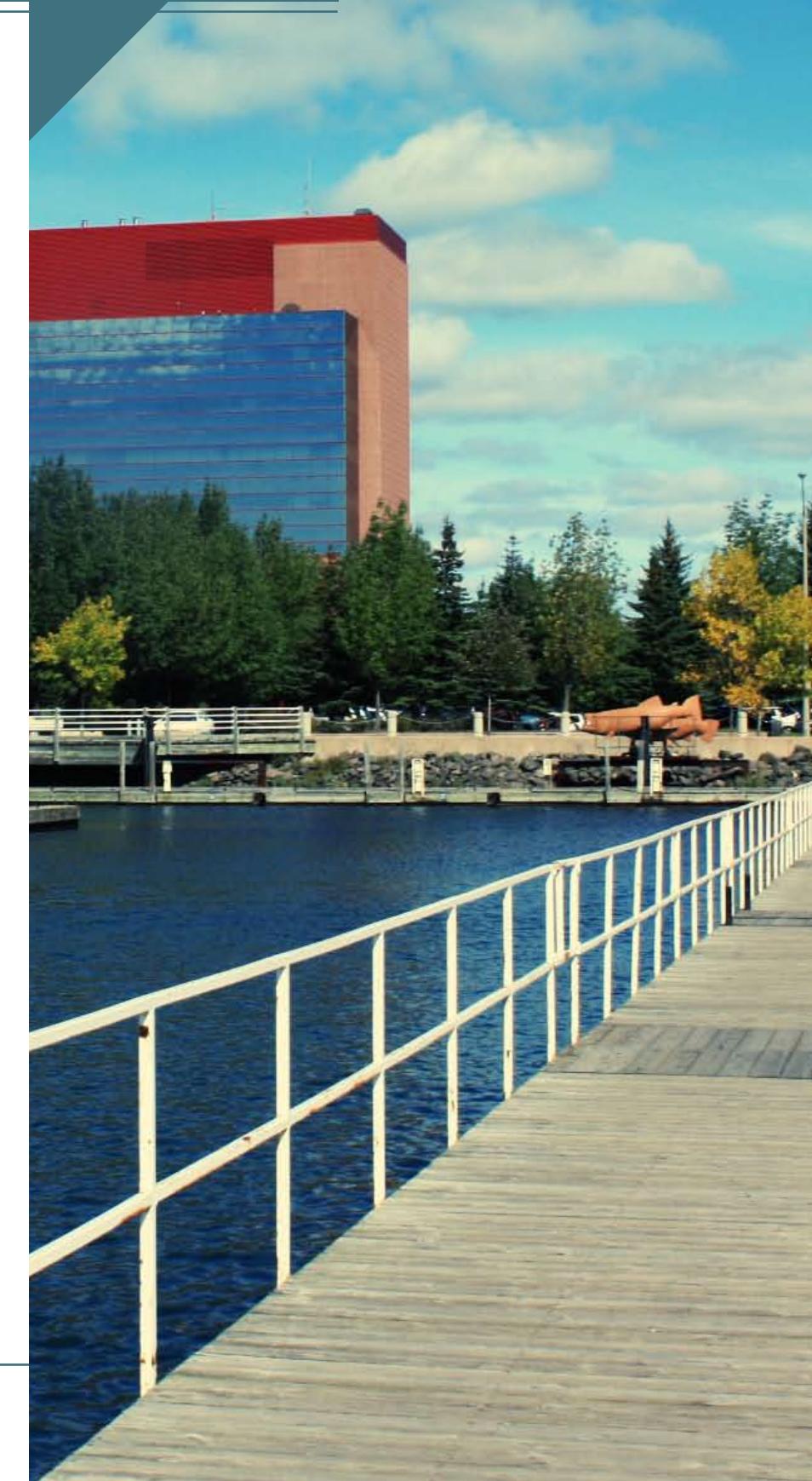
In October 2010, longtime CEO Bruce Strapp left the Sault Ste. Marie Economic Development Corporation to take a position with the Province's Northern Ontario Heritage Fund Corporation. Dave Murphy, Executive Director of the SSMEDC's Business Sault Ste. Marie division, assumed the role of Acting CEO for the remainder of the year and the first quarter of 2011. In April 2011, Tom Dodds was hired on as the new Chief Executive Officer. Dodds' career in economic development spans three decades and includes numerous positions in the private, non-profit and public sectors, including all levels of government in four countries.

COMMUNITY SUPPORT

The Sault Ste. Marie Economic Development Corporation is very grateful for the financial contributions it receives from the City of Sault Ste. Marie. As well, it appreciates the strong support it receives from the Mayor, Council and City staff team. The SSMEDC also thanks the Federal and Provincial governments, and its many other partners, for their investments in the Corporation's efforts.

Without the support of its many community and stakeholder partners, none of the activity mentioned in this document, and none of the successes of the Sault Ste. Marie Economic Development Corporation, would be possible.

The Sault Ste. Marie Economic Development Corporation (SSMEDC) is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.



HIGHLIGHTS

The following highlights are some of the major projects and programs the Sault Ste. Marie Economic Development Corporation was involved with in 2010. These are also mentioned in the subsequent division sections of the Annual Report, as they relate to the SSMEDC's Business and Tourism divisions.

BUSINESS RETENTION AND EXPANSION PROGRAM BEGINS



John Febraro (left) Director of Industrial Marketing, and Dave Murphy, Executive Director of Business Sault Ste. Marie, review a BR&E funding application.

A new program initiated by the Sault Ste. Marie Economic Development Corporation is helping local companies expand and create jobs by accessing government funding sources. Starting in the summer of 2010, the aptly-named Business Retention and Expansion (BR&E) Program is producing significant results.

Here's how the program works: A member of the SSMEDC team makes an initial site visit to a company. The goal is to familiarize themselves with the operation, understand its capacity and find out if a capital expenditure is required to enhance production.

If the business needs financial assistance to, say, purchase new equipment, a funding application is made to an incentive program, such as the Enterprises North Job Creation Program from the Province's Northern Ontario Heritage Fund Corporation, which may fund up to 50 per cent of a capital purchase, with a maximum contribution generally not exceeding \$1 million – half grant, half loan.

With the NOHFC and other funding agencies, Northern Ontario businesses have a number of government incentive programs, and the BR&E program helps them access financial assistance.

From July 2010, when the program began, to June 2011, 43 companies were visited by the SSMEDC team, and 21 funding applications were submitted, with seven more under development. Eleven were approved, and the remaining are pending. The applications represent a potential NOHFC investment of more than \$10 million and a total project cost — if all are realized — of over \$52.5 million. These companies are expected to retain 304 employees and, if all expansion plans come to fruition, job creation could be as high as 255.

Based on this success, the BR&E Program will continue in 2011.

GREEN SECTOR CONTINUES TO GROW



At the groundbreaking ceremony for Heliene Canada in May 2010 are (L to R): Business SSM's John Febraro, Heliene investor and former Algoma Steel CEO Denis Turcotte, MPP David Orazietti, Heliene President Martin Pochtaruk, and Councillor Steve Butland.

The local alternative energy sector continued to grow in 2010, with several SSMEDC clients establishing or enhancing their green businesses, thereby helping to bolster the city's moniker of being the Alternative Energy Capital of North America.

Heliene Canada, for instance, opened its photovoltaic solar panel manufacturing

plant. Starting with just a single shift, the company has since grown to a full-time crew of 70. And with its products flying off the shelves – a byproduct of Ontario's Green Energy Act, which encourages solar power generation – Heliene has plans to further expand.

Also in 2010, Starwood Energy Group finalized a 20-megawatt solar farm on Base Line, which is now operational. As well, the company began construction on a 40-megawatt solar farm, this one located on Black Road. The entire \$400-million project, which will produce enough electricity to power about 15,000 homes, has created around 300 construction jobs, along with several dozen permanent positions in maintenance, operations and office administration.

into their original elements: steel, oil and carbon black. Separated, each component can be reused for a variety of purposes, including power generation.

AGAWA CANYON TRAIN TOUR GOES DIGITAL



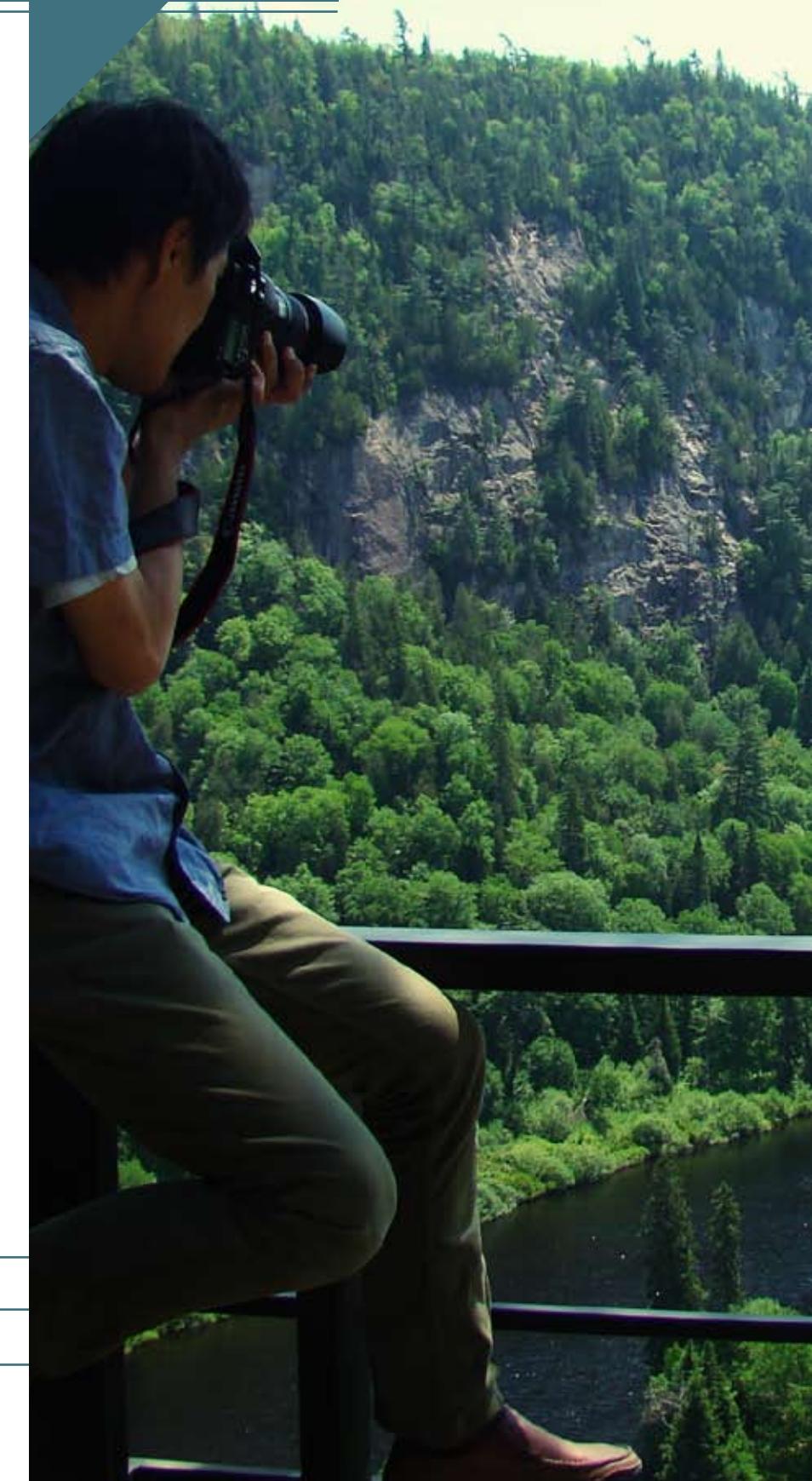
The Honourable Tony Clement (left), Minister of Industry and Minister responsible for FedNor, and Ian McMillan, Executive Director of Tourism Sault Ste. Marie, reveal what the train tour technology upgrades will look like.

It was only a decade ago when the Agawa Canyon Train Tour carried about 100,000 passengers annually. These folks were visitors – usually Americans – who spent at least one night in Sault Ste. Marie, making the attraction a fundamental part of the local tourism industry.

Since then, ridership levels have declined sharply. The reasons for this, and the downturn of the U.S. tourism market for Canada in general, have been well documented. They include the September 11, 2001 terrorist attacks and subsequent cross-border security issues, a slumping economy south of the border – particularly in the state of Michigan – and high fuel prices.

The Agawa Canyon Train Tour Revitalization Project, from the Sault Ste. Marie Economic Development Corporation, aims to bring passenger levels back to historic highs. Under the project, the attraction received \$1.02 million in funding from FedNor - Industry Canada in 2010. The investment was

Agawa Canyon lookout.



HIGHLIGHTS

Continued

used to enhance the train tour experience through onboard multimedia technology.

The upgrades include video screens and wireless headsets that tell riders the history of the region. And to help attract more international tourists, the audio is featured in five languages. As well, a camera is placed on the front of the train and the video feed displayed on the screens, giving passengers a unique view.

This investment in technology complements the 14 new coaches purchased for the Agawa Canyon Train Tour the year prior. These upgrades were made possible with a \$10-million dollar joint investment from the Province's Northern Ontario Heritage Fund Corporation and CN Rail/ACR, which owns the attraction. The updated rail cars will feature large domed windows, new seats and other amenities designed to provide a substantially improved tour experience for riders.

Both government funding applications were spearheaded by the SSMEDC, and the Corporation is the lead for implementing the onboard audio/video technology.

The enhancement projects, which will be ready for riders in the summer of 2011, are expected to significantly increase passenger levels on the train tour and, ultimately, grow the tourism base in Sault Ste. Marie.

ENTERPRISE SERVICES PROGRAM HELPS 25 SMALL BUSINESSES START OR EXPAND

Small business is an integral part of the local economy, and the Sault Ste. Marie Economic Development Corporation's Enterprise Services Program aims to bolster this sector. In 2010, a total of 25 small business clients started or expanded, which created 51 jobs. This client activity led to a direct community investment of more than \$1.56 million.

The Enterprise Services Program provides



Terri Chiarello (left), Small Business Advisor for Business Sault Ste. Marie, with client Teresa Burns, owner of Candy Bouquet.

clients with general business advice and helps them access funding sources. In 2010, 388 client consultations were conducted. To promote its small business programs and services, the SSMEDC facilitated a number of workshops and seminars throughout the year. Attendance at these events was 485.

Under Enterprise Services, the SSMEDC also delivers the Summer Company youth entrepreneur program, the Bridges to Better Business learning and networking event, and Regional Outreach activities.

HCR RAIL LINE REMAINS ON TRACK



At the Huron Central Railway funding announcement are (L to R) HCR President Mario Brault, City CAO Joe Fratesi, MPP David Oraziotti, and Peterborough MP Dean Del Mastro.

In 2009, a decision was made by the parent company of Huron Central Railway to end

operations of its Sault-to-Sudbury rail line, citing deteriorating conditions of the tracks and the significant investment it would take to fix the infrastructure.

With the transportation link crucial for communities it services, a number of individuals and groups stepped up to the plate to save the rail line. Led by City CAO Joe Fratesi, a Working Committee was established with representatives from the private sector, government and other organizations such as the Sault Ste. Marie Economic Development Corporation. The goal of the Committee was to bring together those impacted by the HCR line and eventually make the case to senior levels of government that an infrastructure investment would be worthwhile.

With joint Federal and Provincial investments totaling \$33 million, announced in September 2010, the goal was reached. The fact that the HCR line will remain open means the preservation of 45 direct jobs and another 100 or so indirect jobs. Meanwhile, as the line provides direct rail access to 26 communities and First Nations, along with indirect access to many other Northeastern Ontario communities, thousands of people will benefit from the long-term sustainability of the railway.

CONVENTIONS AND SPORTS TOURNAMENTS GENERATE MORE THAN \$4M FOR THE LOCAL ECONOMY

While some gains were felt in 2010, U.S. visitation numbers to Sault Ste. Marie, and the rest of Canada, remained well below the levels of a decade ago. To offset some of this negative economic impact – though still working diligently to attract American travellers – the Sault Ste. Marie Economic Development Corporation focused much attention on event attraction.

With successful bids or support from the SSMEDC, 42 conventions, meetings or

sports tournaments were held in 2010. These events attracted more than 9,500 delegates from around the world, which led to an injection of more than \$4 million into the local economy.

Finn Grand Fest, for example, brought several thousands visitors. The Scotties Tournament of Hearts, the National Women's Curling Championship, brought visitors and national media attention.

Meanwhile, on the hockey front, the Sault hosted the Dudley Hewitt Cup (Provincial Junior A Championships) and the first-ever Soo Greyhounds International Showdown, which brought 60 AAA teams and more than 1,000 delegates from across North America.

The SSMEDC either worked with local organizing committees to bid on these events, or provided general support to them. Also during the year, the Corporation helped secure a number of future events, including the 2011 International Hap Ki Do Canadian Open and 2011 Ontario Colleges Athletic Association Men's Basketball Championships.



MPP David Oraziotti and Mayor Debbie Amaroso with a digital image of the West End Community Centre.

WEST END COMMUNITY CENTRE GETS THE GREEN LIGHT

A new \$11.3-million community centre was announced for Sault Ste. Marie in 2010.



Zoltan Virag (standing), Youth Development Coordinator for Business Sault Ste. Marie, reviews the OW partnership agreement with (L to R) OW Unit Manager Eric VanDerburg; Cindy McGoldrick, Employment Placement Coordinator for the City of Sault Ste. Marie; and Ken McPhee, Community Placement Coordinator for OW.

Scheduled to open in 2012, the municipal facility will feature two indoor soccer fields, a new home for the Korah branch of the Public Library and other amenities.

To help build the West End Community Centre, the City received \$6.2 million from the Provincial government — \$1.5 million from the Northern Ontario Heritage Fund Corporation and \$4.7 million from the Ministry of Infrastructure. The project will create 117 construction jobs and another 27 ongoing operational jobs. It will also allow the Sault to host more events, particularly indoor soccer tournaments.

With tourism and employment benefits, members of the Sault Ste. Marie Economic Development Corporation sat on the WECC Steering Committee and aided with government funding applications. The SSMEDC is now working to attract future events to the facility.

SSMEDC/ONTARIO WORKS PARTNERSHIP LINKS SOCIAL AND ECONOMIC DEVELOPMENT

A new program, developed and agreed to in 2010, is teaching the ins and outs

of entrepreneurship to at-risk youth in the community. The partnership, involving the Sault Ste. Marie Economic Development Corporation and Ontario Works, provides the opportunity for those receiving OW, or their older children, to explore the option of becoming entrepreneurs.

The goal is to break the reliance on government assistance by giving them the skills needed to succeed in the field of self employment. By focusing attention to at-risk youth, the program will allow them to tap into their creativity, learn the ropes of entrepreneurship, be self sufficient and contribute to their community.

This new initiative is a further enhancement to the SSMEDC's existing entrepreneurial mentoring and outreach services and is another step forward in assisting the local entrepreneur and business community.

To create and administer the program, the SSMEDC is working closely with the City's Social Services Department, which administers OW in the Sault area. While the partnership was created in 2010, the program rolled out in February 2011.

BUSINESS SAULT STE. MARIE



An aerial view of Starwood Energy's west end solar farm.

MANDATE

Business Sault Ste. Marie, a division of the SSMEDC, supports existing businesses and attracts external businesses, including an international focus in global trade and investments, to create jobs and increase the municipal tax base. The division also focuses on small and youth business support, which would include helping local firms access funding programs for expansion or start up.

MERGER

In 2010, two of the SSMEDC's divisions merged. Its industrial wing, Development Sault Ste. Marie, and small business wing, Enterprise Centre Sault Ste. Marie, joined together. The new, all-encompassing business division was aptly named Business Sault Ste. Marie.

The merger was done to help the SSMEDC provide seamless services to its business clients. The new division will continue the strong partnership with the Provincial government in delivering entrepreneur programs and services.

RESULTS

89 direct,	Industrial Client Job Creation
308 indirect	
\$117.7M	Industrial Client Investments
\$52.52M	Potential Economic Impact of Business Retention and Expansion Program
25	Small Business Starts and Expansions
51	Small Business Job Creation
13,066	Client inquiries (telephone, e-mail, walk-in)
388	Client consultations
485	Attendance at seminars and workshops

PROGRAMS AND SERVICES

To carry out its mandate of job creation and increasing the municipal tax base, Business Sault Ste. Marie carries out a number of programs and services, including:

INVEST SAULT STE. MARIE

This program is designed to attract businesses to the community, or assist local entrepreneurs start a company. For the attraction component, Business Sault Ste. Marie promotes the city's competitive advantages to external companies, global-site selectors and corporate real estate personnel.

The process of attracting a company to Sault Ste. Marie, then helping them through the regulatory process and working with them to eventually open, can take months, if not years. Almost all of this activity is done behind the scenes, and client confidentiality is maintained throughout the process. Oftentimes, it's not until an official announcement is made that the public is made aware of a venture.

Having said that, although much of the work done under Invest Sault Ste. Marie in 2010 won't come to fruition for a while, several companies opened, or made a commitment to open, during the year. For example, Business Sault Ste. Marie worked with local entrepreneurs in starting a solar panel manufacturing plant. Heliene Canada, which received a \$2.5-million investment from the Northern Ontario Heritage Fund Corporation, has since grown to a staff of 70, and a plant expansion is scheduled for early-2011. Business Sault Ste. Marie aided with government funding applications and other start-up matters.

Also in 2010, Starwood Energy Group completed its 20-megawatt solar energy farm in the city's west end and began construction on an additional 40 megawatts in the east end. The \$400-million project, which will produce enough electricity to power about 15,000 homes, has created around 300 construction jobs, along with several dozen permanent positions in maintenance, operations and office administration. Business Sault Ste. Marie



Martin Pochtaruk, owner of Heliene Canada, is all-smiles at his company's groundbreaking ceremony.

has been working with Starwood Energy – along with its predecessor, Pod Generating Group – for several years.

Meanwhile, Ellsin Environmental, another Business Sault Ste. Marie client, completed the construction of its pilot tire recycling facility. Scheduled to be operational in 2011, the plant will use a patented Reverse Polymerization technology that breaks down used tires into their original elements: steel, oil and carbon black. The \$5.2-million project is expected to create between 30 and 40 full-time jobs.

A few years back, when Business Sault Ste. Marie became aware that Ellsin was looking for a place to set up shop, representatives from the division made a pitch to the Southern Ontario company that the

Prince Wind Farm.



BUSINESS SAULT STE. MARIE

Continued



Business Sault Ste. Marie client Katrina Thibodeau, owner of Discover the Canvas tattoo parlor and art gallery, applies her craft.

Sault was the perfect spot and offered assistance to help them open. The pitch was successful, and with the building now erected, Ellsin is expected to begin operations in 2011.

Finally, Business Sault Ste. Marie provided advice and support in 2010 to attract Porter Airlines. The company was interested in expanding its services to include the Sault. The local Air Services Committee, which has representation from Business Sault Ste. Marie, City Council and staff, and the Airport Development Corporation, worked together to support the airline. In early-2011, Porter announced it would be offering flights in the Sault, which provides travellers another, competitive option to pick from. The airline now offers three daily flights to and from Toronto Island Airport.

BUSINESS RETENTION AND EXPANSION (BR&E)

Starting in July 2010, this new program from Business Sault Ste. Marie is designed to help local companies expand or enhance their operations. To carry out this objective, the division makes a site visit to a company to familiarize themselves with the operation, understand its capacity and find out if a capital expenditure is required to enhance production.



A former Summer Company client, Paul Caputo grew his business, Green Grass Yard Care, to a bustling, year-round operation that now includes snow removal in the winter.

If the business needs financial assistance to, say, purchase new equipment, a funding application is made to an incentive program, such as the Enterprises North Job Creation Program from the Northern Ontario Heritage Fund Corporation, which may fund up to 50 per cent of a capital purchase, with a maximum contribution generally not exceeding \$1 million – half grant, half loan.

From July 2010, when the program began, to June 2011, 43 companies were visited by the Business Sault Ste. Marie team, and 21 funding applications were submitted, with seven more under development. Eleven were approved, with the remaining pending. The applications represent a potential NOHFC investment of more than \$10 million and a total project cost — if all are realized — of over \$52.5 million. These companies are expected to retain 304 employees and, if all expansion plans come to fruition, job creation could be as high as 255.

ENTERPRISE SERVICES

This program is designed to bolster the small business sector in the Sault Ste. Marie area. To fulfill this objective, Business Sault Ste. Marie provides consultations and advice, including business plan development

and business plan review, market analysis, financial resource availability, and growth planning. The division delivers the Enterprise Services program in the Algoma District and Chapleau, on behalf of the Ontario Ministry of Economic Development and Trade.

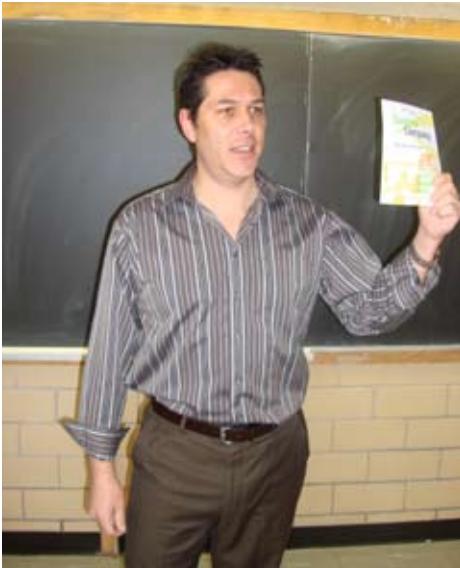
In 2010, a total of 25 small business clients started or expanded, which created 51 jobs. This client activity led to a direct community investment of more than \$1.56 million. Throughout the year, 388 client consultations were conducted. To promote its small business programs and services, Business Sault Ste. Marie facilitated a number of workshops and seminars throughout the year, which attracted 485 attendees.

YOUTH DEVELOPMENT

This service is designed to support aspiring and current young entrepreneurs in the city and region. In Northern Ontario, many of the business loans and grants are only available for people 34 years and younger, and Business Sault Ste. Marie assists those clients to access these resources.

Summer Company, for instance, provides up to \$3,000 for students between the ages of 15 and 29, who are returning to school, with the opportunity to start and operate a business for at least eight weeks during the summer. Funded by the Ontario Ministry of Economic Development and Trade, Business Sault Ste. Marie administers the program in the city and region. In 2010, 11 clients took part in Summer Company, which created 15 jobs.

As well, Business Sault Ste. Marie has a partnership with the Canadian Youth Business Foundation to deliver its programs. CYBF is a nationally-registered charity that provides \$15,000 low-interest business loans to youths, ages 18 to 34, with mandatory mentoring from experienced volunteers.



Zoltan Virag, Youth Development Coordinator for Business Sault Ste. Marie, explains the Summer Company program to a high school class.

Business Sault Ste. Marie also administered the High School Business Plan Competition, which encourages secondary school students to tap into their entrepreneurial creativity, and the Ministry of Education's Passport to Prosperity program, which promotes school-to-work opportunities for high school students, including career talks, mentorship, job shadowing, co-op placements, apprenticeships and career fairs.

BUSINESS SSM/ONTARIO WORKS PARTNERSHIP

A new program, developed and agreed to in 2010, is teaching entrepreneurship to at-risk youth. The program is a partnership between Business Sault Ste. Marie and Ontario Works. It provides the oppor-

Jeannette Orazietti from Jeannette's Custom Cakes, a client of Business Sault Ste. Marie (Photo courtesy of Curt O'Neil).



BUSINESS SAULT STE. MARIE

Continued

tunity for those receiving OW, or their older children, to explore the option of becoming entrepreneurs. The goal is to break the reliance on government assistance by giving them the skills needed to succeed in the field of self employment.

In developing this program, Business Sault Ste. Marie worked closely with the City's Social Services Department, which administers OW in the Sault area.

INTERNATIONAL RELATIONS AND REGIONAL PARTNERSHIPS



Visiting European journalists tour the facilities of SITTM Technologies in March 2010.

This program is designed to help build global connections, including the establishment of partnerships between local and external businesses. This program also plays a role in promoting Sault Ste. Marie around the world through trade missions. However, it should be noted that Business Sault Ste. Marie facilitates significantly more inbound visits than outbound visits.

On this front, 11 European journalists were hosted in the Sault in May 2010. The reporters, hailing from France, Germany and the United Kingdom, were here to cover the local green sector. The visit, which led to a number of good news stories in numerous publications around the globe, was facilitated by Business Sault Ste. Marie, in partnership with the Ontario Ministry of Economic Development and Ontario Ministry of Northern Development, Mines and Forestry.

Inbound missions were also made by business delegates from a number of countries, including Italy, Austria, China, Spain and Finland. Business Sault Ste. Marie facilitated the meetings and business-matching process. As well, two notable visits were made by diplomats Andrea Meloni, Italy's Ambassador to Canada, and Guy Joseph, St. Lucia's Minister of Communications, Works, Transport & Public Utilities. The latter was in town to sign a deal with Elementa Group, a company with a pilot plant located at the Sault landfill site that converts household garbage into clean energy.

Through Ontario's North Economic Development Corporation (ONEDC) and the Michigan Upper Peninsula Economic Development Alliance (UPEDA), Business Sault Ste. Marie established or built on regional partnerships in 2010. ONEDC is a partnership of the economic development reps from the region's five major centres. With support from Business Sault Ste. Marie, ONEDC helped initiate Invest North, a website designed to promote Northern Ontario as a great place to do business.

Also in 2010, Business Sault Ste. Marie conducted significant planning work on an outbound municipal trade mission to India for the following year. This mission successfully took place in March 2011.

ADDITIONAL ACTIVITY

HURON CENTRAL RAILWAY

Throughout 2010, Business Sault Ste. Marie was involved with a number of other projects. For instance, the division had a representative on the Multimodal Task Force, a group that worked to save the Huron Central Railway line between the Sault and Sudbury. Led to City CAO Joe Fratesi and consultant Bill Therriault, the group was able to bring all levels of government and the private sector together to save the vital rail link. The success was made possible with joint Federal and Provincial investments totaling \$33 million.



The soon-to-be built West End Community Centre.

The fact that the HCR line will remain open means the preservation of 45 direct jobs and another 100 or so indirect jobs. Meanwhile, as the line provides direct rail access to 26 communities and First Nations, along with indirect access to many other Northeastern Ontario communities, thousands of people will benefit from the long-term sustainability of the railway.

WEST END COMMUNITY CENTRE

The \$11.3-million West End Community Centre was also given the green light in 2010 thanks to government funding. The facility will feature two indoor soccer fields, a new home for the Korah branch of the Public Library and other amenities.

Making the project possible was a \$6.2-million investment from the Provincial government – \$1.5 million from the Northern Ontario Heritage Fund Corporation and \$4.7 million from the Ministry of Infrastructure. Also making it possible was the support of City Council and staff, along with the Sault Amateur Soccer Association. Business Sault Ste. Marie played a supportive role in the project as well, aiding with an initial feasibility study, along with government funding applications.

STRATEGIC PRIORITY PROJECTS



(R to L) Guy Joseph, St. Lucia's Minister of Communications, Works, Transport & Public Utilities, signs an agreement with Jayson Zwierschke, President & CEO of Elementa Group, and Joe Howe, Jr., Managing Director of Island Green Energy.

The Sault Ste. Marie Economic Development Corporation's Strategic Plan 2010-2013 identifies seven Strategic Priority Projects for Business Sault Ste. Marie as follows:

- Entrepreneurship Incubator;
- Youth Entrepreneur's Network;
- Manufacturing Transformation Strategy;
- Renewable Energy;
- Infrastructure Development;
- Invest Sault Ste. Marie; and
- International Relations/Regional Partnerships (ONEDC, UPEDA).

In August 2010, Business Sault Ste. Marie assigned lead staff to each of the above noted Strategic Priority Projects in order to ensure that they continue to move forward.

The division is carrying all of its activities through to 2011 and beyond, as its staff team carries out its mandates and projects on behalf of the Sault Ste. Marie Economic Development Corporation.

Sutherland Global Services, a client of Business Sault Ste. Marie.



TOURISM SAULT STE. MARIE



At the 2010 Tourism Sault Ste. Marie awards night, Frank & Gail O'Connor, owners of the Voyageur's Lodge and Cookhouse, took home the Business of the Year Award.

MANDATE

Tourism Sault Ste. Marie, a division of the SSMEDC, develops tourism-related products and delivers annual marketing activities designed to promote Sault Ste. Marie as a four-season tourist destination. As well, the division works to increase visitation levels to the city through the promotion of vacation packages and takes the lead on bidding for and supporting sports tournaments, conferences and conventions that provide a significant economic impact on the community. Tourism Sault Ste. Marie also plays a supportive role in tourism and recreational infrastructure development.



The opening ceremonies of 2010 Finn Grand Fest, an event that brought thousands of visitors to Sault Ste. Marie.

RESULTS

\$11.02M	Agawa Canyon Train Tour Total Investments
42	Events Serviced by Tourism Sault Ste. Marie
\$4M+	Economic Impact of Tourism Sault Ste. Marie-serviced Events
6,570	Vacation Packages Sold
\$1.97M	Vacation Packages Economic Impact
29,000+	Facebook Friends

PROGRAMS AND SERVICES

To carry out its mandate of attracting visitors, Tourism Sault Ste. Marie delivers a number of programs and services. For 2010, key activity included:

AGAWA CANYON TRAIN TOUR REVITALIZATION PROJECT

One of Northern Ontario's most significant tourism attractions continued its forward

momentum in 2010. The Agawa Canyon Train Tour received a \$1.02-million investment from FedNor - Industry Canada for new audio-visual technology.

The enhancements include video screens and wireless headsets that tell riders the history of the region. The audio component is featured in five languages, which will help attract more international tourists.

In 2009, 14 new coaches were purchased for the train tour. These enhancements were made possible with a \$10-million dollar joint investment from the Northern Ontario Heritage Fund Corporation and CN Rail/ACR, which owns the attraction. The updated rail cars will feature large domed windows, new seats and other amenities designed to foster a better overall experience for riders.

Both government funding applications were facilitated by Tourism Sault Ste. Marie, and the division is the lead for implementing the onboard audio/video technology.

The enhancement projects, which will be ready for riders in the summer of 2011, are expected to significantly increase passenger levels on the train tour and, ultimately, grow the tourism base in Sault Ste. Marie.

MEETINGS, CONVENTIONS AND SPORTS TOURNAMENTS

Attractions, such as the Agawa Canyon Train Tour, draw visitors to the community. However, so do major events, which is why a primary Tourism Sault Ste. Marie service is helping to attract and support meetings, conventions and sport tournaments. With successful bids or support from the division, 42 of these events were held in 2010. These attracted more than 9,500 delegates and injected over \$4 million into the local economy.

Tourism Sault Ste. Marie-related events in 2010 include Finn Grand Fest, the



The Royal Canadian Legion Women's Auxiliary Conference at the Essar Centre in September 2010.

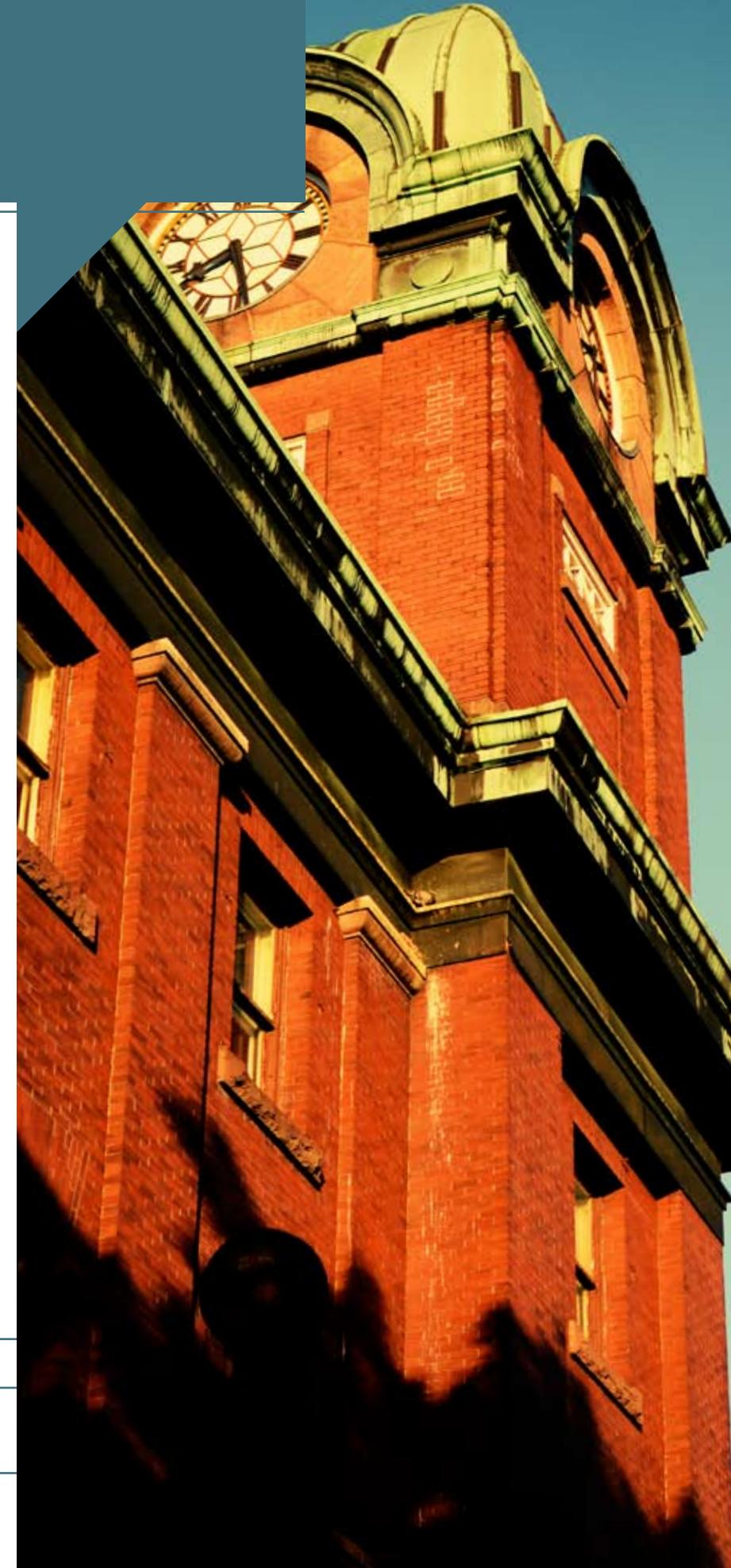
Scotties Tournament of Hearts, Dudley Hewitt Cup (Provincial Junior A Championships), Soo Greyhounds International Showdown, and the annual general meeting for the Royal Canadian Legion Women's Auxiliary.

Also during the year, the division helped secure a number of future events, including the 2011 International Hap Ki Do Canadian Open



At the announcement for the 2011 Hap Ki Do Canadian Open are (L to R) Councillor Terry Sheehan, Tourism SSM's Steve Hollingshead, and Tracy & Master Peter Cornacchio.

Sault Ste. Marie Museum.



TOURISM SAULT STE. MARIE

Continued

and 2011 Ontario Colleges Athletic Association Men's Basketball Championships.

VACATION PACKAGES

One way to attract tourists is to offer them attraction packages, essentially giving them a valued purchase. This is something Tourism Sault Ste. Marie has facilitated for the past several years. The core components in this program have been the Agawa Canyon Train Tour, golf and gaming, along with cross-country and downhill skiing.

In 2010, 6,570 of these campaign packages were sold, which led to 13,036 visitor days and an economic impact of just under \$2 million.

An Attractions Pass Book is also offered, which includes the community's 4-Culture partners: Canadian Bushplane Heritage Centre, Art Gallery of Algoma, Ermatinger-Clergue National Historic Site and the Sault Ste. Marie Museum. As well, the book includes coupons to other local attractions, including the Museum Ship Norgoma, Spruce Haven Zoo and Treetop Adventures.

ADDITIONAL ACTIVITY

ONLINE RESERVATION SYSTEM

With so many options for travellers to pick from, tourism is an ultra-competitive industry. Staying ahead of the game, particularly with regards to technology, will help an area stand out and perhaps gain more of a market share. This is why Tourism Sault Ste. Marie facilitated an online reservation system in 2010.

The first of its kind in Northern Ontario, travellers can now book their hotel rooms and vacation packages with the simple click of a mouse. The goal is simple: make the process of coming to the Sault as easy as possible and make the local tourism industry

stand out when compared to other centres in the region. The online reservation system is available at the Tourism Sault Ste. Marie website, www.saulttourism.com.

NEW WEBSITE/MARKETING CAMPAIGN

Designed to be much more interactive, user friendly and visually appealing, Tourism Sault Ste. Marie unveiled a new website in 2010. Technology had come a long way since its last site was created a few years back, and it was time for change. The new website is available at www.saulttourism.com.

Tourism Sault Ste. Marie also began a new branding series in 2010, with all ads and publications featuring a similar design feel. Put simply, wherever the design is seen, folks will recognize it and know the source.

On the social media front, Tourism Sault Ste. Marie hosts Facebook pages for both Sault Ste. Marie and Northern Ontario. With growth and increased activity throughout 2010, the pages have more than 29,000 "friends."

CRUISE SHIPS

As in the past couple summers, Tourism Sault Ste. Marie helped bring a cruise ship,



The Clelia II docked on the Sault waterfront.

Clelia II, to the Sault in 2010. The luxury vessel, which holds 100 passengers and 60 crew members, docked here a number of times, with passengers leaving the ship to shop, eat and visit attractions.



Folks stroll the Waterfront Boardwalk, where a couple tall ships were marooned in the summer of 2010.

Speaking of ships, Tourism Sault Ste. Marie also supported the visit of two famous tall ships, HMS Bounty and Pride of Baltimore II, in the summer of 2010. The former appeared in the movies Pirates of the Caribbean: Dead Man's Chest, starring Johnny Depp, and Mutiny on the Bounty, starring Marlon Brando. The local docking not only provided several dozen accommodation nights for the crew and visiting sightseers, it also provided something cool for local residents to see, along with media coverage for the community.

WEST END COMMUNITY CENTRE

Following a significant government funding announcement, the \$11.3-million West End Community Centre was given the green light in 2010. The facility will feature two indoor soccer fields, a new home for the Korah branch of the Public Library and other amenities.



The 2010 Scotties Tournament of Hearts (Photo by Andrew Klaver provided courtesy of Kruger Products Ltd.)

Making the project possible was a \$6.2-million investment from the Provincial government – \$1.5 million from the Northern Ontario Heritage Fund Corporation and \$4.7 million from the Ministry of Infrastructure. Tourism Sault Ste. Marie played a supportive role in the project, helping with government funding applications. Scheduled to be complete in 2012, the division will use the facility to attract additional events to the city, particularly indoor soccer tournaments.

STRATEGIC PRIORITY PROJECTS

The Sault Ste. Marie Economic Development Corporation's Strategic Plan 2010-2013 identifies Strategic Priority Projects for Tourism Sault Ste. Marie as follows:

- 2010-2013 Strategy implementation;
- Agawa Canyon Tour Train Revitalization Project; and
- Tourism Gateway Site Stage 1 Development.

Tourism Sault Ste. Marie will continue to carry out these priority projects in 2011 and beyond as the division works to increase visitation levels to the city.

With larger windows for a better view, the new-and-improved Agawa Canyon Train Tour crosses the Montreal River.



CORPORATE SERVICES

MANDATE

Corporate Services, a division of the SSMEDC, provides support for the Corporation as a whole in the form of finance, information technology, reception, human resources and communications. The division also provides administration for the SSMEDC Board of Directors and Committees, City Council's Economic Diversification Fund (EDF), and the Destiny Sault Ste. Marie Economic Diversification Strategy.

PROGRAMS AND SERVICES



At an SSMEDC Board of Directors meeting, Dwayne Hammond, Algoma University's Strategic Advisor for Computer Games Technology, reveals a program that helps stroke victims recover their speech.

While supporting the other SSMEDC divisions and carrying out its mandate, much – perhaps most – of Corporate Service's activity is in the form of administration. The following is some of the division's key activities for 2010.

Economic Development Fund (EDF)

The EDF is a City of Sault Ste. Marie fund established annually by City Council for initiatives that support job creation, an in-

crease of new tax assessment through investments and economic development projects. The Sault Ste. Marie Economic Development Corporation Board of Directors evaluates EDF applications and provides recommendations to Council. However, it should be noted that this is not an SSMEDC fund and is at the sole discretion of City Council.

The SSMEDC Corporate Services division provides administrative support for Economic Development Fund applications, which may be brought to City Council. Recently recommended applications include:

Post-Secondary Development

A joint EDF recommendation was made for Sault College and Algoma University for \$1 million each over four years, beginning in 2011. The investments will help both institutions grow, which will ultimately attract more students and faculty while creating jobs in Sault Ste. Marie.

Conferences and Special Events

\$80,000 was invested to support several major events in 2010, including Finn Grand Fest and the Scotties Tournament of Hearts. Together, these two events alone attracted thousands of visitors and millions of dollars to the community.

India Municipal Mission

\$50,000 was invested in a visit by City and SSMEDC representatives to Mumbai, India. The mission, made at the invitation of the Ruia family, owners of Essar Group, included meetings with top officials of the company's six core economic sectors. The relationship-building trip took place in early-2011 with much success, as further economic synergies were explored that would be of great benefit to both Sault Ste. Marie and Essar.

Alternative Energy Strategy

\$25,000 was invested to help fund an Alternative Energy Strategy for Sault Ste. Marie. The funds were leveraged to receive an additional \$50,000 from the Northern Ontario Heritage Fund Corporation. With the Sault Ste. Marie Innovation Centre taking the lead in facilitating the document, the Alternative Energy Strategy will help chart the long-term course of the local green sector.

Small Business Incubator Study

\$5,000 was invested in the development of a study that will help determine the size, scope and location of a proposed small business incubator in the community. Business Sault Ste. Marie, a division of the SSMEDC, is the lead for facilitating the study and implementing the project.

Prefeasibility Study: Alternative Energy Retailer

\$5,000 was invested in a prefeasibility study that will explore the idea of the City becoming an alternative energy retailer, with the goal of utilizing potential profits to further its proclamation as the Alternative Energy Capital of North America. Business Sault Ste. Marie, a division of the SSMEDC, helped develop the terms of reference and facilitated the study's tendering process.



At the SSMEDC 2010 open house are (L to R) Greg Punch, President and Board Chair; Mayor Debbie Amaro; and SSMEDC Board member Geoff Meakin.

GOVERNANCE, REPORTING AND ACCOUNTABILITY

With respect to being open, transparent and fair with regards to purchasing, Corporate Services began to develop a new web portal in 2010 called "How to do Business with SSMEDC." Scheduled to be unveiled in 2011, the portal will allow suppliers to know upcoming tendering projects from the Sault Ste. Marie Economic Development Corporation.

Also in 2010, Corporate Services began publishing a monthly column in The Sault Star. The report is meant to provide a unique insight into the SSMEDC and, in part, to let the public know what the Corporation is up to.

As well, the division continued the publication of its monthly newsletter, The Pulse, which also provides insight into what the Corporation does and how it's utilizing its resources. A digital version of the document is available at the SSMEDC website, www.sault-canada.com. The goal of both the newsletter and Sault Star column is to foster an increased level of accountability and reporting for the SSMEDC. That's also the goal of the Corporation's Annual Report, which Corporate Services facilitates.

DESTINY SAULT STE. MARIE

Destiny Sault Ste. Marie, the community's Economic Diversification Strategy, is a partnership that includes representatives from government, private and non-profit sectors in the community. Its goal is to provide a common voice for the city in terms of growth and strategic direction.

Destiny Sault Ste. Marie is administered by the Corporate Services division of the SSMEDC. The partnership released a 2010 Progress Report, which provides a commu-

Civic Centre.



CORPORATE SERVICES

Continued

LOOKING AHEAD

nity economic overview, along with recent developments in the seven key strategic priorities outlined by the Destiny Sault Ste. Marie Steering Committee.

ADDITIONAL ACTIVITY

STRATEGIC PLAN 2010 - 2013

In 2010, the SSMEDC Board of Directors released a 2010-2013 Strategic Plan. Its Corporate Services division facilitated the development of the document, which highlights the direction and priority projects for the Corporation.

GROWTH PLAN FOR NORTHERN ONTARIO

In late-2009, the Province of Ontario released a Proposed Growth Plan for Northern Ontario, with the goal of giving organizations and the public a chance to provide input on the strategy. Understanding the importance of the Growth Plan for the future of the region, the Sault Ste. Marie Economic Development Corporation, facilitated by its Corporate Services division, provided a response to the proposed strategy in 2010. Some of this input was incorporated into the finalized Growth Plan, which was released in early-2011.

CEO RECRUITMENT

Corporate Services is responsible for human resources coordination and development for the Sault Ste. Marie Economic Development Corporation. In 2010, the division worked with the SSMEDC Board of Directors and a private consultant to search for a new Chief Executive Officer following the resignation of Bruce Strapp. After a competitive process, Tom Dodds was selected for the new CEO position.



Corporate Services Summer Student Kyleigh Binkley reviews the 2010 Business Directory, a document she helped produce.

BUSINESS DIRECTORY

In 2010, the SSMEDC, in partnership with the local Chamber of Commerce, released its annual Business Directory, which lists virtually every business in the community, along with their employment levels. The Directory, available in both hard copy and digital form, is particularly useful when external companies are looking for a place to



Dr. Richard Myers (left), who became the new President of Algoma University in 2010, with former SSMEDC CEO Bruce Strapp.

locate to and they want current information on the capabilities of local businesses. Put simply, the Business Directory, facilitated by the SSMEDC's Corporate Services division, is a tool that helps attract companies to Sault Ste. Marie.

STRATEGIC PRIORITY PROJECTS

The Sault Ste. Marie Economic Development Corporation's Strategic Plan 2010-2013 identifies seven Strategic Priority Projects for Corporate Services, including:

- Inspire Sault Ste. Marie;
- How to do Business with SSMEDC;
- Pay for Performance Accountability;
- Leadership Culture Training;
- Economic Development Fund;
- Economic Development Networks; and
- College and University Economic Development Team.

While carrying out its role of supporting the SSMEDC, the Corporate Services division will concentrate on these strategic priority projects.

"Flexibility to change rapidly and to stay ahead of the curve implies agility of mind at all ages."

"Sharing a vision means understanding and respecting why different dreams are born and how they can blend together, around the edges or in the middle."

- Dr. Roberta Bondar

These two quotes from Canada's first – and Sault Ste. Marie's own – female astronaut reflect, in part, what lies ahead for the SSMEDC and this community. The Corporation will need to remain flexible in a rapidly changing global business environment, while implementing a shared vision that embraces the economic priorities of the city and region.

In the latter part of 2011, the SSMEDC will review its current Strategic Plan and likely realign elements of it to better reflect current and future realities, recognizing that there are numerous uncertainties. Political and economic unknowns, evolving government priorities and policy directions, as well as new business opportunities and initiatives, are all factors the Corporation and community will have to address.

The Growth Plan for Northern Ontario; new investment in transportation infrastructure; business development, retention and growth; entrepreneurial development; tourism product development and marketing – are all areas that the SSMEDC will be addressing. At the same time, and perhaps in a more fundamental way, the Corporation itself will be examining how it can be an even more effective leader in the community and region, while demonstrating that it is a high performing economic development organization. Through targeted communications in all media, the Corporation will be letting the masses know that Sault Ste. Marie is "open for business."

The SSMEDC is bullish on Sault Ste. Marie, proud of its role and achievements, doggedly focused on results, enthusiastic about what lies ahead, and keen to have the community "stay ahead of the curve."

The Sault's own Dr. Roberta Bondar, Canada's first female astronaut.



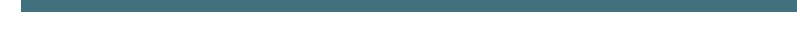
FINANCIALS

SUMMARIZED BALANCE SHEET DECEMBER 31, 2010

WHAT WE OWN

Cash and Investments.....	\$749,916	
Receivables	81,238	
Note Receivable	1,144,954	
Prepaid Expenses	5,863	
Capital Assets (net)	<u>5,013,006</u>	
	<u>\$6,994,977</u>	

WHAT WE OWE

Payables.....	188,149	
Deferred Revenue.....	527,334	
Rail Spur Loan Payable	544,270	
Current Portion of Long Term Debt	285,913	
Long Term.....	<u>1,009,271</u>	
Deferred Capital Contributions.....	<u>4,344,081</u>	
	<u>\$6,899,018</u>	

WHAT IS LEFT

Reserve for Special Projects	191,026	
Balance.....	(95,067)	
	<u>\$95,959</u>	
	<u>\$6,994,977</u>	

SUMMARIZED STATEMENT OF OPERATIONS DECEMBER 31, 2010

WHERE THE MONEY CAME FROM

City of Sault Ste. Marie.....	\$1,413,729	
Government of Canada.....	654,054	
Province of Ontario.....	634,077	
Interest.....	71,721	
Partnership Contributions	158,246	
Advertising.....	50,428	
Destination Marketing	399,589	
Other (See Schedule 1)	545,013	
Amortization of Deferred Contributions Related to Capital Assets	<u>558,440</u>	
	<u>\$4,485,297</u>	

WHAT THE MONEY WAS SPENT ON

Salaries and Benefits.....	1,293,397	
Development	1,322,758	
External Promotion and Marketing.....	500,844	
Advertising and Internal Servicing.....	254,907	
Networks and Subscriptions	54,146	
Administration (See Schedule 1)	172,754	
Professional Fees	12,362	
Interest on Long Term Debt.....	97,554	
Amortization	<u>581,101</u>	
	<u>\$4,289,823</u>	
Net Income	<u>\$195,474</u>	

FINANCIALS

SCHEDULE 1:

ADDENDUM TO SUMMARIZED STATEMENT OF OPERATIONS

OTHER REVENUE COMPRISED OF:

Registrations	\$30	
ACR Train Operations.....	28,442	<div style="width: 28.442%;"></div>
Lease	426,024	<div style="width: 426.024%;"></div>
Miscellaneous.....	90,517	<div style="width: 90.517%;"></div>
\$545,013		

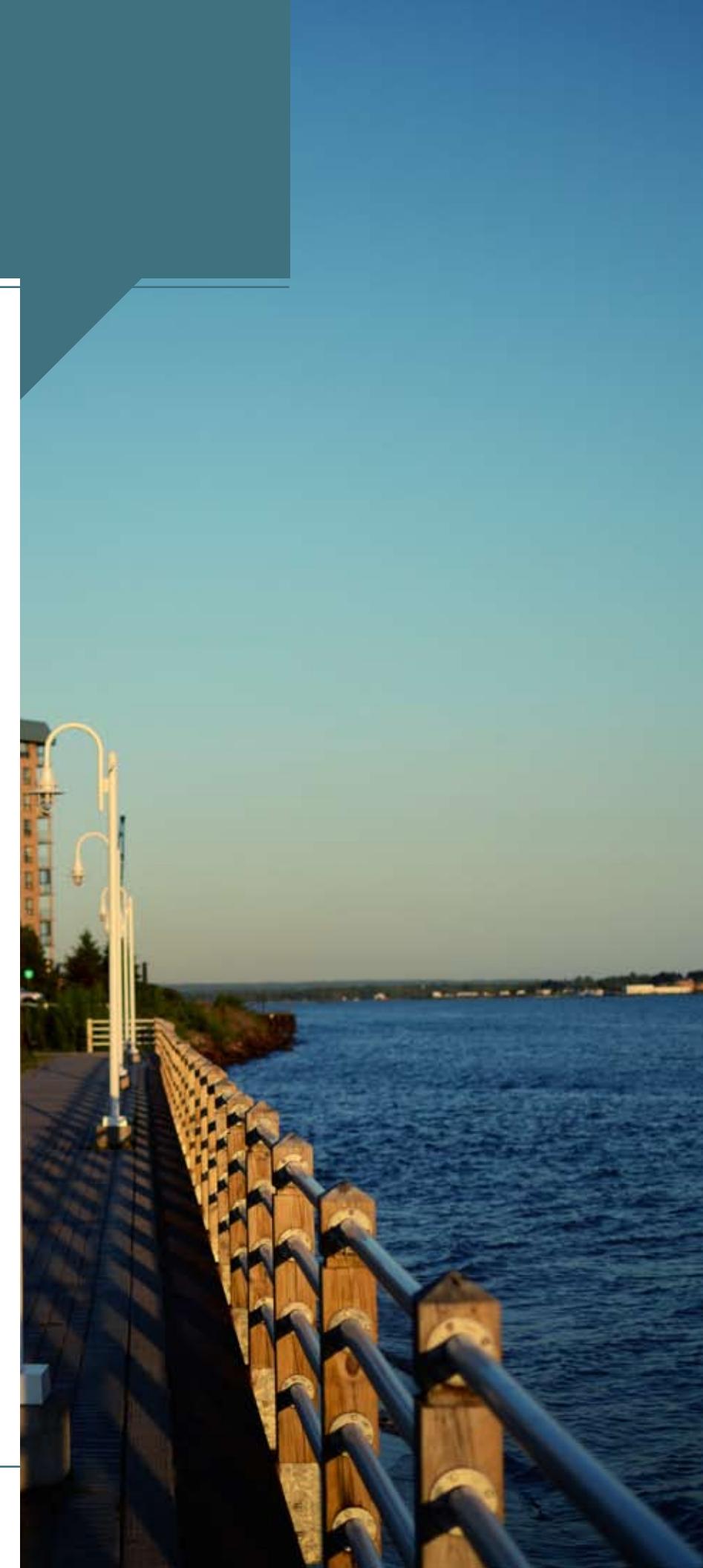
ADMINISTRATION EXPENSE COMPRISED OF:

A horizontal bar chart illustrating various expense categories and their corresponding amounts. The categories are listed on the left, and the amounts are displayed in dollars on the right. Each category has a dark blue horizontal bar extending to the right from its value.

Expense Category	Amount (\$)
Insurance.....	\$19,599
Payroll Service.....	2,395
Bank Charges.....	1,678
Meetings.....	4,268
Executive Committee	10,553
Office Supplies	20,442
Storage Fees	3,762
Administration Costs	90
Photocopying	5,881
Equipment/Furniture Purchases.....	2,877
Equipment Maintenance/Upgrades	7,240
Postage/Courier	38,414
Telecommunications.....	44,369
Disposals.....	300
Professional Development/Training.....	9,549
Miscellaneous Expenses.....	1,337

\$172,754

Audited Financial Statements are available upon request from the CEO's office.



OUR TEAM

BOARD OF DIRECTORS

EXECUTIVE

Greg Punch
President & Board Chair

Don Mitchell
Vice-President

Gregory Peres
Secretary

Geoff Meakin
Treasurer

DIRECTORS

Armand Capiscolotto

Albert Giommi

Donna Hilsinger

Michael Moore

Councillor Susan Myers

Lori Naccarato-Sarlo

Martin Pochtaruk

Robert Reid

Dennis Tatasciore

Mayor Debbie Amaroso (Ex Officio)

RETIRED DIRECTORS

Ann Barkley

Marie Bruno

LIAISON MEMBERS

Dr. Ron Common,
Sault College of Applied Arts & Technology

Dr. Richard Myers,
Algoma University

Robert Reid,
Sault Ste. Marie Chamber of Commerce

Hal McGonigal,
Community Development Corporation of Sault Ste. Marie & Area

STAFF

CHIEF EXECUTIVE OFFICER

Tom Dodds
(started April 2011)

Bruce Strapp
(left October 2010)

BUSINESS SAULT STE. MARIE

Dave Murphy
Executive Director
Acting CEO (October 2010 - April 2011)

John Febbraro
Director, Industrial Marketing

Randy Tallon
Director, International Relations & Global Logistics

Andrew Ross
General Manager, Enterprise Services

Terri Chiarello
Business Development Advisor

Zoltan Virag
*Youth Business Development Coordinator**

Kendall Scott
*GIS Coordinator (Intern)**

Kaitlin DiAngelo
*Marketing & Events Coordinator (Intern)**

TOURISM SAULT STE. MARIE

Ian McMillan
Executive Director

Stephen Hollingshead
Coordinator, Special Projects & Sports Tourism

Jennifer King-Callon
(started March 2011)
Rosalie Graham
(left December 2010)
Coordinator, Meetings & Conventions

Tara Lucarelli
Tourism Partnership Coordinator

Lindsey Errington
Executive Assistant

CORPORATE SERVICES

Debbie LaFleur
Manager

Karen Madigan
Controller

Margaret VanLandeghem
Accounting Clerk

Matthew DiFlumeri
Information and Technology

Carole Heitman
Receptionist

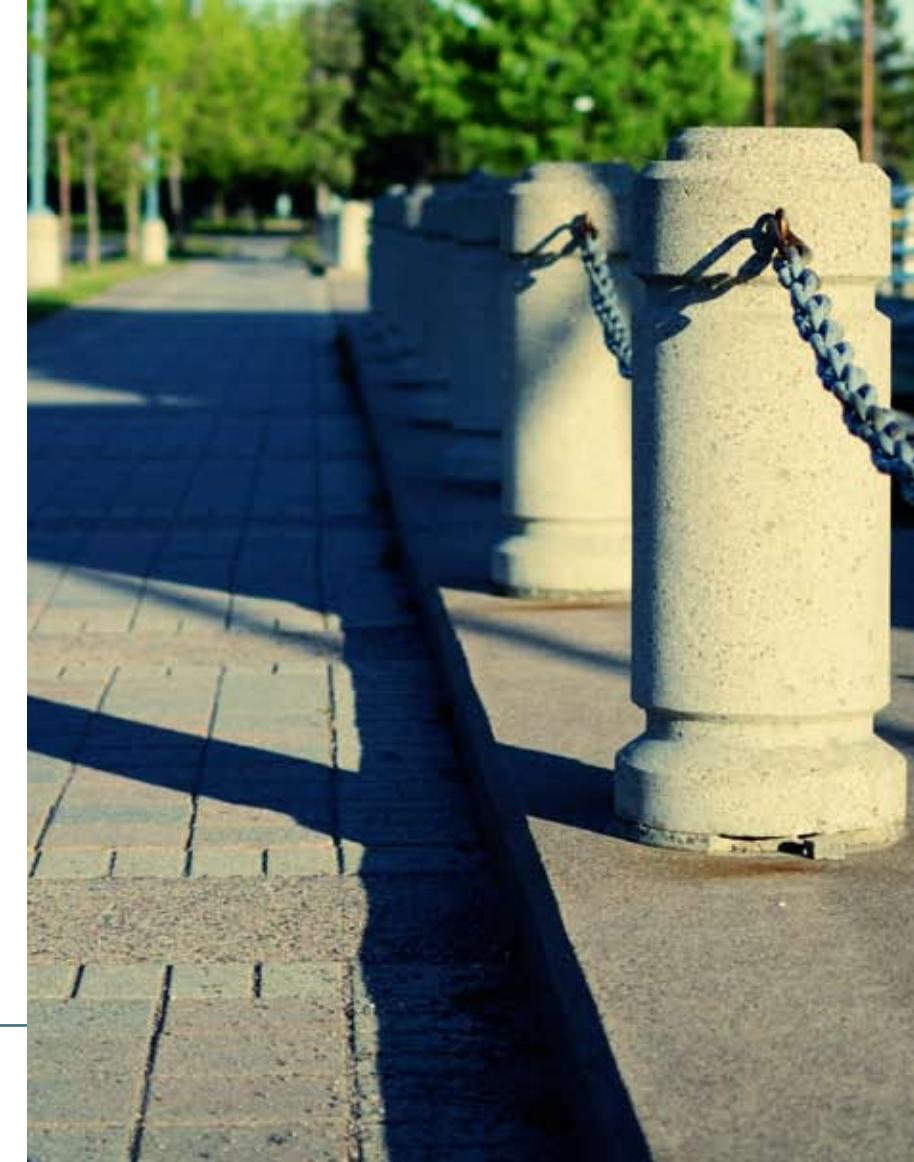
Marc Capancioni
Communications Coordinator

Kyleigh Binkley, Luke Hazelton, Eric Pino,
Samantha Koshowski
*Summer Students**

*Indicates contract staff

SUPPORTERS

Algoma University
Business Development Bank of Canada
Canada-Ontario Business Service Centre
Canadian National Railway
Community Development Corporation of Sault Ste. Marie & Area
Corporation of the City of Sault Ste. Marie
Destiny Sault Ste. Marie
Business Sault Ste. Marie Partners
Environment Canada
Flakeboard Company Ltd.
Group Health Centre
FedNor - Industry Canada
Ministry of Economic Development and Trade
Ministry of Northern Development, Mines and Forestry
Ministry of Small Business and Consumer Services
Ministry of Tourism
Ministry of Training, Colleges and Universities
North East Local Health Integration Network
Northern Ontario Heritage Fund Corporation
Ontario Tourism Marketing Partnership
Parks Canada
Private Sector Proponents
RBC Royal Bank
Sault College of Applied Arts & Technology
Sault Ste. Marie Chamber of Commerce
Sault Ste. Marie Innovation Centre
Service Canada
Sutherland Global Services
Tourism Sault Ste. Marie Partners





SAULT STE. MARIE ECONOMIC DEVELOPMENT CORPORATION

99 Foster Drive. Sault Ste. Marie, Ontario, Canada P6A 5X6

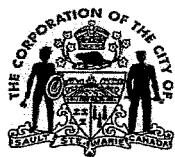
Phone (705) 759-5432

Fax (705) 759-2185

Toll Free 1-866-558-5144

Email info@ssmedc.ca

www.sault-canada.com



**Memorandum of Understanding
between the
City of Sault Ste. Marie (City)
and the
Sault Ste. Marie Economic Development Corporation (SSMEDC)
For Accountability**

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	SSMEDC Business Plans (Period of agreement)
Schedule B	SSMEDC Reporting Template (Quarterly)
Schedule C	SSMEDC Annual Report (Previous Year)
Schedule D	City of Sault Ste. Marie Budget for SSMEDC
Schedule E	Economic Development Fund (EDF) Criteria

Memorandum of Understanding
Between
the City of Sault Ste. Marie
and
the Sault Ste. Marie Economic Development Corporation

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 Economic Development Corporation (SSMEDC) 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 economic development in Sault Ste. Marie and area to support job creation, attract new tax assessment, and to carry out strategic economic development initiatives, the City and the SSMEDC 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 SSMEDC shall:

- 3.1 Carry out the following mission: The Sault Ste. Marie Economic Development Corporation is a non-profit organization funded by public and private partners whose goal is to be the community's leader in supporting and promoting an environment which generates sustainable employment in a healthy, growing and diversified economy.
- 3.2 The SSMEDC will deliver its programs and services as outlined in its annual business plans for its divisions (e.g., TSSM, ECSSM, and DSSM) that will aim to produce strategic outcomes (increased and retained job creation, city tax assessment, and the completion of key economic development projects) based upon current economic development strategic priorities.
- 3.3 Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMEDC is spent wisely and effectively in the pursuit of economic development.
- 3.4 Report quarterly on the strategic outcomes as driven by the SSMEDC programs and

services (Key Performance Indicators - see attached Report Template) and as required by City Council on specific projects or economic development fund (Schedule E – EDF Criteria) recommendations.

- 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 economic development agencies and partners (e.g., Sault Ste. Marie Innovation Centre, 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.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- 3.7 Go to the SSMEDC as its lead agency on economic development (e.g., tourism and economic development programs that are delivered by the divisions of the SSMEDC – Tourism Sault Ste. Marie, Enterprise Centre Sault Ste. Marie, and Development Sault Ste. Marie; and Corporate Services), strategic advice, policy, implementation of projects, economic development fund recommendations, etc. pertaining to economic development (which is inclusive of tourism) and private sector relations.
- 3.8 Provide to the SSMEDC 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 SSMEDC as approved in the City's annual budget (e.g., see attached SSMEDC letter on budget request for 2008). The City of Sault Ste. Marie would also consider special financial requests from the SSMEDC 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. These special requests could be in the form of applications to the City's Economic Development Fund (see attached Schedule F – City's Economic Development Fund) or through other City financial tools (e.g., loans, CIP, etc.)
- 3.10 Work in lead role with SSMEDC as a partner on City infrastructure, regulations, and special projects (e.g., industrial land, proactive business bylaw, Economic Development Fund, CIP, etc.) 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 SSMEDC is responsible for its own Administration Costs and that the City of Sault Ste. Marie understands that City funds are required to support the SSMEDC Corporation. Both parties shall participate in working together to reduce operating costs and expenditures whether it is in the provision of office space, goods and services procurement to receive the best price for items such as copy services, I.T. services, etc. and from time to time would review areas where further cost savings would be mutually beneficial.
- 4.2 The SSMEDC will continue to monitor the activities of its associated organizations that receive City funding and provide notification and would work to resolving the overlap and waste of resources in providing economic, tourism, and development programs and services.

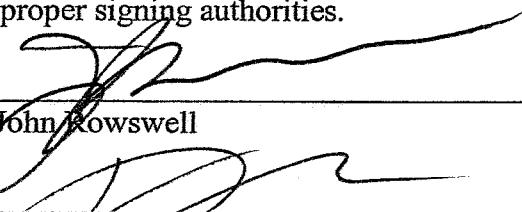
5. Reporting and Monitoring

- 5.1 In addition to the annual Business Plan (s) and Annual Report, SSMEDC will provide the City of Sault Ste. Marie quarterly reports and other reports that the City may reasonably request in a manner and format mutually agreed upon.
- 5.2 SSMEDC 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 Councilor for election to the SSMEDC Board of Directors.
- 5.4 The SSMEDC will respond to City Council resolutions and requests for information on a timely basis.
- 5.5 The SSMEDC Board of Directors and City Council would present its business plans to City Council annually by year end.
- 5.6 The SSMEDC will recommend expenditures of the City Economic Development Fund in accordance with the criteria established by City Council.
- 5.7 The key indicators behind performance measurement for each division of SSMEDC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
 - i. Creation of new jobs or retention of endangered jobs.
 - ii. Creation of new tax assessment or retention of endangered businesses.
 - iii Addition/retention of businesses that have diversified the community's business base.

- iv. Attraction of more tourists and/or more visitor spending dollars.
 - v. Investing in planning for long-term initiatives that are most likely to lead to growth.
 - vii. Client satisfaction.
- 5.8 The City of Sault Ste. Marie will maintain core and supplemental budget funding and appropriate annual adjustments to ensure the SSMEDC can lever its partnership dollars to operate. Schedule D (as attached) outlines the financial contributions commencing in 2009.
6. Promotion and Publicity
- 6.1 SSMEDC will recognize the City of Sault Ste. Marie in appropriate publications of the SSMEDC 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 SSMEDC 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 Economic Development Corporation by the proper signing authorities.


Mayor John Rownswell

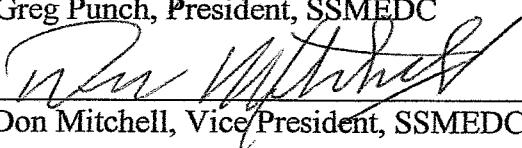
Sept 28 2009
Date


Donna Irving, City Clerk

Sept 28 2009
Date


Greg Punch, President, SSMEDC

Oct 2/09
Date


Don Mitchell, Vice President, SSMEDC

Oct 2/09
Date

Schedules

Schedule A

SSMEDC Business Plans by Division – Plans are in the process of being revised for 2010 and beyond.

i. Enterprise Centre Sault Ste. Marie –

- <http://www.sault-canada.com/UserFiles/File/2008-2009%20ECSSM%20Business%20Plan%20-%20website%20version.pdf>

ii. Tourism Sault Ste. Marie –

- <http://www.sault-canada.com/UserFiles/File/SSMTourismReport.pdf>

iii. Development Sault Ste. Marie –

- <http://www.sault-canada.com/development/index.aspx?l=0,3,43,415>

Schedule B

SSMEDC Reporting Quarterly Reporting Template

Schedule C

SSMEDC Annual Report 2008 –

- Presented to City Council on August 24, 2009
- <http://www.sault-canada.com?UserFiles?File/EDC%202008%20Annual%20Report.pdf>

Schedule D

City of Sault Ste. Marie Budget For SSMEDC

Schedule E

Economic Development Fund (EDF) Criteria



Sault Ste. Marie
ECONOMIC
DEVELOPMENT
CORPORATION

Strategic Plan 2010-2013



BUSINESS
Sault Ste. Marie
a division of the SSMEDC



TOURISM
Sault Ste. Marie
a division of the SSMEDC



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SSMEDC is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.

Introduction

The Sault Ste. Marie Economic Development Corporation (SSMEDC) is pleased to present this organizational strategic plan, which is an accumulation of research gathered from individuals, organizations and businesses within Sault Ste. Marie combined with best practices that have helped shape other regions and communities.

This Corporate Strategic Plan is not to replace Sault Ste. Marie's Economic Development Strategic Plan, as this is developed and prioritized at the Destiny Sault Ste. Marie Steering Committee. This plan incorporates the priorities of Destiny Sault Ste. Marie in order for the SSMEDC to "make a difference in Sault Ste. Marie's economic diversification" on its assigned responsibilities.

The SSMEDC will take action on leading, supporting and/or monitoring the various Destiny Sault Ste. Marie Strategies as the city's lead economic development agency that also has responsibility for the administration of this most important partnership.

The Partners that lead Destiny Sault Ste. Marie are:

City of Sault Ste. Marie (Planning Director)

Community Development Corporation of SSM (Executive Director)

Sault Ste. Marie Chamber of Commerce (First Vice-President)

Sault Ste. Marie Innovation Centre (Executive Director)

Sault Ste. Marie Economic Development Corporation (CEO and Board Member)

Citizen Volunteer (Chair of Destiny SSM)

Destiny Sault Ste. Marie is the city's Economic Diversification Coordinating Committee that brings the major economic development players into one organized committee to determine the key strategies for Sault Ste. Marie's economic diversification, to ensure partners are taking the lead to implement the various priority projects and to monitor/report on the implementation. This Committee engages over 60 organizations, both private and public, on various stakeholder steering committees that work within each of the strategies. These partnerships are critical in order to motivate, inspire, create and implement economic diversification strategies that will lead to success.

Background and Setting the Stage

A number of critical reports on Sault Ste. Marie's economic progress have been produced illustrating the community's performance in the past number of years. Laurie Gravelines, a local economist, reported on the Indicators of Success for Destiny Sault Ste. Marie's 2009 Progress Report. Of the 14 economic indicators, the first is population change, and although Sault Ste. Marie has not enjoyed the population growth experienced by the major urban centres in Canada, it has halted previous population decline and now forecasts population stability. Tourism statistics for U.S. visits were completely down as a result of a "perfect storm" combining the gales of border protection and passport concerns, a high Canadian dollar, economic downturn and a "buy American" insurgence amongst its consumers. Construction values for 2008 are skewed due to the hospital permit being implemented in previous years, but



the construction is still ongoing until late 2010. Ontario Works caseloads had a small increase. The balance of the indicators displayed positive changes. More importantly, Mr. Gravelines indicated a vigorous employment environment will attract new families with new skills to support a more diverse economic base and is needed to rebuild population base. Sault Ste. Marie's labour force showed a strong increase with unemployment numbers dropping and more individuals had re-entered the labour force. Destiny Sault Ste. Marie is now moving forward on seven strategic priorities: Transportation Infrastructure, Tourism Development, Science & Technology, Renewable Energy, Labour/Immigration, Manufacturing & Assembly, and Post-Secondary. These strategic priorities have a number of projects that are being implemented.

The Community Quality Improvement (CQI) 2008 Performance Report reviewed a number of Sault Ste. Marie's characteristics that will have an impact on future economic development efforts. In its review of the city's demographics, the Sault is an aging community — as are many across Canada — and as many of the local baby boomers retire, the Sault will need to replace this labour force through immigration and youth retention. The CQI report identified positive strides in many of the sectors for Sault Ste. Marie: Culture & Recreation, Economy & Business, Education, Environment, Governance, Health and Social Being. CQI will be releasing its 2009 Performance Report shortly, and this area can be updated. CQI has recently forged a new partnership with Sault College, and the SSMEDC is no longer providing administrative support but continues to be a founding member of CQI.

Similar to Sault Ste. Marie, the proposed Northern Ontario Growth Plan identified that the north was diversifying its existing economic base through "new technologies, value-added products and services, and sustainable resource management practices." Tourism was expanding its products and services to domestic and international visitors and there are new emerging sectors in health, energy, digital media, and the bioeconomy. The proposed strategy is presently receiving comment before final approval and implementation in the spring of 2010, but it maps out a plan for growth and will be engrained in provincial legislation, a first for Northern Ontario.

It is important that the SSMEDC recognizes that very broad and holistic community development is critical to a community's overall success in improving the quality of life for its citizens, and this will have a very positive impact for economic development. SSMEDC volunteers and staff should continue to participate and monitor in these improvements via its community partners and affiliations.

Defining Economic Development for the SSMEDC

Economic Development is the process of creating and sustaining wealth (increasing incomes). We know that it is occurring when:

- New jobs are being created
- Existing jobs are being maintained
- The standard of living is improving
- A “real” increase in the level of average household income is occurring
- The “equity” of income distribution is improving
- The local tax base is keeping pace with the mounting cost of government services
- Business and industry are creating jobs
- The local quality of life keeps getting better

Creating and sustaining wealth is the generation of increased income (greater than what it was before). The increase in local income is derived primarily from:

- Companies that produce goods and services that are sold outside the community, bringing in new sources of income
- Tourists that bring new money into the community
- “Active” retirees who spend money locally that was earned elsewhere
- Reducing the “leakage” of purchases outside the community

The Economic Development process is facilitated through:

- Development of a skilled workforce
- Investment in the physical infrastructure

- Improvement of the business environment
- Availability of marketable land and buildings
- Maintenance of the environment
- Improvement of the quality of life
- Promotion of the community and region



Guiding Principles

The SSMEDC's guiding principles focus on "leadership and collaboration, a competitive business environment, a high quality of life, people come first focus, integrity and trust, and sustainability."

Leadership and Collaboration – Provide leadership for economic development by working with public, private and non-profit sectors.

Competitive Business Environment - Grow and build industry sectors by attracting, developing and supporting new economic development opportunities that contribute to a diverse and strong economy.

High Quality of Life – Maintain a high quality of life that attracts and retains skilled employees to support economic growth.

People Focused – Provide a high level of standard for service within a friendly and warm culture.

Integrity and Trust – Interact in a way that is transparent, open and candid while respecting the confidentiality of our partners.

Sustainability – Being a leader in sustainability practices, balancing social, environmental and economic considerations for the betterment of the community and its citizens.

Trends That We Know

Did you Know 2.0 - <http://www.youtube.com/watch?v=pMcfrLYDm2U>

Globalization: Obviously, the Sault has witnessed new offshore investment with the purchase of Algoma Tubes by Tenaris and, more recently, Essar Group's purchase of Algoma Steel Inc. It's important to support these companies, and Sault Ste. Marie realizes that linkages to global supply chains is critical to not only these large employers but for our small exporters as well. Transportation infrastructure, export and market intelligence, and international relations are critical to enter into new markets. Enabling technology, such as the Internet, enables not only our companies to reach offshore markets but our own SSMEDC marketing efforts can reach further than ever before. Remoteness and physical distance from markets is not a barrier to entry, and the SSMEDC has proven we can interface with global players.



Globalization Business Flow

Global Warming and Being Green: Yes, Sault Ste. Marie will eventually have a grape to wine industry in about 80 years. Green is in, and the Sault is doing its part to affect what it can affect when it comes to being good stewards of the environment. Building opportunities for the green industry and environmental technology, to building our new buildings meeting LEED standards, is happening in Sault Ste. Marie. Pollution abatement for air, water and municipal waste are happening in the Sault as new investments are being done in sewage treatment, air and landfill diversion.



Infrastructure Development: It is happening around the world as new "gateways" are being developed with large investments in infrastructure – airports, deep water ports, rail and highways. Sault Ste. Marie must position itself as an international "gateway" and can partner with our new multinational friends to find those opportunities. In Canada, gateway investments in Prince Rupert, Vancouver, Western Canada, Churchill, Atlantic (Port of Halifax), the Detroit/



Windsor, and yes the Sault Ste. Marie International Bridge are setting the stage for increased trade with India, China, Russia, Europe and the Americas.

Science and Innovation: – the need to generate business. Sault Ste. Marie has had a strong science presence with our two forest research institutes, yet over three to four decades we have not truly taken advantage of commercializing any of that science to sustainable business ventures that have remained here. Only recently have we been able to forge stronger relations with our research, private sector, government and academic capacity. Forging the Sault Ste. Marie Innovation Centre platform and converging Science Enterprise Algoma is leading to new opportunities, such as the Invasive Species Centre, Algoma Games for Health, NOSM/AU/GHC Clinical Research Virtual Centre, Health Informatics and a Centre for Geomatics.

As well, building upon our existing Contact Centres for back office operation business, Gaming Technology and Testing Centres, and other computer product and service businesses can lead to not only high paying jobs, but jobs that require our youth to come back and populate.



Economic Sectors: Alternative Energy is currently the new economic development wave that Sault Ste. Marie is taking advantage of. This has grown from our own scientific talent, attracted new entrepreneurs and has excited our community investors. Having a passion to support these new innovative companies through thick and thin builds strong relationships and trust. Introducing these entrepreneurs to our own local talent and expertise helps inspire and find solutions to their challenges, whether it's environmental regulation or accessing capital. In the world there is further convergence of the energy and environmental sectors in creating new products and services that the SSMEDC must keep its eye on. Hydrogen combined with new fuel cell capacity is an area that we might be able to capitalize on.

Resource industries do live in a world of economic cycles, and creating new opportunities to transform these industries into resilient and value-added producers will make them stronger and will mitigate future risk to community economic stress. Sault Ste. Marie has some unique opportunities to enter into the mining sector and to expand upon its presence in Western Canada markets supporting the oil and gas sector. Our forestry sector in the Sault has gone through unbelievable stress, and yet the fortitude of these companies and the people behind them continues to beat the trend in other communities where closure is the most often told story.

Manufacturing is a sector that the critics say, "Let it go" and "Let's redirect our efforts to those sectors that will grow and prosper." They are wrong. Manufacturing will go through a transformation where this sector will not be competing with "low-cost labour" jurisdictions, but will be creating new and innovative products through advance manufacturing technologies. They will be more capitally intense with higher skilled and value jobs to run them. There will be an increase in the indirect jobs to support the industry service businesses that need to support these new manufacturers.

Health and Education are largely wealth-distribution, not wealth-generation activities unless one connects the R with the D. Developing

research and development centres — bringing together academics, students and entrepreneurial talent that spin off through commercializing new innovative business — leads to wealth generation. Developing a medical health record technology and business platform here in Sault Ste.

Marie, through the Group Health Centre, and

commercializing this as a solution for the Province, with the Back Office Support Centre for this provincial platform in the Sault, would generate an economic development event similar to the relocation of the Ontario Lottery Corporation. Finally, if we triple the student population in both our post-secondary institutes, it will generate wealth and value-added jobs for Sault Ste. Marie. Student housing will be a critical component to support both the College and University in their recruitment efforts.



Our post-secondary institutions can support economic development through its regional responsiveness for sustainable education; help to create community



connectivity and regional partnerships; facilitate knowledge generation, innovation and talent; attract new people by hiring new faculty, research chairs and recruiting new students from outside; engage First Nations people in partnerships; and they can be the "think tank" for community economic development and policy.

Government: It is strategy time with our Provincial government, and this time it will be legislated. The review of the first pen-to-paper draft of the Northern Ontario Growth Plan is going through its criticism, but it was written in Northern Ontario. Some things have been left out, probably some on purpose. It doesn't mention our steel industry — don't know how you can miss a \$2-billion dollar industry in Northern

Ontario — and it is somewhat short on access to capital strategies to support the tourism industry. It's time to input and to add, delete or change the language. Just like this document, it will be important as it will set the stage for implementation over the next three years. Locally, the City of Sault Ste. Marie and SSMEDC have worked very closely together, and with this strategy we have the opportunity to identify important local government issues that can be addressed by our City fathers, such as tourism strategic priorities, being more open for business, reducing our commercial and industrial taxes — which, at first glance, may be among the higher rates in the North — and increasing support for common sense solutions to navigating government regulations versus taking the “black-and-white” approach. A culture of “how can we make this work” for our entrepreneurs by all at the City would go a long way.

Our Demographics: Sault Ste. Marie, like many Canadian rural communities, has an aging population, and this will lead to community challenges as many of the boomers will retire and the need arises to replenish those vacant positions with newcomers.

Building platforms for newcomers, immigration, and skills training and education for our existing workforce and First Nations people will be critical to build our new talent pool. The City’s initiative for Immigration, along with its next stake for the Local Immigration Program (LIP), will be critical to put Sault Ste. Marie on the radar screen for new immigrants and valued professionals to Canada.



Although workforce growth has been less of a prerequisite for economic development in the past couple of years, it will be required in the near future. The Algoma Workforce Investment Committee (AWIC) has done excellent work on identifying our future needs and continues to develop strategies for the future. Ultimately, the Province needs to make a decision on the new platform for a Labour Force Development Agency that will drive employment and training services here in Sault Ste. Marie and Algoma.

Investment Attraction: The SSMEDC has always recognized that not all regions are equally considered when regarded by investors. Large cities, like Toronto, Montreal Vancouver, have the critical mass to be recognized as a “points of presence” because of their population, location, labour force, academic, R&D, financial and mature industry clusters. Smaller and often remote regions must think “outside the box” to be

on the radar of potential investors. In most cases, the SSMEDC has to reach out to potential investors and entrepreneurs “one by one.”

Investments in Canada since 2000 have declined. As well Canada has seen new investments from new offshore countries, such as Brazil, Russia, India, China and Europe versus the U.S. Also, besides the paradigm shift in foreign direct investment, there has been new forms of government assistance. For example, the Province has recently invested tens of millions of dollars in Ubisoft to set up its digital game industry in Toronto and Ontario (maybe Sault Ste. Marie). This is an investment in people, not capital. As well, there are new ways to source, research and connect with investors. Social networking and Linked In are some of the new tools that can generate your next investment lead.

Finally, it is important when approaching new investors to Sault Ste. Marie that we



continue to emphasize that we are not a site to be selected but a “home” for their business.

Economic Development: Economic Development is a unique profession, and it goes through its own trends. From the industry development from the 1960s to 1980s, smokestack chasing was the crave. The 80s and 90s were the community and

sustainable development days, where social development, healthy communities and community development were the waves for communities to build their capacities. Today, it's largely innovation, commercialization, knowledge, talent attraction, wealth generation and social networking, though economic development fundamentally still comes down to wealth generation (e.g., increased income, new and retained jobs, tourism, etc.) that is defined and makes sense for your community.

Recently, from our lessons learned from Destiny SSM, strong economic growth does not translate necessarily to strong population growth. When the Sault was losing population because our employment levels for jobs were around 32,000 to 34,000 people employed, we assumed driving our employment back up to 40,000 would bring our population back to 81,000. The population has stabilized, but it hasn't shown the strong growth that we wanted.



We know that "smart" diversification into value-added, export-oriented industries related to our traditional industries can lead to wealth generation for the community. Building the Flakeboard cluster in the Sault saw a positive response with the addition of the melamine plant, and there was a strong indication that we would soon secure a MDF moulding business. However, this has stalled as a result of the housing collapse in the U.S., and these initiatives will have to wait for the cycle to start rebounding. Nevertheless, we will continue to support Flakeboard on these fronts.

The SSMEDC understands that growing entrepreneurship and supporting our existing business in increasing the wealth for Sault Ste. Marie is less riskier than putting all your eggs in one basket to nail a large investment. But the SSMEDC must not disregard those large investment opportunities and must continue to pursue and be prepared when they do arise.

Recent trends are seeing economic development organizations doing less competing with each other and actually establishing regional partnership to build regional critical mass. This is no different in Northern Ontario, where the SSMEDC has joined its Northern City Economic Development colleagues — Sudbury, Thunder Bay, North Bay and Timmins — to incorporate Ontario's North Economic Development Corporation. ONEDC has worked together on Investment Attraction marketing (new website), economic sector analysis (e.g., Back Office Support Services, Call Centre, Biotechnology and, more recently Mining Opportunities), and is establishing a sales presence in

Alberta to market our Northern Ontario fabrication firms. ONEDC was instrumental in establishing the Innovation Initiatives Ontario's North organization, which partners with our Innovation and Technology Centres in Thunder Bay, Sudbury and Sault Ste. Marie.

Using new economic development tools and measuring the results continues to be important. The SSMEDC website, www.sault-canada.com, was one of the first economic development agency sites in Canada. The SSMEDC continues to test and use new ways to deliver our programs and services. There is always room for us to improve, especially in the area of research and information to help not only our organization, but the people that interact with us.

Corporate Affairs: <http://www.usnowfilm.com/clips/53> - Us Now - Don Tapscott on Corporate Behaviour. The SSMEDC is a topic of our stakeholders' attention. In the last year, we have had challenges in defending our position as not being an Institute under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). We realized in that argument that a much greater concern was in any risk of our citizens' "loss of trust" in the SSMEDC and that it appeared to some that we may have had something to hide. We learned that transparency and reputation has increased in importance for the SSMEDC. We realize that through our products, services, how we do business and our place, Sault Ste. Marie will be reviewed and rated. Our clients, stakeholders and partners will wield more influence and can co-create value. With today's access to information and technology, everyone in our community can be a marketer and intermediary. Therefore, in our communications, we must ramp up our capacity to receive and share input from our citizens; continue to tell our story with results to clients, stakeholders, partners and citizens; demonstrate leadership; offer respite for economic worries; inspire people; and show that we care.

What We Don't Know

There is much that we don't know and possible challenges that the Sault may face.

Economic Conditions: We have seen continued messages over the past years that the forestry and tourism industry have bottomed out in their economic cycle and should be coming back, but it will take a few more years.

Government Financial Resources: We know that government financial capital will be tighter in the years to come as a result of massive infrastructure spending, and it may have impacts on the Provincial and Federal programs that would support Sault Ste.

Marie's community and business endeavours.

The DMMO: The Tourism Destination Marketing Management and Marketing Organization (DMMO), how it will operate in Northern Ontario and its impact on Tourism Sault Ste. Marie's financial resources is still unknown. The Province has made assurances that the existing Destination Marketing Organizations, such as Tourism SSM, with destination marketing fees will receive transformation funding for a couple of years.

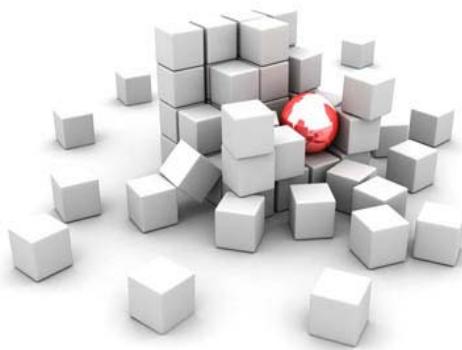
Future Collective Agreements: Essar Steel Algoma will be negotiating with the United Steel Worker Unions in July 2010 on new collective agreements. Securing a positive end result on new collective agreements will continue to support positive economic returns for Essar Steel Algoma, the employees and the community.

Access to Capital: Sault Ste. Marie has been working with a number of new businesses that require access to capital (equity, debt financing and operating capital). It continues to be a challenge for these companies, along with existing new companies, to have the appropriate collateral to secure capital for new development or growth.

Cost of Doing Business: It is critical that Sault Ste. Marie access Provincial and Federal infrastructure funds to secure the viability of the Huron Central Railway. Without this capital, it is unlikely that this strategic rail line will continue to operate, and our major industry will have to deal with higher transportation costs. Energy costs are still a critical component for major energy users, and future business expansions in Sault Ste. Marie may be at risk because of lower cost jurisdictions. Certainly, with any strategy, there are unknowns, continued threats and risks that the SSMEDC must continue to understand and do its best to mitigate.

Long Term Goals and Objectives

Goal 1: SSMEDC will be a partner and leader in developing Sault Ste. Marie and region's future economic development opportunities in a manner that will contribute to wealth generation (increasing local income).



Objective 1: SSMEDC will be a lead partner in the City's Economic Diversification Plan (Destiny SSM) and will provide innovative direction and delivery on new economic development opportunities for Sault Ste. Marie.

Objective 2: SSMEDC will facilitate the City's Economic Development Fund to support projects and initiatives that will support economic diversification.

Objective 3: SSMEDC will undertake several major economic development projects each year that will be significant in increasing Sault Ste. Marie's overall wealth to the community.

Goal 2: SSMEDC will attract and expand Sault Ste. Marie's economic sectors by working with local and external business clients generating new wealth income for Sault Ste. Marie.

Objective 1: SSMEDC will carry out client development services on "best bets" for business development in Sault Ste. Marie (e.g., energy, manufacturing & assembly, science & technology, innovation, tourism, and knowledge sectors).

Objective 2: SSMEDC will carry out external and internal marketing, development, trade and international relations activities to generate new leads for Greenfield, joint venture or business-to-business opportunities.

Objective 3: SSMEDC will support labour recruitment activities that will attract professional, skilled and talented people for our community requirements.

Goal 3: SSMEDC will maintain and create strategies, develop product, market, communicate and attract tourists to Sault Ste. Marie and region.

Objective 1: SSMEDC will develop new tourism products that will be alluring to attract domestic and international tourists.

Objective 2: SSMEDC will market and attract conventions, meetings and corporate travel to Sault Ste. Marie.

Objective 3: SSMEDC will help develop and attract festivals, events and sports tournaments to Sault Ste. Marie.

Objective 4: SSMEDC will continue to support vacation package marketing aligned with our major tourism destination attractions (e.g., Agawa Canyon Tour Train, Searchmont Ski Resort) that will support visitation to our smaller attractions, accommodations, hospitality and retail business in Sault Ste. Marie.

Goal 4: SSMEDC will motivate, inspire and support entrepreneurship in Sault Ste. Marie and region.

Objective 1: SSMEDC will provide “one-on-one” or “group” consultations to motivate and inspire entrepreneurs to move forward on taking the first steps to establish or grow their business.

Objective 2: SSMEDC, through its virtual and physical libraries, will provide self help tools, information and access to government programs and services.

Objective 3: SSMEDC will provide and support educational workshops, seminars and events (in person and online) that will inspire and be helpful in supporting entrepreneurs to start or expand their business.

Objective 4: SSMEDC will work with community partners (e.g., Chambers of Commerce, Community Development Corporations, Sault Ste. Marie Innovation Centre, Northern Development Officers, FedNor, etc.) in Sault Ste. Marie and the Algoma District to ensure entrepreneurs have easy access to the various programs and services available to them.

Goal 5: SSMEDC will be a responsible, accountable and transparent community agency with best practices on governance, management and public relations.

Objective 1: SSMEDC will carry out good public relations and communicate on its results and accountability to its stakeholders and the citizens of Sault Ste. Marie.

Objective 2: SSMEDC will be prudent and transparent in its financial management and

how it does business to ensure fairness, respect and integrity.

Objective 3: SSMEDC will follow, monitor and review Board and Administration policies that ensure a well governed and managed corporation ready for the future.

Objective 4: SSMEDC will harness Sault Ste. Marie's intellectual, financial, academic, government, innovative and entrepreneurial talent to support its volunteer and mentor resources.

Strategic Plan Alignment

The SSMEDC has identified the role it will play (lead, support, and/or monitor) in the following areas of Destiny SSM and the Northern Ontario Growth Plan.

"We control far less than we realize." - Anna Pollock



EXTERNAL STRATEGIES AND SSMEDC PARTICIPATION				
DESTINY SAULT STE. MARIE		NORTHERN ONTARIO GROWTH PLAN		
Strategy	Participation by EDC	Strategy	Sectors	Participation by EDC
Infrastructure	Lead, Support & Monitor	Building Towards a New Economy	Mining and Forestry Green Energy Bioeconomy Agriculture and Aquaculture Tourism and Cultural Industries Attracting Investment and Business Growth	Lead
Science & Technology	Lead & Support	Investing in People and Progress	Health Education Research and Innovation	Lead and Support
Tourism Development	Lead	Forging a New Relationship with Aboriginal Peoples	Aboriginal Economic Development Aboriginal Education and Skills Development	Support & Monitor
Manufacturing & Assembly	Lead	Connecting and Strengthening Northern Communities	Regional Economic Planning Regional Service Delivery Transportation Information and Community Technology Quality of Place	Lead & Support
Renewable Energy	Lead & Support	Promoting Environmental Stewardship	Climate Change Protecting Endangered Species and Ecosystems Land Use Planning in the Far North Sustainable Resource Development Protecting the Great Lakes Providing Safe Drinking Water Transitioning to a Greener Economy	Monitor
Immigration / Labour	Support & Monitor			
Post Secondary Institutes Strategy	Lead & Support			

Definitions

Lead – Where the SSMEDC will be the lead champion and drive the initiative and deliver on results.

Support – Where the SSMEDC will be a participant and will assist the champion to acquire end results.

Monitor – Where the SSMEDC will encourage champions and will monitor and observe for end results.

Program and Services

The SSMEDC will carry out the following programs and services in order to support the SSMEDC's goals and objectives, and the Organizational Structure has been aligned to integrate Development SSM and the Enterprise Centre SSM into a new division, which that will enhance a cohesive team that will deliver on the Provincial Enterprise Centre program, capturing the activity of all the services of the SSMEDC. This will be elaborated on further in the SSMEDC Business Plan.

BUSINESS SAULT STE. MARIE	TOURISM SAULT STE. MARIE	CORPORATE SERVICES
Entrepreneurial Mentoring, Business Consulting and Client Development	Conventions & Meetings	Support for CEO's Office and Board of Directors
Educational Workshop / Seminar / Regional Outreach and Webinars	Festivals, Events & Sports Tourism	Governance, Reporting and Accountability
Resource Library – EDC, Public Library, Regional Partners	Vacation and Attractions Packaging	Financial Management, Audit and Procurement
Entrepreneurship and the Enterprise Services Program	Special Projects – Gateway/Tour Train	Human Resources, Professional Development
Investment Sault Ste. Marie		Communications
International Relations and Regional Networks		Economic Development Fund (EDF) Administration
Business Retention and Expansion Investment		Administration of Destiny SSM, the community's economic diversification strategy

Strategic Priority Projects

The SSMEDC will implement and deliver on a number of key priority projects over the next three years that will drive economic development success to meet the goals and objectives of Destiny Sault Ste. Marie and the Northern Ontario Growth Plan. The intent of these priority projects is to increase Sault Ste. Marie's capacity for economic development that will lead to wealth generation.

BUSINESS SAULT STE. MARIE	TOURISM SAULT STE. MARIE	CORPORATE SERVICES
Entrepreneurship Incubator	2010-2013 Strategy	Inspire Sault Ste. Marie
Youth Entrepreneur's Network	Agawa Canyon Tour Train Revitalization Project	How to do Business with SSMEDC
Manufacturing Transformation Strategy	Tourism Gateway Site Stage 1 Development	Pay for Performance Accountability
Renewable Energy		Leadership Culture Training
Infrastructure Development		Economic Development Fund
Invest Sault Ste. Marie		Economic Development
International Relations/ Regional Partnerships (ONEDC, UP)		College and University Economic Development Team

New and Existing Partnerships

The SSMEDC will continue to work closely with its existing public and private sector partners (e.g., government political leaders and staff, regional community development agencies, Chambers of Commerce, First Nations, Aboriginal agencies, post-secondary institutes and Boards of Education, private sector industry, etc.) and will expand its relations with new types of partners, which may include:

Other economic development agencies external to Sault Ste. Marie

Consulate and Foreign Offices (Both Canadian and International)

Utility Companies

Financial Institutions

Other non-traditional Business & Industry partners

Key Performance Indicators for Accountability

The SSMEDC established key performance indicators, and SSMEDC staff provide quarterly and annual statistical reports for the Board, City Council and the Province of Ontario.



The SSMEDC provides a monthly report on Enterprise Centre activities to the Province of Ontario, which focuses on SBEC Economic Impact; Client Contacts; Seminars and Workshops; Outreach/Networking Presentations; and Mentoring.

Recently, the SSMEDC has entered into an memorandum of understanding (MOU) agreement with the City of Sault Ste. Marie. The key indicators behind performance measurement for each division of the SSMEDC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:

- i. Creation of new jobs or retention of endangered jobs.
- ii. Creation of new tax assessment or retention of endangered businesses.
- iii Addition/retention of businesses that have diversified the community's business base.
- iv. Attraction of more tourists and/or more visitor spending dollars.

- v. Investing in planning for long-term initiatives that are most likely to lead to growth.
- vii. Client satisfaction.

The SSMEDC will move forward on implementing a report structure that will encompass our Key Performance Indicators and Statistical Report. As well, the overall SSMEDC performance supporting small business and entrepreneurship activities will be enhanced by adopting the Enterprise Centre Statistical Report for the converged Business SSM division.

Conclusion and Economic Development Leadership

We are charting our ship into a new direction with a strategy that will be implemented over the next three years. It is one where the SSMEDC has to be fearless and has to lead by example. It is normal for the SSMEDC to handle the pain, take the calculated risks and stay focused through chaotic times. We will always seek to be knowledgeable and will keep looking over the horizon, keeping a watch out for our next opportunity.





Sault Ste. Marie Economic Development Corporation Business Plan 2011

Implementing Today for a Better Tomorrow

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Sault Ste. Marie Economic Development Corporation

Business Plan 2011

Implementing Today for a Better Tomorrow

1. SSMEDC's Mandate

In 1986, the Sault Ste. Marie Economic Development Corporation (SSMEDC) was established as an independent not-for-profit agency to be the lead organization in the community with respect to economic development.

In 1992, following a review by City Council, the SSMEDC and Hospitality & Travel Sault Ste. Marie (HATS) merged. Today, SSMEDC is governed by a volunteer Board of Directors comprised of 13 voting members from the community at large, including one City Councilor and Mayor (ex officio). The Board of Directors has a Liaison Committee comprised of representatives from the Community Development Corporation of Sault Ste. Marie & Area, Past President of the Sault Ste. Marie Chamber of Commerce, and the Presidents of Algoma University and Sault College. The Board provides strategic direction and governance for the Corporation. Members volunteer their time, knowledge and extensive experience to ensure that the organization is accountable and performance driven.

Currently, the Corporation is comprised of three operating divisions: Business Sault Ste. Marie, Tourism Sault Ste. Marie and Corporate Services. Their primary roles are as follows:

- **Business Sault Ste. Marie's** primary roles are supporting existing businesses and attracting external businesses to create jobs and increase the municipal tax base. Business Sault Ste. Marie does this by promoting the community's strategic advantages to businesses around the world. The division also focuses on small business and youth entrepreneur start-ups in the Sault and area. It also helps existing local firms create or retain jobs and access available funding programs.
- **Tourism Sault Ste. Marie's** primary roles are developing tourism-related products and delivering annual marketing activities designed to promote Sault Ste. Marie as a four-season tourist destination; increase visitation levels to the city through the promotion of vacation packages; and take the lead on bidding for and supporting sports tournaments, conferences and conventions that provide significant economic impacts on the community. The division also plays a supportive role in tourism and recreational infrastructure development.
- **Corporate Services'** primary roles are providing support for SSMEDC as a whole with respect to finance, information technology, reception, human resources, communications and freedom of information needs. The division also provides administration for the City's Economic Diversification Fund (EDF) and Destiny Sault Ste. Marie.

2. SSMEDC's Long Term Goals

The SSMEDC's long term goals, as determined by the Board of Directors, are as follows:

- SSMEDC will be a partner and leader in developing Sault Ste. Marie and region's future economic development opportunities in a manner that will contribute to wealth generation (increasing local income).
- SSMEDC will attract and expand Sault Ste. Marie's economic sectors by working with local and external business clients, thus generating new wealth income for Sault Ste. Marie.
- SSMEDC will maintain and create strategies, develop products, market, communicate, and attract tourists to Sault Ste. Marie and region.
- SSMEDC will motivate, inspire, and support entrepreneurship in Sault Ste. Marie and the region.
- SSMEDC will be a responsible, accountable and transparent community agency with best practices on governance, management and public relations.

3. SSMEDC's Strategic Plan

In 2010, consistent with the above noted long term goals, the SSMEDC Board of Directors approved a Strategic Plan for the Corporation that sets out its Mission, Guiding Principles and Strategic Priorities for the period of 2010 - 2013.

3.1 SSMEDC Mission

The Sault Ste. Marie Economic Development Corporation is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.

3.2 Guiding Principles for the SSMEDC

Leadership and Collaboration

The SSMEDC will provide leadership for economic development by working with public, private and non-profit sectors.

Competitive Business Environment

The SSMEDC will grow and build industry sectors, by attracting, developing and supporting new economic development opportunities that contribute to a diverse and strong economy. In this regard, economic growth and wealth generation in a local economy is derived from basic employment that is based on the sale of goods and services outside of the local economy vs. the recirculation of local wealth/income (e.g. retail sector). Basic employment (e.g. manufacturing, development, contact centres) generally yields higher multipliers in terms of income and employment.

High Quality of Life

The SSMEDC will maintain a high quality of life that attracts and retains skilled employees to support economic growth.

People Focus

The SSMEDC will provide a high level of standard for service within a friendly and warm culture. The Corporation has a professional team comprised of staff and committee members who build and maintain relationships based on respect, professionalism, trust, confidentiality and quality performance.

Integrity and Trust

The SSMEDC will interact in a way that is transparent, open and candid while respecting the confidentiality of our partners.

Sustainability

The SSMEDC will strive to be a leader in sustainability practices, balancing social, environmental and economic considerations for the betterment of the community and its citizens.

3.3 Strategic Priorities

The 2010 – 2013 Strategic Plan states that SSMEDC will implement and deliver on 17 strategic priority projects that will drive economic development success and prosperity for the community.

Business Sault Ste. Marie is responsible for implementing and delivering on seven (7) of the strategic priority projects identified in the 2010 - 2013 Strategic Plan as follows:

- Entrepreneurship Incubator;
- Youth Entrepreneur/Entrepreneur Network;
- Manufacturing Transformation Strategy;
- Renewable Energy;
- Infrastructure Development;
- Invest Sault Ste. Marie; and
- International Relations/Regional Partnerships.

Please note that additional information on Business Sault Ste. Marie's strategic priority projects, and how they plan to be implemented, is included in the Implementation section of this Business Plan on Page 14.

Tourism Sault Ste. Marie is responsible for implementing and delivering on three (3) of the strategic priority projects identified in the 2010 - 2013 Strategic Plan as follows:

- Tourism Strategic Plan and Product Development and Marketing Initiatives
- Agawa Canyon Tour Train Revitalization Project
- Tourism Gateway Site

Please note that additional information on Tourism SSM's strategic priority projects, and how they plan to be implemented, is included in the Implementation section of this Business Plan on Page 15.

Corporate Services is responsible for implementing and delivering on seven (7) of the strategic priority projects identified in the 2010- 2013 Strategic Plan as follows:

- College and University Economic Development Team
- Economic Development Fund
- Economic Development Networks
- How to do Business with SSMEDC
- Inspire Sault Ste. Marie
- Leadership Culture Training
- Pay for Performance Accountability

Please note that additional information on Corporate Services' strategic priority projects, and how they plan to be implemented, is included in the Implementation section of this Business Plan on Page 16.

4. Overview of SSMEDC's Programs and Services

As outlined in the SSMEDC Strategic Plan 2010 - 2013, the Corporation will carry out the following programs and services:

4.1 Business Sault Ste. Marie

Programs and services provided by Business Sault Ste. Marie are consistent with the SSMEDC's 2010 - 13 Strategic Plan and include the following:

- Entrepreneurial mentoring, business consulting and client development services;
- Educational workshops, seminars, regional outreach and webinars as appropriate;
- Serve as a resource library of information for clients, regional partners and the general public as needed;
- Entrepreneurship and enterprise services programming;
- Investment Sault Ste. Marie marketing;
- Further development of international relations and regional networks; and
- Proactive approach toward business retention and expansion investment opportunities.

Currently, Business Sault Ste. Marie is involved in the direct delivery of four programs that generate revenue for the Sault Ste. Marie Economic Development Corporation as follows:

Enterprise Servicing Program

This program provides for entrepreneurial mentoring, business consulting and client development/servicing. Business SSM, through this program, has a service area defined through agreement with the Ministry of Northern Development, Mines and Forestry (MNDMF) as being Sault Ste. Marie and area communities. In 2010, the Ministry of Economic Development and Trade (MEDT), through MNDMF, provided approximately \$60,000 in funding to SSMEDC to support the Enterprise Servicing Program.

Passport to Prosperity Program

This program promotes more school-to-work opportunities to local businesses for high school students. In 2010, the Ministry of Education provided funding of approximately \$48,000 to SSMEDC to support the Passport to Prosperity Program.

Summer Company Program

This program provides up to \$3,000 for students between the ages of 15-29, who are in school and returning to school, with the opportunity to start and operate a business for at least eight weeks during the summer. In 2010, the Ministry of Economic Development and Trade provided funding of approximately \$14,000 to SSMEDC for the Summer Company Program.

Canadian Youth Business Foundation (CYBF)

This program provides \$15,000 loans to youth, ages 18-34. The program is intended for young people who cannot qualify for conventional financing. CYBF provides \$200 for administration costs per loan.

4.2 Tourism Sault Ste. Marie

Tourism SSM is responsible for working with the tourism industry private sector partners to facilitate attracting increased visitation to the city and area by developing a number of key programs and providing a variety of services, including:

Conventions/Meetings/Sports Tournaments

Tourism SSM will be the lead organization for securing city-wide events, through cooperative efforts with local accommodation partners, the Essar Centre and local champions.

Attractions Packaging

Tourism SSM will be the lead in creating new and exciting vacation packages that can be sold online, with the goal of attracting visitation to the city and inspire increased length of stays due to compelling product offerings.

Tourism Product and Infrastructure Development

Tourism SSM will lead and support the development of new tourism infrastructure and product offerings to help generate increased tourism visitation to the city and region.

Sault Ste. Marie as a Gateway

Create linkages to the Algoma Region for outdoor adventure experiences that will position Sault Ste. Marie as a “Gateway” to Northern Ontario.

Sault Ste. Marie Festivals and Events

Tourism SSM will continue to develop and support major festivals and events in Sault Ste. Marie through the SSM Festivals & Events Network.

4.3 Corporate Services

Services provided are consistent with the SSMEDC's Strategic Plan and include the following:

Support for CEO's Office and Board of Directors

Corporate Services will support for the CEO's Office and Board of Directors by coordinating regularly scheduled meetings, providing accurate and timely information for proper decision making, and ensuring due diligence.

Governance, Reporting and Accountability

Corporate Services will share best practices, ensure transparency, abide by the Memorandum of Understanding agreement with City and Ministry of Northern Development, Mines and

Forestry, coordinate Freedom of Information requests, assess risk management and due diligence.

Financial Management, Audit and Procurement

Corporate Services will coordinate regularly scheduled finance meetings, ensure accurate and timely reports for proper financial management, prepare budget and annual audit, facilitate procurement, and administer payroll and benefits.

Human Resources, Professional Development

Corporate Services will administer recruitment, training and orientation, performance review management, legislated policy administration, health and safety, and enhanced company image.

Communications

Corporate Services will produce monthly e-newsletter, communiqués and media releases, review website regularly for updates, publish Annual Report, and coordinate and support presentations to stakeholders, partners, and City Council.

Economic Development Fund

Corporate Services will manage due diligence on applications and present recommendations to Board of Directors and then to City Council. Corporate Services will provide support for the application development process.

Administration of Destiny Sault Ste. Marie

Corporate Services will coordinate regularly scheduled meetings of the Steering Committee, ensure alignment of community economic diversification strategies, maintain website, share Best Practices Guide, facilitate Progress Report, and manage budget.

5. Assessment of Issues Facing the SSMEDC

5.1 Context

Globalization has become obvious to Sault Ste. Marie with the establishment of new offshore investment locally by Tenaris and Essar Group. Linkages to global supply chains are critical for these large employers and smaller exporters. Transportation infrastructure, export and market intelligence, and international relations are critical for entry into new markets. Technology has enabled SSMEDC to market its efforts beyond its traditional boundaries.

Global Warming and Being Green is of concern to people, and Sault Ste. Marie is doing its part when it comes to being good stewards of the environment. Building opportunities for the green industry and environmental-related technology is happening in Sault Ste. Marie.

Infrastructure Development, related to air carriers, a deep water port, rail and highways, is important. Sault Ste. Marie must position itself as an international “gateway” and partner, where appropriate, with both the private sector and public sector to endeavour to make infrastructure development opportunities happen.

Science and Innovation is important in the global economy. Sault Ste. Marie has a strong science presence with our two forestry research institutes, and yet we have not truly taken advantage of commercializing that science to sustainable business ventures. Only recently

have we been able to forge stronger relations with our research, private sector, government and academic capacity. Forging the Sault Ste. Marie Innovation Centre platform and converging Science Enterprise Algoma is leading to new opportunities.

Certain Economic Sectors have experienced economic difficulties in the past few years, including forestry, tourism and manufacturing. It will be important on a go-forward basis that efforts be made by the community to further diversify into other sectors (examples: alternative energy, education, health, etc.) to mitigate future risk.

Governments, due to higher deficits and the reluctance to spend money following elections, will have fewer dollars to invest in economic development projects in the latter part of 2011 and 2012.

Demographics in Sault Ste. Marie – like many Canadian communities with an aging population – lead to community challenges as many of the boomers retire and there is a need to replenish vacant positions. Building platforms for newcomers, immigration, and skills training and education for our existing workforce and First Nations people will be critical to build our new talent pool.

Investment Attraction is a difficult task for smaller communities. Smaller and often remote regions must think “outside the box” to be on the radar of potential investors. In most cases, the SSMEDC has to reach out to potential investors and entrepreneurs “one by one”.

Economic Development is a unique profession. It goes through its own trends, but it still comes down to wealth generation that is defined and makes sense for a community.

5.2 Issues Facing SSMEDC

Within the context noted above, SSMEDC faces the following three major issues as outlined below:

Implementation of SSMEDC Strategic Priorities:

As noted above, overall government financial resources will be tighter in the latter part of 2011 and all of 2012 as a result of higher deficits and the reluctance to spend money after an election (provincially) and outside of their area of jurisdiction (federally). It is important to note that the majority of the 17 priority projects identified in the SSMEDC Strategic Plan 2010 - 2013 are going to rely on some combination of government funding (i.e. municipal/EDF, provincial and/or federal monies) in order to be implemented successfully. SSMEDC will have to be very opportunistic in the next few years in moving forward and making the case for its strategic priority projects as government funding and programs present themselves.

Pressure on SSMEDC Annual Operating Budget:

Also, it is important to note that SSMEDC obtained a significant amount of its annual operating budget in 2010 from municipal and provincial sources, including the following:

- The City of Sault Ste. Marie provided funding of approximately \$1.4 million to support core operations;
- The Ministry of Tourism provided Destination Marketing Fee (DMF) replacement funding of approximately \$350,000 to Tourism SSM's marketing programs;
- The Ministry of Economic Development & Trade (MEDT), through Ministry of Northern Development, Mines and Forestry (MNDMF), provided approximately \$60,000 to Business SSM's Enterprise Servicing Program;

- The Ministry of Education provided funding of approximately \$48,000 to support Business Sault Ste. Marie's Passport to Prosperity Program; and
- The Ministry of Economic Development & Trade funded approximately \$14,000 to support Business Sault Ste. Marie's Summer Company Program.

As government resources become tighter, it is reasonable to expect that this will put more pressure on SSMEDC's annual operating budget.

More Pressure on SSMEDC Programs and Services:

The global economy has experienced significant upheaval over the past few years. Sault Ste. Marie certainly has not been immune to this upheaval across various sectors, including forestry, the steel industry, tourism operators and small businesses. While local businesses and tourism partners continue to recover from the economic downturn, it is reasonable to expect that there will be more pressures put on SSMEDC to deliver its programs and services and champion opportunities in support of the local economy and, in accordance with its mandate, to move this community forward. SSMEDC staff and Board members will have to be cognizant of this pressure and make every reasonable effort to respond accordingly.

6. Projected Revenues and Expenses

The following table includes a forecast of SSMEDC revenues and expenses (in thousand of dollars) projected from 2010 through 2012.

REVENUE (000's)	2010 Actuals ¹	2010 Budget	2011 Budget	2012 Budget ²
Municipal – Budget	969	1,237	1,265	1,308
Municipal – Projects	106	207	205	199
Total Municipal	\$1,075	\$1,444	\$1,470	\$1,507
FedNor	599	0	400	0
HRSDC	13	2	2	2
Total Federal	\$612	\$2	\$402	\$2
NOHFC	22	2	31	0
MNDM	63	50	86	86
Ministry of Tourism	350	0	765	0
Other Provincial	105	97	378	77
OTMP	38	50	50	50
Total Provincial	\$578	\$199	\$1,310	\$213
Private Partnership	146	123	108	110
Other	1,348	1,469	1,124	1,139
Total Other	\$1,494	\$1,592	\$1,232	\$1,249
TOTAL REVENUE	\$3,759	\$3,237	\$4,414	\$2,971
EXPENSES (000's)	2010 Actuals ¹	2010 Budget	2011 Budget	2012 Budget ²
Payroll Expenses	1,043	1,411	1,468	1,497
Office Operations	155	195	182	185
Amortization	485	379	583	583
Brochures	161	160	257	115
Promotional Items	105	119	96	60
Advertising	296	229	403	20
Travel/Trade Shows	96	100	145	60
Development	925	254	883	45
Fees/Subscriptions	54	54	61	60
Loan Payments	274	336	336	346
TOTAL EXPENSES	\$3,594	\$3,237	\$4,414	\$2,971
REVENUE- EXPENSES	\$165	\$0	\$0	\$0

2009 Audited Statements are available upon request.

¹ 2010 Actuals represent to October 31, 2010.

² 2012 Budget

Revenue estimates based on current confirmed funding levels with nominal anticipated increases.

Ministry of Tourism funding represents temporary DMF funding that will not continue in 2012 – at this point there is not a resolution to the DMF replacement.

Expense estimates based on core program and services – additional projects will be delivered dependent upon government funding and/or partnership contributions.

The following assumptions should be noted with respect to 2011 budget information:

REVENUE

Municipal Funding

- Municipal budget is core funding; increase due to annual Human Resource adjustment
- Municipal 2010 projects - Tourism Marketshares and Destiny

Federal Funding

- Audio/visual (AV) components to be installed into the ACR Tour Train in 2011 - 100% funded by FedNor

Provincial Funding

- NOHFC - GIS Intern and Marketing/Events Coordinator Intern positions to be completed in 2011
- Ministry has increased core funding from \$50 to \$80 for Enterprise Centre programming
- Ministry of Tourism – DMF replacement funding received by TSSM as per signed agreement
- New RTO (Regional Tourism Organization) funding received by TSSM - \$300 for 2011

Other Funding

- Budget decrease due to termination of the 3% DMF remittance \$600 which was offset by increased Flakeboard amortization rate

EXPENSES

- Payroll - Human Resource adjustments included with increased costs to mandatory remittances
- Amortization - Implemented increased amortization rate for Flakeboard building from \$205 to \$409
- Brochures - TSSM reinvention of Travel Trade Brochure \$80; enhancing other TSSM publications \$17
- Advertising - Aggressive marketing campaigns; completed ACR Tour Train launch, Searchmont, other TSSM programs
- Development - Tour Train - \$400 AV purchase/install 100% FedNor; \$120 Video Development; \$54 Other Train Development; \$40 Meridian Online Reservation; \$15 CEO Recruitment
- Loan Payments - Flakeboard \$286,111; E-commerce \$50,000

7. Performance Measures Including Results Achieved To Date

The SSMEDC reports on the following six performance measures.

Creation of new jobs or retention of endangered jobs.

- Business SSM is expected, through its outreach efforts, to assist clients with potential job creation output of 420-575 targeted jobs.
- For 2009, 120 jobs were retained and 19 direct jobs and 41 indirect jobs were due to new business start up and existing businesses securing additional funding, 34 jobs due to small business start up & expansions and 41 jobs for youth.
- As of the end of the third quarter of 2010, 140 jobs were retained and 90 direct jobs and 308 indirect jobs were due to new business start up and existing businesses securing additional funding, 29 small business start up/expansions and 35 jobs for youth.

Creation of new tax assessment or retention of endangered businesses.

- Difficult to Determine – Tax Revenue Calculations (incremental) for small businesses whether home based or leasing space is difficult to determine at this time. Discussions with City and SSM Innovation Centre staff are taking place to determine if this data can be collected through the City GIS and Assessment information collection.

Addition/retention of businesses that have diversified the community's business base.

- SSMEDC will assist businesses with accessing government funding through its various programs and support through its programs and services. SSMEDC has targeted five to 10 economic projects for 2010.
- In 2009, eight applications were funded from the Economic Development Fund (EDF).
- As of September 2010, six EDF applications have been approved.

Attraction of more tourists and/or more visitor spending dollars.

- Tourism SSM is developing annual marketing tactics that target key markets and address the objectives as outlined in the Strategic Plan.
- In 2009, Tourism SSM sold 6,790 packages.
- For the first three quarters for 2010, Tourism SSM has sold 6,574 packages.

Investing in planning for long-term initiatives that are most likely to lead to growth.

- Tourism SSM will continue to partner with CN Rail to refurbish tour train coaches, enhance the experience for the consumers and bring rider levels back to historic proportions.
- Tourism SSM will work with Tourism Site Gateway Committee to establish a concept and develop a full Business Plan that identifies “best bets” for the creation of a tourist attraction on the Gateway Site.

Client satisfaction.

- In 2011, SSMEDC will establish a web platform that will support the procurement for goods and services. This will be available through our website for public access.
- In 2011, SSMEDC will enhance the scope of the current client survey to ensure staff is providing a consistent high level of customer service.

8. Implementation

SSMEDC plans to implement and deliver on a number of strategic priority projects over the next three years that will drive economic development success and prosperity for the community. The intent of these priority projects is to increase Sault Ste. Marie's capacity for economic development that will lead to wealth generation.

8.1 Business Sault Ste. Marie

Entrepreneurship Incubator

SSMEDC plans to develop a place in the community (focused within the downtown core) that would be conducive to, and attractive for, initial stage development of new entrepreneurial opportunities that will target start-ups in all sectors other than IT and the Sciences, which will be referred to the SSM Innovation Centre for incubator services. Over the next three years, SSMEDC plans to see this entrepreneurship incubator support 20 to 30 start-up businesses.

Youth Entrepreneur/Entrepreneur Network

SSMEDC plans to establish a Youth network that will attract new youth entrepreneurs who are established in business or are thinking about starting a business. The purpose of the network is to provide inspiration through group support and mentoring. SSMEDC will develop new youth entrepreneurs as clients from this network.

Manufacturing Transformation Strategy

SSMEDC plans to conduct a study to identify the existing manufacturing platform in Sault Ste. Marie and determine where the community can strategically position itself in developing new products/services, and technologies that would not be threatened by other low priced labour jurisdictions (e.g., Asia, etc.) but would have niche market opportunities for businesses in Sault Ste. Marie.

Renewable Energy

SSMEDC plans to continue to move forward on its investment attraction and client servicing for capturing new business opportunities in the alternative energy sector. The Corporation participates on the Destiny SSM Renewable Energy Committee, lead by Sault Ste. Marie Innovation Centre, and SSMEDC is leading the client development for businesses in this sector. It should be noted that:

- Business attraction shall focus on firms that not only provide direct export of power but also complementary firms that will help enhance and allow the cluster to grow further; and
- Upon completion of the Energy Strategy (lead by the SSM Innovation Centre), Business Sault Ste. Marie will market the strategy to ensure the sustainability of the "Alternative Energy Capital of North America" branding.

Infrastructure Development

With respect to infrastructure development, SSMEDC plans to:

- Assist the City Planning Department in reviewing and updating the 2001 Industrial Land Strategy with respect to determining industrial lands that are available within the City's urban service line and that potential industrial lands are outside this line where servicing will be required;
- Discuss with the PUC the transmission capacity requirements for new and existing initiatives plus related transmission capacity costs; and

- Through the Multimodal Task Force endeavour, move forward on the development of a deep water port with one dock for Essar Steel and one dock for other interested private sector parties in the community.

Invest Sault Ste. Marie

SSMEDC plans to develop and implement a new investment marketing campaign for Sault Ste. Marie over the next three years. Efforts will be made to obtain financial resources from the City's EDF, FedNor and the Northern Ontario Heritage Fund Corporation to support a three-year campaign.

Currently, SSMEDC's strategic sectors include:

- Manufacturing (value added steel & forest products);
- Multimodal and Transportation related (logistics, air cargo, warehousing and distribution);
- Health;
- Education;
- Information Technology/e-Commerce;
- Energy and Environment;
- Bio-Industry (bio-products, biotechnology, biomass);
- Aviation (maintenance, repair, overhaul, assembly, avionics); and
- Retail & Tourism Development.

It is reasonable to expect that some of these sectors may change or have different priority in the near future because of the sectors that will be highlighted in the Northern Ontario Growth Plan.

International Relations/Regional Partnerships (ONEDC, UP)

SSMEDC will continue its responsibility for international relations and will implement its strategy. Priorities for the upcoming year will involve missions to India and Italy. There is a possibility of Portugal, but this will be dependent upon resources and their timing factors. Presently, the SSMEDC, through its partnership with Ontario's North Economic Development Corporation and the Upper Peninsula of Michigan Economic Development Network, are working on projects such as Invest Northern Ontario; Mining and Supply Opportunity Study; and Alberta Oil Sands Project.

8.2 Tourism Sault Ste. Marie

2010 - 2014 Tourism Strategy

Tourism SSM is implementing its strategic plan over the next five years. As part of this strategy, SSMEDC, through Tourism SSM, will identify and recommend to City Council the top priorities where the City can make a difference in supporting tourism development.

Agawa Canyon Tour Train Revitalization Project

SSMEDC, through Tourism SSM, continues to implement the business plan for this project. In 2011, CN Rail and Tourism SSM will complete the retrofits of the cars that were purchased. SSMEDC has secured funding from the federal government to support the entertainment component for the "onboard" tour train experience. Future infrastructure for the canyon and for the Gateway is also being considered for later stages.

Tourism Gateway Site Development

SSMEDC, through its Tourism Gateway Committee, will develop the concept and master site plan for the Gateway site. The Committee will present the plan to targeted stakeholders and

engage their support to invest. The business plan will be presented to Board and Council for approval prior to implementation.

8.3 Corporate Services

College and University Economic Development Team

SSMEDC will be the lead agency coordinating the Destiny SSM Post Secondary Strategy. SSMEDC will work collaboratively with the post secondary institutions to prepare a joint application for EDF funding to support further post secondary education institutes projects.

Economic Development Fund

SSMEDC will continue to review EDF applications for recommendation to Board and Council.

Economic Development Networks

SSMEDC will be a responsible, accountable and transparent community agency sharing its best practices on governance, management and public relations with international, federal, provincial and community economic development agencies and non-profit organizations.

How to do Business with SSMEDC

SSMEDC will establish a web platform that will support the procurement for goods and services.

Inspire Sault Ste. Marie

SSMEDC will create and support special presentations on innovative economic development opportunities for Sault Ste. Marie.

Leadership Culture Training

Staff will engage in training focused on leadership development and a correlation to productivity and results based performance.

Pay for Performance Accountability

SSMEDC will develop a performance based incentive program for its staff team. This is based upon staff achieving strategic priorities and key performance indicators. Compensation will be based upon employees' performance of these measurables.

9. Communications

SSMEDC plans on sharing its message with clients, federal, provincial and municipal partners and other stakeholders by utilizing traditional communication methods, such as:

- the SSMEDC Annual Report;
- the SSMEDC website;
- Special events;
- Speaking engagements; and
- News conferences.

In addition, SSMEDC will engage in more non-traditional forms of communication, such as:

- Social networking;
- E-newsletters; and
- Webinars.

10. Risk Assessment and Management Considerations

All businesses and agencies face the risk of being unable to adapt adequately to unforeseen matters. However, in the case of SSMEDC, this risk is significantly reduced because many of these potential matters are addressed as part of the day-to-day operations of the Corporation.

10.1 Credibility

Understandably, SSMEDC's credibility is important. In this regard, the Corporation will continue to conduct its business affairs with the highest standards of integrity, accountability and transparency. This will be accomplished through appropriate sign-offs on all expense accounts, annual financial audits, a transparent procurement process and meeting requirements of freedom of information, conflict of interest, confidentiality, code of conduct and protection of privacy.

10.2 Financial Management

SSMEDC is fiscally responsible for the funds it receives which fulfill the mandate of the Corporation. There is an expectation that these funds are neither overspent nor underspent. In this regard, SSMEDC examines its financial affairs on a regular basis.

10.3 Client Satisfaction

In 2009, SSMEDC contracted a third party to conduct a client survey based on level of satisfaction with the delivery of the organization's programs and services. Of those surveyed, 88% indicated that SSMEDC made a positive difference with respect to their business operations. All survey participants confirmed overall client satisfaction for services and results for SSMEDC.

11. Initiatives Involving Third Parties

11.1 Partnerships

SSMEDC works with a number of partners, including the private sector, City of Sault Ste. Marie, Chamber of Commerce, Sault Ste. Marie Innovation Centre, NOHFC, FedNor, Community Development Corporation, provincial ministries, federal departments, in order to facilitate job creation and strengthen the economy.

In addition, SSMEDC has a Memorandum of Understanding for accountability with the City of Sault Ste. Marie with respect to the Corporation itself and another with the Ministry of Northern Development, Mines and Forestry (MNDMF) regarding Enterprise Servicing.

11.2 Contracting Out

Tourism SSM has an agency of record with Lucidia to provide services for the delivery of its marketing plan. The current contract with Lucidia expires in 2012. SSMEDC contracts out for services on an as-needed basis following established tendering practices.

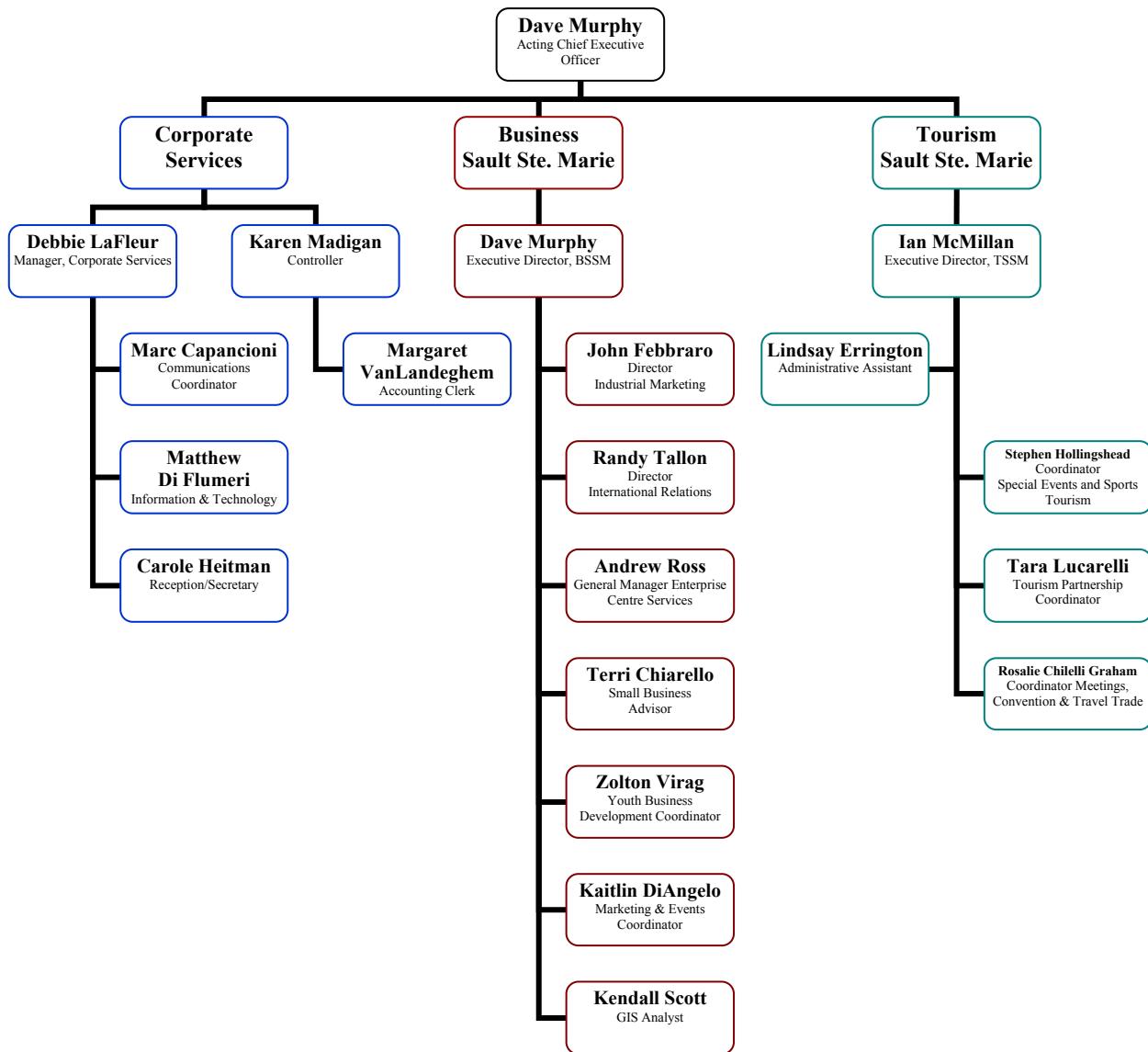
11.3 Internal

The City of Sault Ste. Marie invoices SSMEDC for the following services: telephones, mail service, photocopying, stationary and IT support.

11.4 Clients

SSMEDC's clients include citizens, members of the community, and stakeholders in the public and private sector who can utilize SSMEDC programs and services.

12. Summary of Staff Numbers



At November 2010, SSMEDC employs 17 core staff and 2 NOHFC interns to carry out its strategic priority projects, programs and services.



**BUSINESS
PLAN
2011**

TOURISM SAULT STE. MARIE

Tourism Sault Ste. Marie

A division of the Sault Ste. Marie Economic Development Corporation

2011

Management Committee

Donna Hilsinger – Chairperson	Accommodation
David Cartmill – Vice Chairman	Accommodation
Marilyn Reed – Secretary/Treasurer	Accommodation
David Hornstein – Past Chairman	Accommodation
Hans Geenen	Retail
Michael Morrow	Attraction
Domenic Ruscio	Accommodation
Vesna Pejic	Accommodation
Carol Caputo	Travel Association
Robin Istace	Accommodation
Valerie Braun	Gaming Industry
Mike Delfrie	Attraction
Dan Missere	Ski Industry
Bruce Lafleur	Accommodation
Colleen Powshick	Accommodation
Donna Shier	Festivals and Events
Terry Wuurdeman	Accommodation
Curtis Assiginak	Accommodation
Dean Anderson	Accommodation

Personnel

Ian McMillan	Executive Director of Tourism
Jennifer King-Callon	Coordinator Meetings/Conventions/Sports Tourism
Tara Lucarelli	Coordinator Tourism Partnerships
Stephen Hollingshead	Coordinator Special Projects, Sports Tourism
Lindsey Errington	Executive Assistant

Tourism Sault Ste. Marie Product Teams

2011

Festivals & Events Network:

Donna Shier - Chair

Associate Member

Grace Briglio – Vice Chair

Lung Association - Festival of Trees

Carolyn O'Connor

Rotaryfest

Jessica Amato

Ontario Winter Carnival Bon Soo

Edi Suriano

Canadian Bushplane Heritage Centre

Jackie Fletcher

Echoes of the World Drum Festival

Virginia McCleod

Recreational & Culture Department

Donna Boston

Shadows of the Mind Film Festival

Gloria Fischer

Township of Hilton Beach

David Shier

Chilifest - SAH Foundation Events

Sandy Moore

Soo Rotary North

Duane Moleni

New To The Sault/Passport to Unity

Donna Hopper

Buskerfest

Louise van Lith

Algoma Fall Festival

Louise McCauliffe

War of 1812

Patti Sharpe

The Great Tug Boat Race

Stephen Hollingshead

TSSM Staff

Tara Lucarelli

TSSM Staff

Meetings/Conventions/Sports Tourism

Product Team Members:

Dave Cartmill – Chairperson

Days Inn

Domenique Ekhardt

Delta Hotel Waterfront

Sunny Naqvi

Comfort Suites

Bruce Lafleur

Quality Inn

Trevor Zachary

Essar Centre

Beverley Barber

City Centre Travelodge

Marilyn Reed

Comfort Inn

Carla Monchka

Sleep Inn

Vicki Zeppa

Algoma's Water Tower Inn and Suites

Melissa Parr

Fairfield Inn

Curtis Assiginak

Super 8

Stephen Hollingshead

TSSM Staff

Jennifer King-Callon

TSSM Staff

Strategic Partnerships

Tourism Sault Ste. Marie will continue to work with its traditional partners, while at the same time identify and cultivate new partnerships that offer benefits to both parties. These will include:

The Canadian Tourism Commission
Destination Marketing Association of Canada
Ontario Tourism Marketing Partnership
Tourism Industry Association of Ontario
Algoma Kinniwabi Travel Association
Sault Ste. Marie Chamber of Commerce
Sault Ste. Marie Economic Development Corporation
FedNor
Northern Ontario Heritage Fund
Ministry of Northern Development and Mines
Human Resources Development Canada
Sault College
Algoma University
Sault Ste. Marie Michigan Visitor and Convention Bureau
Canadian Sport Tourism Alliance
Sport Alliance of Ontario
Sault Ste. Marie Festival and Events Network
Sault Ste. Marie Arts Council
Attractions Ontario
Great Lakes Cruise Coalition
Cruise Ontario
Ontario's North
Economic Development Council of Ontario

Tourism Sault Ste. Marie

Overview:

Tourism Sault Ste. Marie (TSSM) has established itself as the lead organization on tourism marketing and development.

With the continued support from industry partners, Tourism Sault Ste. Marie has evolved into a cooperative marketing model that is now being emulated by other communities across the province. The success of the “Marketshare” programs, has provided a vehicle by which all other attractions and events can participate, and become part of the critical mass that helps establish Sault Ste. Marie as a vacation destination.

The ability to bring all sectors of the tourism industry together, has enabled TSSM to lever financial commitments from the municipality, along with both the Federal and Provincial governments.

With the introduction of a DMF (Destination Marketing Fee), TSSM has been able to ramp up its marketing and product development, so as to broaden the base of product offerings, along with the ability to bring these products to the marketplace.

Structure:

Tourism Sault Ste. Marie, as a division of the Economic Development Corporation, is fully integrated into the planning and development of tourism related activities, and is an integral part of the overall team that is responsible for the economic diversification of Sault Ste. Marie.

TSSM is guided by a Management Committee, comprised of 20 industry leaders, which represent each segment of the tourism industry (i.e. accommodations, attractions, events, retail, tourist associations). This committee meets bi-monthly, and is responsible for setting the direction by which the organization undertakes marketing activities on an annual basis.

Staffing:

The day to day operation of TSSM is the responsibility of the Executive Director of Tourism, along with a Coordinator – Tourism Partnerships, a Coordinator – Meetings, Conventions and Travel Trade, a Coordinator – Special Projects and Sports Tourism and an Executive Assistant

Administrative, accounting and logistical support is provided through the Economic Development Corporation.

Product Teams:

Industry partners were brought together to form “Product Teams”, which provide input into the strategic direction of TSSM, and assist in formulating marketing plans and rallying industry support.

These teams cover product including: Festivals/Events, and Conventions/Meetings/Sports Tourism.

Direction:

Sault Ste. Marie is well positioned to build on the *Naturally Gifted* theme and establish a brand that takes advantage of the natural amenities at the city’s doorstep. These messages of “outdoors”, “nature”, “clean/fresh”, will be carried throughout all components of the marketing plan.

Whether it is attractions, events and festivals, meetings and conventions or even sporting tournaments, the advantage that Sault Ste. Marie has is its proximity to world-class outdoors, and its geographic location on the shores of the two “Greatest” Great Lakes.

By taking advantage of these natural gifts, this city can position itself not only as a four-season vacation destination, but equally as important, as the “gateway” to world-class outdoor opportunities. At the same time, it enables the city to fit into new initiatives, such as “The Great Drives” and “Outdoors” and “Rail In Adventures” programs being developed by Ontario Tourism.

Through the development of a Strategic Plan 2010-2014, TSSM has identified the following core segments by which its goals and objectives can be met, and where the bulk of the marketing initiatives will be developed to address:

- Attraction Packaging
- Meetings/Conventions/Sports Tourism
- Outdoor Tourism (linkages with the region)

Programming:

There has been much success in packaging the major attractions (The Agawa Canyon Tour Trains, and Searchmont Ski Resort, Crimson Ridge Golf Course, Casino Sault Ste. Marie) with accommodations, in providing the consumer with easily-purchased "packages". This continued in the past year with the "Sault Ste. Marie Attractions Passport Program" which brought six additional attractions into the packaging program (Canadian Heritage Bushplane Museum, Sault Ste. Marie Museum, Art Gallery Of Algoma, Ermatinger-Clergue National Historic Site, Treetop Adventures and Spruce Haven Zoo).

By continuing to promote these "packaged" opportunities, it enables other attractions to become partners in providing value-added components, thereby establishing an even higher level of value to the consumer. Other secondary attractions along with festivals and events continue to be key components in attracting new visitors while extending the length of stay from traditional guests.

For both consumer, as well as the travel trade/motorcoach market segments, the attraction "packages" will remain the primary focus of all advertising campaigns.

The Meeting/Convention/Sports Tourism segment will focus on Sault Ste. Marie's location and position the city as a destination for Regional, Provincial and

National opportunities. Once again making use of our natural surroundings, central location, and combining this with the unique meeting locations and first class accommodation facilities. The opening of the new Essar Centre, a multi-purpose sports and entertainment venue, has enabled Sault Ste. Marie to become a major destination for sports tournaments, as well as city wide conferences. Concerted efforts to work with the local "Sports Council" will assist in identifying regional and provincial sports tournament opportunities.

For the Outdoors market segment, TSSM will build on the new "Outdoor Adventure" program, with enhancements to the dedicated web site, a reprint of the Explorer's Handbook and Map and with additional marketing support. This will continue to present Sault Ste. Marie as a natural "jumping off" point for world class outdoor vacation opportunities.

A critical focus for this fiscal year will be in the area of web based marketing tactics, taking advantage of mailing lists for email blasts, the further enhancement of web sites and the social networking opportunities that are made available through a number of viral marketing tactics.

Product and Infrastructure Development

The area of product development and infrastructure development becomes more critical as the current product offerings age. TSSM has recognized the importance of maintaining and upgrading existing infrastructure as well as becoming proactive in developing new opportunities. This approach has worked well in developing strong partnerships that enabled TSSM to have input into areas such as the building of the new Steelback Centre, and the transition of ownership and financial stability of Searchmont Resort.

Priority infrastructure development includes:

Agawa Canyon Tour Train

Coach equipment upgrades and re-launch of tour

Searchmont Resort

Assist in securing financial stability and growth

Canadian Bushplane Heritage Centre

Work with organization to secure financial stability and growth of operation

Gateway Site

Work with City to secure new developer for this opportunity

Priority product development includes:

Driving Tours

Development of self guided tours to augment Outdoors program

Educational Tours

Growing market segment that provides opportunities for Sault Ste. Marie in the areas of Forest Research and Re-useable energy

Goals and Objectives

Through the 2010-2014 Strategic Plan, the following guiding principals will be adhered to:

Goals:

- Increase tourism visitation from existing markets;
- Explore and develop new visitor markets;
- Increase length of visitor stays by offering more attractions, activities and services;
- Generate more overall tourism spending;
- Assist in creating more jobs in the tourism sector;
- Significantly enhance the contribution of the tourism sector to the Sault Ste. Marie and area economy.

Objectives:

- Enhance existing “Attraction Packaging” programs, to maintain level of “packages” sold last year and develop new packages to address emerging market segments;
- Position Sault Ste. Marie as a major Meeting/Convention/Sporting Tournament destination, and increase room nights from this market segment;
- Capitalize on the city’s location as a gateway to world-class outdoor vacation opportunities, and develop linkages with the region;
- Coordinate activities to develop partnerships for the purpose of enhancing the arts and cultural market segments;

- Build on the SSM Festivals and Events Network, and provide guidance in areas of research, development and marketing to enhance ability to grow and attract non resident participants;
- Support ongoing initiatives of the Ontario’s North program, aimed at raising the profile of Northern Ontario as a destination for the travel trade and motor coach market segments;
- Continue to develop internal research models so as monitor tourism trends and market shifts;
- Continue to develop “market-ready” packages for the group tour market, through non-traditional partnerships;
- Continue to utilize the partnership programs offered by the Ontario Tourism Marketing Partnership and the Canadian Tourism Commission;
- Work in conjunction with Development Sault Ste. Marie to explore tourism infrastructure development;
- Establish a close relationship with the new Northern Ontario Regional Tourism Organization so as to take advantage of programming and funding opportunities.

Strategies:

Leisure Travel (Summer/Fall):

Printed Material:

- Primary focus will remain on “packaged” vacations involving key attractions through the existing marketshare programs (Agawa Canyon Tour Train, Golf and Gaming), and building on the development of the Sault Ste. Marie Attractions Passport; Canadian Heritage Bushplane Museum, Art Gallery of Algoma, Sault Ste. Marie Museum, Ermatinger-Clergue National Historic Site, Treetop Adventures, Eagle Feather Aviation (helicopter rides), Spruce Haven Zoo.
- Additional value-added components will be further introduced as part of “packaging”, including: shopping, gaming, other attractions and dining.
- Events and Festivals will be featured, providing critical mass for extending length of stay in the community.
- Enhancement of the “Outdoors” program, with a focus on the soft adventure and outdoor opportunities in the immediate Algoma region. Augmenting the recently developed web “Micro site” with links to private operators, will be a fully integrated marketing campaign, along with collateral materials and electronic data based communications.

Advertising:

- Concentration on border U.S. daily newspapers (Michigan, and Wisconsin) and appropriate travel magazines to highlight “packaged” vacations involving the Agawa Canyon Tour Train, Golf and Gaming and Outdoors programs. Making use of a price point and bringing attention to the “value-added” aspect.
- Domestic focus will be on daily newspapers, along with appropriate travel magazines in the Greater Toronto and 905 areas, to once again, highlight the vacations involving the Agawa Canyon Tour Train and the Golf and Gaming programs.

- Continue to participate in cooperative ad campaigns with OTMP and the CTC to maximize exposure in key markets.
- New focus will take advantage of “viral marketing” opportunities through Social Networking groups and other online opportunities.

Marketplaces:

- Through a partnership with the Algoma Kinniwbabi Travel Association, Tourism Sault Ste. Marie will realize distribution of tourist literature at the following “Travel and Outdoor” shows: Toronto-Ontario, Detroit-Michigan, Columbus-Ohio.
- To highlight the vacation opportunities relative to the outdoors, a number of Adventure shows will be identified for attendance.
- As part of the Great Lakes Cruising Coalition, attend the annual “Sea Trade” marketplace as a port representative, featuring city's amenities, as well as the New England-Canada Cruise Symposium in Halifax.

Familiarization Tours:

- Increase exposure in both U.S. and domestic markets by hosting appropriate media, with the purpose of featuring major attractions and new product. Work with OTMP through the MOST program to facilitate this.

Promotional Materials:

- Continue production of “Visitor Map” and expand distribution to non-traditional front line staff. Investigate possibilities for corporate sponsorship.
- Continue production of Sault Ste. Marie pins for distribution at marketplaces, as well as for use by Sault Ste. Marie “Ambassadors”, when traveling out of town.
- Continue production of “Naturally Gifted” bags for use at consumer and trade shows and for convention servicing. Investigate possibilities for corporate sponsorship.

Web Site:

- Further develop web site to make it more interactive, user-friendly and image based. Ensure that all advertising campaigns drive traffic to the site, and concentrate efforts on making the site active on appropriate search engines.
- Establish an online booking engine as part of the TSSM site for reserving accommodations and packages.
- Use qualified data bases to undertake e mail “blasts” to potential visitors.
- Investigate opportunities for “E-Commerce” on the site.

Partnerships:

- Pursue cooperative marketing opportunities with appropriate tourism organizations, and attraction partners, to further the reach into key markets.
- Continue major sponsorship of the Canada Store in Mackinaw City, Michigan, to highlight vacation opportunities to large volumes of U.S. travelers.
- Continue the partnership with Sault Ste. Marie, Michigan to produce a “Bi-National” Festivals and Events brochure on an annual basis.
- Through a partnership with the Great Lakes Cruise Coalition, continue to position Sault Ste. Marie as a port destination for Great Lakes cruising opportunities.
- Continue partnership with the other four major Northern cities (Sudbury, Timmins, North Bay, Thunder Bay) for the delivery of the Ontario’s North marketing initiative.
- Take advantage of opportunities provided through membership in Attractions Ontario.
- Take advantage of opportunities as presented by OTMPC.

Leisure Travel (Winter):

Printed Material:

- Primary focus will remain on “packaged” vacations, involving key attractions through the existing

“marketshare programs” (ACR Snow Train and Searchmont Ski Resort, and a joint Hiawatha Highlands/Stokely cross country ski program).

- Value-added components will be further introduced, including: shopping, gaming, other attractions, dining, and other outdoor activities.
- Events and Festivals will be featured, providing critical mass for extending length of stay in the community.

Advertising:

- Concentration will be almost exclusive to the nearby Michigan market and Northeastern Ontario, using daily newspapers and appropriate travel publications to highlight “packaged” vacation opportunities involving the ACR Snow Train, Searchmont Ski Resort, and the cross country program. Focus will be on price point with attention on the “value”. This will be supported with a number of “direct mail” drops in the same markets.
- Positioning Sault Ste. Marie as the “gateway” for snowmobile touring. Ad placement will involve vertical snowmobile publications in both Michigan and Ontario, as well as the OTMP produced Ontario Snow Guide.
- Festivals and events will be cross-promoted, providing a value-added component for extending length of visitor stays.

Public Relations/ Familiarization Tours

- Working with a number of Michigan based corporate sponsors, develop media promotional programs, and corporate tie-ins that will enhance top of mind awareness of winter vacations among Michigan consumers.
- Through Michigan-based sporting goods stores, establish a “point-of-purchase” brochure distribution network, promoting ski package vacations.

Marketplaces:

- Attendance at Snowmobile shows in the following markets: Novi-Michigan, Toronto-Ontario, Green Bay-Wisconsin, for creating awareness of Sault Ste. Marie as a “gateway” for snowmobile touring and opportunities presented by the ACR passenger train service for transporting snowmobiles.

Conventions, Meetings, Sports Tourism:

Printed Material:

Maintain high quality sales kit that positions Sault Ste. Marie as a first class Meetings, Conventions and Sports Tournament destination and highlights the city as an easily accessible location relative to the Great Lakes.

- Utilize the fact that Sault Ste. Marie was originally known as the “Meeting Place” by the First Nations people.
- Create lure brochure for mass mailing to potential client groups, as well as further development of appropriate insert sheets to be used with sales kit

Trade Shows/Conferences:

- Increase awareness of Sault Ste. Marie as a location capable of hosting provincial and national associations and sport tournament events, through attendance at appropriate trade shows and marketplaces.
- Marketplaces to include: CACVB, CSAE, CMITS, CSTA, IMPAC, and three Executive Travel and Corporate Meeting Planner shows.

Advertising:

- Campaigns will be run in key trade publications, including: Conventions, Meetings Canada, CSAE Newsletter, MPI Newsletter.
- A local media campaign will assist in developing “local champions”.

Networks/Memberships:

- Maintain memberships in appropriate organizations to foster networking opportunities to place Sault Ste. Marie on the radar screen for future conventions, meetings and sporting events.
- Develop research models and client contact data bases through networking with the following: Canadian Association of CVB's, Canadian Society of Association Executives, Canadian Sport Tourism Alliance, Independent Meeting Planners Association of Canada, Meeting Professionals International.

Direct Sales:

- Match contacts made on national/provincial levels with appropriate local contacts and provide follow up.
- Develop and implement telemarketing survey.
- Hold annual information and awareness event for local contacts.
- Participate in local high profile events, to foster client contacts.

Familiarization Tours:

- Conduct site visits for targeted planners of conventions, meetings and sport tourism, based on high return on investment.
- Specifically target appropriate meeting planners to facilitate large scale fam tour, expecting fast tracked results.

Web Site:

- Make effective use of Tourism Sault Ste. Marie web portal to further enhance the existing interactive and detailed meetings, convention and sport tourism site for use by existing clients for servicing purposes, as well as potential clients for sales purposes.

Client Servicing:

- Improve client aftercare for existing conventions, meeting and sport tourism groups, in order to increase opportunities for repeat bookings, and undertake a telephone follow up survey for each one.
- Continue to build local client data base, with timely communications throughout the year.

Motorcoach And Travel Trade:

Working with the other major cities in Northern Ontario (Sudbury, North Bay, Timmins and Thunder Bay), along with the key attractions, the “Ontario’s North” program will provide the key vehicle by which the motorcoach and travel trade market segments will be addressed. Specific focus will be on Sault Ste. Marie as a destination for this market segment. For this purpose a new, dedicated staff person has been brought onboard TSSM

Printed Material:

- Development of a detailed Sault Ste. Marie “Tour Planner” for use as follow up from marketplaces. Detailing amenities, attractions and services, as well as providing maps and suggested itineraries, this planner will become a valuable planning tool for this market segment.

Advertising:

- Position Northern Ontario as a clean and natural destination, with “Fresh Air Cities and First Class Attractions”.
- Key on outdoors and natural amenities that are the backdrop for Northern Ontario attractions and cities, and value for dollar spent.

Trade Shows/Marketplaces:

- Increase presence in border U.S. states, and Domestic markets through attendance at targeted shows and

marketplaces as Sault Ste. Marie. These marketplaces would include: Rendez Vous Canada, Ontario Motorcoach, American Bus Association, National Tour Association, and Heartland Travel Showcase.

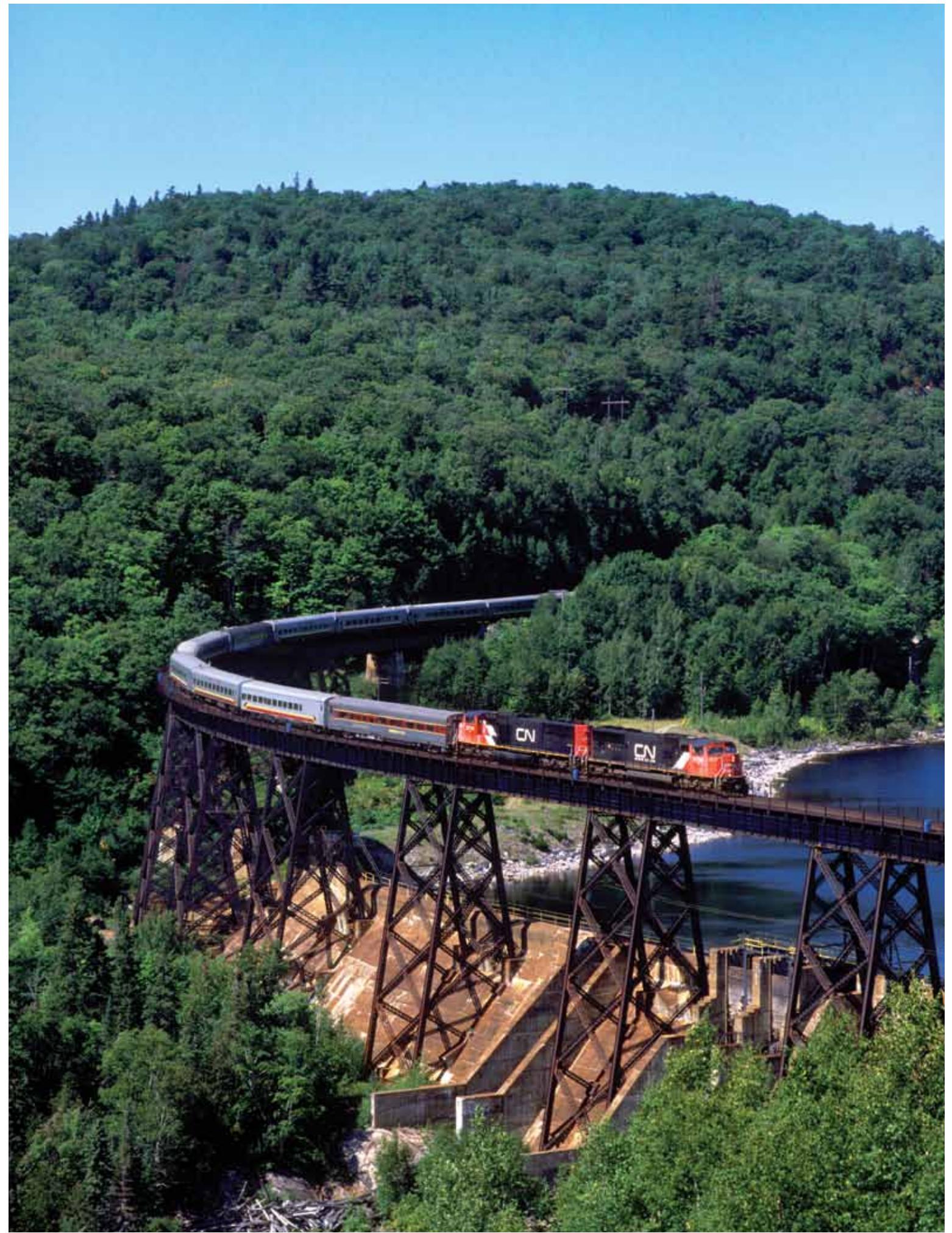
- Work towards bringing key attraction partners to future marketplaces and shows to facilitate direct sales of products.

Familiarization Tours:

- Work with federal and provincial agencies to facilitate media and industry familiarization tours to Sault Ste. Marie, to showcase new product offerings.

Memberships/Networks:

- Maintain memberships in Team Canada, American Bus Association, National Tour Association, and the Ontario Motorcoach Association, so as to maintain top of mind awareness of Sault Ste. Marie as a destination.
- Maintain strong ties with OTMP and CTC to facilitate cooperative marketing opportunities in longer-haul markets.



2011 Programs

Leisure Markets (Summer/Fall)

The summer leisure marketing programs will continue to build on the successful packages developed last year. These attraction vacation “packages” (Agawa Canyon Tour Train, Crimson Ridge/Sault Casino), in which accommodations and meals are combined with the attractions to create all-inclusive vacation packages. Using these existing programs, a number of “value-added” components are now included, featuring other attractions (Canadian Heritage Bushplane Centre, Sault Ste. Marie Museum, Art Gallery of Algoma, Ermatinger-Clergue National Historic Site, Treetop Adventures, Eagle Feather Aviation (helicopter rides) and Spruce Haven Zoo). These components not only increase the offer to consumers to plan a vacation in Sault Ste. Marie, but also provide a reason for existing visitors to extend their stay.

The Outdoors program, developed over the past two years will be integrated into the summer/fall Leisure Markets initiatives, and will provide further value-added components to be utilized in the Agawa Canyon packages.

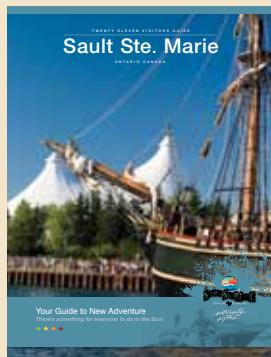
Bringing attention to the festivals and events that take place in Sault Ste. Marie will create value-added components to be combined with the other packaged vacation opportunities, with the intent on extending the length of visitor stays. Additionally, the creation of

a Sault Ste. Marie Festivals/Events Network enables TSSM to provide assistance in helping to expand existing events as well as providing the impetus to develop new ones.

Water-based tourism will be the focus in terms of both attracting Great Lakes cruise ships to utilize Sault Ste. Marie as a port, as well as attracting pleasure boaters to make the city’s marina a stop during their cruising vacations.

The important partnership with other major Northern Ontario cities that form “Ontario’s North” will provide additional marketing activities in key markets that will support the core programs of Tourism Sault Ste. Marie, as well as access markets that could not be reached with traditional budget sources.

Advertising efforts will be focused on the near U.S. border states, but slightly shifted to address that changing market climates. Wisconsin will be a major focus, along with the more traditional Michigan market. The domestic market (primarily GTA and 905 regions) will receive increased attention. Additionally, there will be a focus on the Northern Ontario market to promote “weekend getaway” trips from communities within a few hours drive of Sault Ste. Marie.



Printed Material:

Sault Ste. Marie Visitors Guide

Timing: January 2011

Quantities: 100,000 copies

Program Details: Produce 60-page, full colour travel guide for Sault Ste. Marie and immediate region, for distribution aboard the Agawa Canyon Tour Train, consumer travel shows and all Ontario and regional information centers. The primary fulfillment for ad campaigns.

Program Objectives: Provide vacation planning information to consumers in key market areas, and provide a vehicle by which private sector partners can gain exposure for product offerings.



Agawa Canyon “Packages” Guide

Timing: March 2011

Quantities: 30,000 copies

Program Details: Packages involving the Agawa Canyon Tour Train, accommodations and meals for one price point. Cross promotion of other attractions and shopping opportunities.

Program Objectives: Direct sale of packages through accommodation partners, with the purpose of increasing the level of sales over 2010. Extend the length of stay by providing value-added components to the packages.

Attractions Pass Books

Timing: May 2011

Quantities: 8,000 copies

Program Details: For consumers purchasing a 2-day Agawa Canyon accommodation Package, the pass book provides admission into the Canadian Bushplane Heritage Museum, the Sault Ste. Marie Museum, the Art Gallery of Algoma and the Ermatinger-Clergue National Historic Site, and Eagle Feather Aviation Helicopter Tours and Spruce Haven Zoo.

Program Objectives: Provide value-added components to the Agawa Canyon accommodation packages, and incentive for guests to stay an extra day in Sault Ste. Marie. Purpose is to help increase sales of the 2-day Agawa Canyon Accommodation packages and drive incremental business to the secondary attractions.



Outdoor Program - Explorer's Handbook and Map

Timing: May 2011

Quantities: 5,000 copies

Program Details: Produce 52-page 6"x 6" booklet to be distributed along with a map that highlights all outdoor vacation opportunities.



Festivals and Events Guide

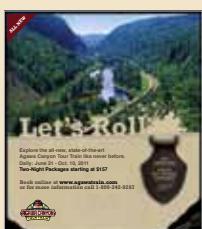
Timing: May 2011

Quantities: 30,000 copies

Program Details: A collaboration with sister city Sault Ste. Marie, Michigan. Full colour brochure highlighting key festivals and events with appropriate contact information. Distribution through information centers, as well as inquiry fulfillment.

Program Objectives: Position Sault Ste. Marie as a year round festival and events community, and assist in growing the key festivals and events. Develop critical mass to extend overnight stays from existing visitors.

Advertising:



Newspaper Campaign

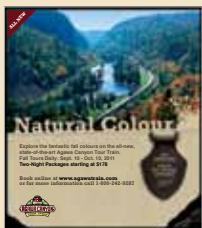
Timing: April - September 2011

Program Details: Placement of weekly ads, featuring the Agawa Canyon, in key U.S. and Domestic city daily newspapers. "Packaged" opportunities will be highlighted, with emphasis on value, as well as a focus on the "value-added" components, featuring other city attractions.

U.S. Publications: Booth Newspapers (8 Michigan dailies), Milwaukee Journal Sentinel, Wisconsin State Journal, Oakland Press (6 Detroit Suburbs)

Domestic Publications: Hamilton Spectator, Guelph Mercury, Waterloo Record, Toronto Sun, Barrie Examiner, London Free Press.

Program Objectives: Generate calls to the 1-800 number and visits to the website, for purpose of selling "packaged" vacations. Increase level of package sales achieved over 2010.

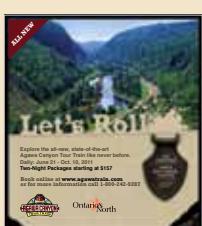


Ontario's North Co-op Newspaper Campaign

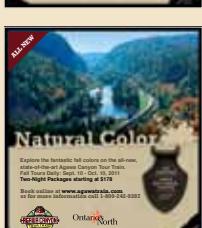
Timing: April - May 2011

Program Details: In conjunction with the major cities and attractions in Northern Ontario, a tem plated banner will be developed featuring "packaged" vacation opportunities, with the ability for the private sector to participate.

U.S. Publications: Booth Chain (8 Michigan Dailies), Milwaukee Journal Sentinel, Wisconsin State Journal, Oakland Press (6 Detroit Suburbs)



Program Objectives: Create top of mind awareness of the vacation opportunities in the Northern Ontario cities, and provide an affordable vehicle by which the private sector can showcase "packaged" product. Generation of calls to 1-800 numbers and visits to respective web sites for purpose of online booking.



Familiarization Tours:

Travel Writers/Outdoor Media

Timing: Ongoing

Program Details: Working with OTMP to attract travel and outdoor media for development of story lines, resulting in exposure in both electronic and print media.

Program Objectives: Generation of travel stories in media from key market areas driving calls to 1-800 number and visits to web site, and creating “top-of-mind” awareness among consumers of Sault Ste. Marie as a four season vacation destination.



Direct Mail/Email Blasts:

Summer Attractions Program

Timing: Ongoing

Program Details: Purchase targeted mailing list, and make use of in-house data base collected from TSSM web site inquiries. Focusing on border U.S. and Domestic markets. Develop flyer, highlighting the Agawa Canyon packages and Attractions Pass Book program.

Program Objectives: Heighten awareness of Sault Ste Marie as a vacation destination, and increase level of package sales achieved over 2010.



Promotional Materials:

1. Visitor Maps (100,000 copies)
2. Visitor Pins (3,000 quantity)
3. Welcome Bags (10,000 quantity)

Timing: Ongoing

Program Details: Produce products with the Sault Ste. Marie – “Naturally Gifted” logo, and web site, so as to properly service clients, as well as use for promotional purposes at marketplaces and special events

Program Objectives: Provide quality service to client groups, and create “top of mind” awareness of the Sault Ste. Marie brand, and the web site.



Web Site:

Site Development

Timing: Ongoing

Program Details: Continue to enhance Tourism Sault Ste. Marie web site by adding more interactive features and e commerce opportunities.

Program Objectives: Make the site both informative as well as user-friendly, so as to facilitate both the planning of vacation opportunities, as well as the direct sale of vacation “packages”.

Establish an online booking engine on the site for sale of accommodation and packages.



Partnerships:

Canada Store

Timing: May - October, 2011

Program Details: Secure prominent display space in the Canada Store, located in Mackinaw City, Michigan. This interactive tourist information/retail store had over 85,500 visitors in 2010. All Tourism Sault Ste. Marie publications and maps are distributed in the store, along with the ability to provide direct reservations to accommodation partners on in-store 1-800 line.

Program Objectives: Raise awareness of Sault Ste. Marie attractions, accommodations and services, to the 2.5 million visitors that vacation in the Mackinaw City area each season. Increase direct bookings to attraction partners from in-store 1-800 line. Create new marketing opportunities with U.S. based partners.



Algoma Kinniabi Travel Association

Timing: Ongoing

Program Details: Membership in the Algoma Regional Tourist Association that provides marketing opportunities through lure brochures, marketplaces, advertising campaigns and fam tours. An important link to the region's outdoor vacation opportunities.

Program Objectives: Position Sault Ste. Marie as the "gateway" to the Algoma region and world-class outdoor/adventure vacations. Access additional markets and market segments through cooperative marketing programs.

Ontario Great Drives

Timing: May - October 2011

Program Details: Working with OTMPC to highlight the "Great" driving tours in Ontario, with focus on the drive from Sault Ste. Marie to Wawa, and featuring the attractions along the way. Production of a driving tour brochure, and supported with a print ad campaign and significant web site development.

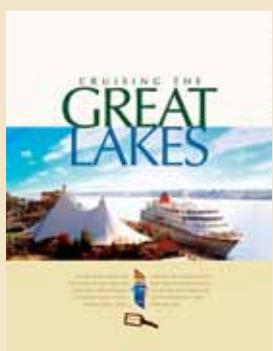
Program Objectives: Create top of mind awareness of the "Great Drives" in Ontario and highlight the attractions along the way. Provide rationale for extended stays in the region, and compliments Outdoors Program.

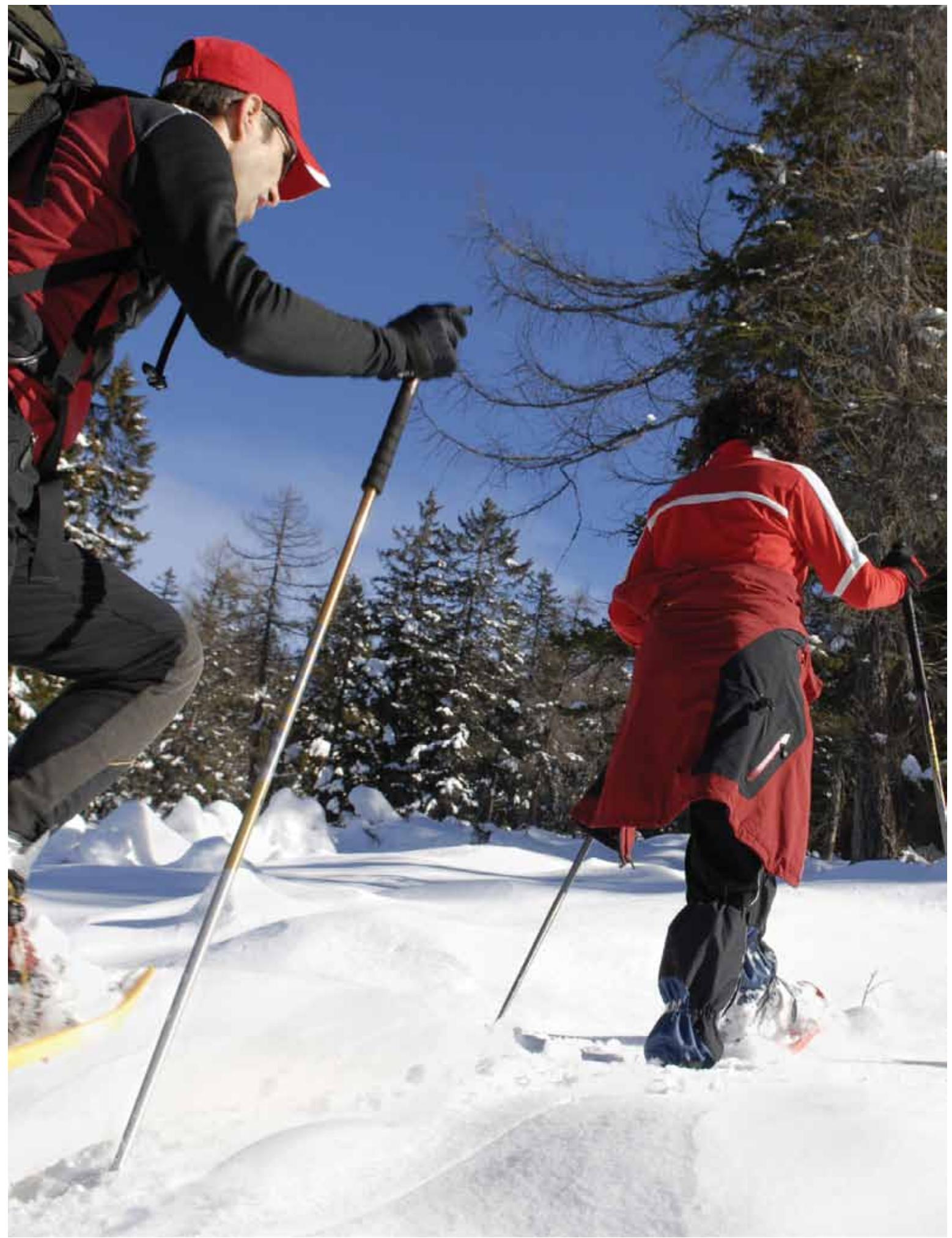
Great Lakes Cruising

Timing: Ongoing

Program Details: Participation in the Great Lakes Cruising Coalition along with the other 16 Ontario and U.S. "port" cities along the Great Lakes. Includes involvement in a marketing initiative, aimed at attracting cruise ships to the Great Lakes. Program components include: lure brochure, "Sea Trade" marketplace, web site, fam tours and advertising support programs.

Program Objectives: Attract new cruise ships to consider scheduling cruises through the Great Lakes, and build on past success that has brought over 20,000 visitors since 1997.





2011 Programs

Leisure Markets (Winter)

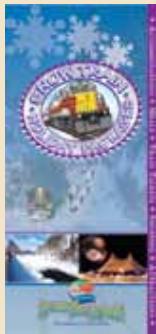
The winter marketing programs will continue, as in the summer/fall, to concentrate on the “packaged” opportunities with the city’s key winter attractions - the ACR Snow Train, Searchmont Resort, Sault Ste. Marie Casino, and the further development of the Cross Country Ski packages with Stokely Creek Ski Touring Centre and Hiawatha Highlands.

Other attractions, shopping, festivals/events and other outdoor opportunities will be presented in the marketing mix as “value-added” components, thereby creating a critical mass of

reasons for visitors to travel to Sault Ste. Marie in the winter months

Snowmobiling will continue to be an overall component of TSSM winter marketing, however with the diminishing winter season and availability of open trails, TSSM will partner with Algoma Country in this area, with participation in their Winter Guide and presence at a number of Snowmobile/Winter shows

Efforts will be concentrated on the near U.S. markets (primarily Michigan) as well as regional media buys within Northern Ontario.



Printed Material:

Snow Train Package Guide

Timing: October 2011

Quantities: 10,000 copies

Program Details: Snow Train and accommodation “packages” with price points with the ability to cross promote other attractions and provide value-added components to the consumer

Program Objectives: Used as main fulfillment for all consumer advertising, and the purpose is to create awareness of vacation packages relating to the Snow Train, and drive sales directly to the accommodation partners involved in the program. Increase level of package sales by 5% over 2009. (Snow Train did not run in 2010).



Searchmont Resort Ski Package Guide

Timing: October 2011

Quantities: 65,000 copies

Program Details: Promotion of ski, accommodations and meals all for one price point. Ability in the brochure to cross promote other winter activities such as snowmobiling, winter carnivals, shopping, casino and other outdoor activities. Distribution is achieved through Michigan-based sporting goods stores, direct mail to U.S. and Domestic ski groups, key ski shows, and is the main fulfillment for the advertising campaigns.

Program Objectives: Heighten awareness of quality skiing vacations for good value. Drive sale of 2 night accommodation/ski packages directly through accommodation partners. Increase packages sales by 5% over 2010.

Winter Ad Campaign

Timing: December 2011 - March 2012

Program Details: Position Searchmont Resort as “More Mountains” through ad campaigns, using the following mediums:

Newspapers:

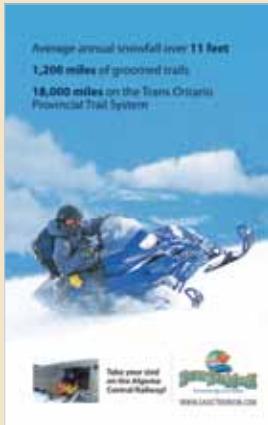
Traverse City Record Eagle, Grand Rapids Press, Northern Life (Sudbury, Ontario)

TV:

CTV, Traverse City

Radio: Traverse City, Grand Rapids, Rogers Radio (Sudbury, Ontario)

Program Objectives: Create top of mind awareness about Searchmont resort and the “packaged” ski vacations, highlighting value and price points. Drive calls to the 1-800 line and visits to the web site to facilitate sales of ski vacation packages. Searchmont Package Guide is the main fulfillment for this ad campaign.



Marketplaces:

Snowmobile/Winter Shows

Timing: Green Bay Snowmobile Show October 2011, Toronto Snowmobile Show October 2010, Novi Snowmobile Show November 2011

Program Details: Attend appropriate snowmobile/winter shows to position Sault Ste. Marie as the gateway to world class snowmobile vacation opportunities. Key distribution of winter products, and provides a qualified audience for direct vacation planning process.

Program Objectives: Create top of mind awareness among qualified consumers of the winter vacation opportunities in Sault Ste. Marie and area. Provide a vehicle for private sector partners to have product brochures distributed, and support private operators that attend the marketplaces. Throughh partnership with AKTA.



Web Site:

Timing: Ongoing

Program Details: Develop web site specifically for Searchmont Resort dedicated to the promotion of packaged ski vacations. Provide a user-friendly and interactive medium by which consumers can plan winter vacations. Includes cross promotion of other winter products. Also includes a new online booking widget.

Program Objectives: Provide a vacation planning vehicle for consumers, and drive sales of "packages" direct to accommodation partners. Increase ski package sales over 2010.



Direct Mail

Timing: November 2010 - February 2011

Program Details: Develop data base of ski groups and consumers for direct mail campaign prior to ski season, in the vacation planning cycle. distribution of Searchmont Resort ski "package" vacation guide.

Program Objectives: Provide vacation planning materials to a qualified audience with the purpose of driving direct sales of ski vacation "packages" direct to accommodation partners. Increased package sales by 5% over 2010.

ESSAR^X
CENTRE



2011 Programs

Meetings, Conventions & Sports Tourism

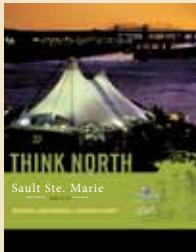
The marketing tactics for this market segment will position Sault Ste. Marie as a destination for regional, provincial and national opportunities, highlight the amenities and state-of-the-art meeting and sports facilities while maintaining focus on the ease of access from major markets as the selling points.

Conventions and Meetings concentration will be on Ontario-based companies and groups. Provincial, National and International focus will be the goals of securing more sporting events. Both segments will be

reached through appropriate media buys along with direct sales. Overall, the programs will work with local “champions” to help facilitate the hosting of regional/provincial opportunities.

Focus will remain on the utilizing the \$27 million Essar Centre. This facility not only provides a state of the art sports complex, but was designed to double as a Convention Centre with all the required amenities. This will enable Sault Ste. Marie to host regional, provincial and national conferences and sporting events.

Marketing Material:



MC & ST Book

Timing: April 2011

Quantity: 500

Program Details: Produce a mass mailer lure piece for follow up from trade shows. Use may be for invitation for a FAM/Site Visit.

Program Objectives: Reminder of Sault Ste. Marie as a destination choice, follow up with trade show contacts and to direct the receiver to the website.

Giveaways/Prizes

Timing: Annual purchase

Program Details: Giveaway items for use at trade shows to promote Sault Ste. Marie. Shirts and other items to be available for site visits/gifts for VIPs. Recycled Welcome Bags with "SSM Naturally Gifted" and "Station Mall" logo's with www.saulttourism.com website address on each gusset are being designed for delegates.

Program Objectives: Another means of putting Sault Ste. Marie in front of the client as a location to choose for MC & ST events.



Website Upgrade

Timing: Ongoing

Program Details: Update website data as required.

Program Objectives: To keep all data current on the website as it relates to Meetings, Conventions and Sports Tourism.

Trade Shows And Conferences:

Canadian Society of Assoc. Executives (CSAE)

Timing: September 2011

Program Details: CSAE Annual Conference and Trade Show moves across the country and will be in, Saskatoon SK for 2011. Sault Ste. Marie will continue to exhibit and attend this conference as Sault Ste. Marie, not as Ontario's North.

Program Objectives: Meet key Canadian association meeting planners and keep Sault Ste. Marie on the radar screen as a destination of choice for meetings and conventions organized by these decision makers.

Sport Events Congress

Timing: April 2011

Program Details: CSTA annual congress and marketplace is in its seventh year of existence. This congress is always held in the Ottawa/Quebec region due to the close ties to the various sport organizations and to CTC (Canadian Tourism Commission). The CSTA evolved from a CTC product club. The congress has a Sports Exchange as part of the program which enables communities and facilities to meet one on one with sporting associations to sell their destinations.

Program Objectives: Meet with as many sport organizers as possible to present Sault Ste. Marie as a destination for sporting events.

Incentiveworks

Timing: August 2011

Program Details: Conference and trade show always held in Toronto in the Convention Centre; considered the top attended show by Toronto area meeting planners and incentive planners. OTMP (Ontario Tourism Marketing Partnership) will be organizing an Ontario Street again, for 2011. Ontario's North will be attending as well as Sault Ste. Marie so impact should be great for this market.

Program Objectives: To aggressively position Sault Ste. Marie to key planner decision makers from Toronto and area presenting Sault Ste. Marie as a prime location for MC & ST events.

Travel Trade Canada Shows

Timing: October 2011

Program Details: Held in Ottawa and Toronto, the Travel Trade Canada Shows are trade shows completely dedicated to showcasing destinations to the corporate and meeting travel planner. Attended for the first time in 2007 with favorable response.

Program Objectives: To aggressively position Sault Ste. Marie to key planner decision makers from Toronto, Ottawa and areas presenting Sault Ste. Marie as a prime location for MC & ST events. Create contacts and leads that can be followed up through direct mail and personal calls to facilitate convention and meeting bookings, in Sault Ste. Marie.

Trade Show Follow Up (email blasts)

Timing: Ongoing

Program Details: Follow up to contacts made at tradeshows, highlighting selling features of Sault Ste. Marie and an invitation for a site visit.

Program Objectives: Another means of putting Sault Ste. Marie in front of the client as a location to chose for MC & ST events.

Advertising/Sponsorship:

Conventions Meetings Canada

Timing: Annual publication with May deadline

Program Details: Full page, full colour ad

Program Objective: Showcase Sault Ste. Marie for MC & ST to all users.

MPI – The Meeting Pro

Timing: July 2011 - December 2011

Program Details: The Meeting Pro is a bi-monthly publication of MPI Toronto Chapter. It reaches key meeting professionals across North America. Distribution includes MPI Toronto Chapter members, potential members, select U.S. and International members and industry partners.

Program Objective: Showcase Sault Ste. Marie for MC & ST to all users.

MPI – Silver Sponsorship

Timing: Ongoing

Program Details: Prominent identification (logo) at sponsored event on printed materials and/or signage. Public acknowledgement of sponsorship from podium at event. Create brand recognition at the Sponsor Reception by awarding the Silver level plaque.

Program Objectives: Develop more of a presence and involvement with MPI by participating in more events and sponsorship opportunities.

OTMP Publications

Timing: Ongoing

Program Details: Take advantage of co-operative advertising opportunities with OTMP, and access markets that would otherwise be cost-prohibitive as a stand-alone city.

Program Objectives: Create "top-of-mind" awareness for Sault Ste. Marie as a Meeting/Convention destination, by utilizing provincially driven vehicles to tap into larger audiences.

Network Memberships

Destination Marketing Association of Canada

Timing: Annual membership paid in January

Program Objective: Professional network with peers and stay abreast of industry trends and issues in order to be competitive.

Canadian Society of Assoc. Executives

Timing: Annual membership paid in April

Program Objective: Establish relationships and access data with Canadian association managers and key decision makers in order to promote Sault Ste. Marie as a destination for Conventions and Meetings.

Canadian Sport Tourism Alliance

Timing: Annual membership paid in June

Program Objective: Establish relationships and access market information about Sport Organizations and their events that have potential for Sault Ste. Marie to host.

Meeting Professionals International

T.O. Chapter

Timing: Annual membership paid in August

Program Objective: Establish networks with key meeting planners based in Toronto market for the purpose of building relationships and determining those with potential to use Sault Ste. Marie eligible for a Planners FAM trip.

Client/Sales Initiatives



Fam Trips/Site Visits

Timing: Ongoing

Program Details: Escorted tour visits to Sault Ste. Marie by key decision makers in the position of bringing groups for meetings, conventions or sport events.

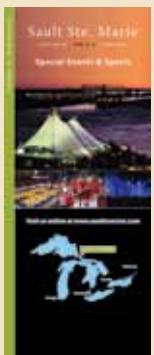
Program Objective: To familiarize delegates with Sault Ste. Marie product and to encourage use of Sault Ste. Marie as a viable location choice.

Local Prospecting

Timing: Ongoing

Program Details: Continue to utilize the 3-tiered Association Database created in 2006 and relationship with Sault Ste. Marie Sports Council to meet one on one with key influencers locally or out of town to encourage the hosting of regional, provincial or national events.

Program Objective: To encourage and find opportunities to make bid submissions for specific group business in cooperation with key contacts.

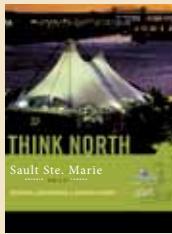


Bid Presentations/Sales Trips

Timing: Ongoing

Program Details: Make bid presentations and sales trips to encourage the hosting of events in Sault Ste. Marie.

Program Objective: To put Sault Ste. Marie in the face of prospects and make professional bid presentations to gain the opportunity of hosting events.

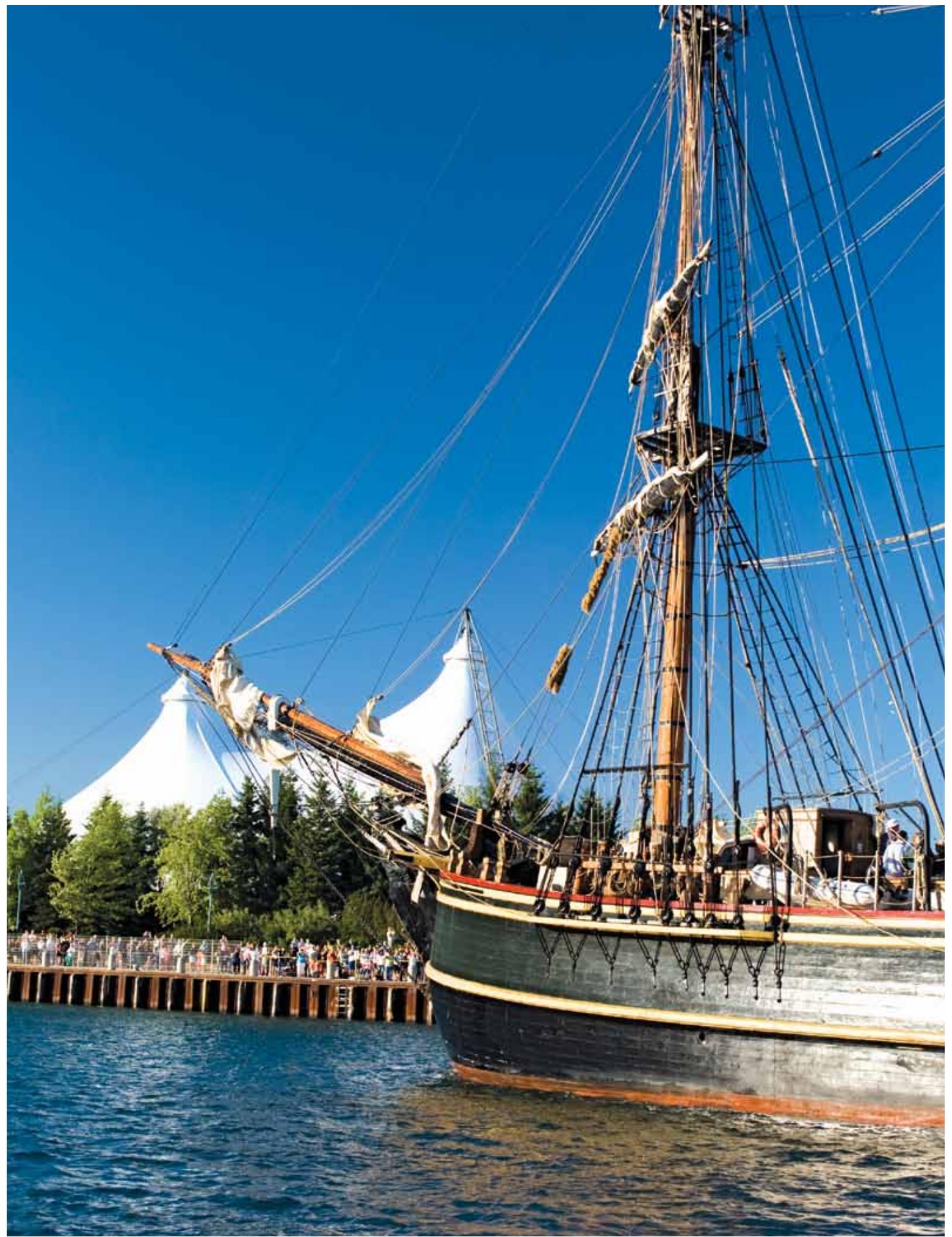


Bid Submissions Template

Timing: Spring 2011

Program Details: Put current bid template in a different format/program to make it more user friendly. This will also reduce the time spent on creating bid submissions.

Program Objective: To submit only high quality bids for various events in a format that is easy to work with.



2011 Programs

Motorcoach & Travel Trade

With Sault Ste. Marie on the verge of “re-launching” the Agawa Canyon Tour Train, that will include enhanced experiences, and the development of Canada’s largest Wind Farm, and the pending development of North America’s largest Solar Farm, there is a renewed interest from Tour Operators and Motorcoach companies to include Sault Ste. Marie on their itineraries.

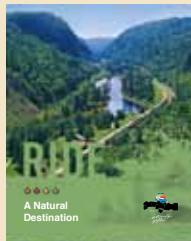
Further, with the continued growth of Educational Tourism there is significant opportunities to develop itineraries wrapped around the theme of “Renewable Energy” (Solar Farm and Wind Farm), along with “Natural Resources/Forest Research” (Ontario Forest Research Institute and the Federal Great Lakes Forestry Centre).

Sault Ste. Marie is well positioned to capture this market segment that already travels to Mackinaw Island in Michigan and Science North domestically. This critical mass of attractions assists in creating multiple day opportunities, and provides value add to the consumers.

While the most of the initiatives will be specific to Sault Ste. Marie, continued partnership with the Ontario’s North Program (along with North Bay, Timmins, Sudbury, Thunder Bay) will provide added exposure in this market segment.

The programs will focus on the U.S. as well as the Domestic markets.

Advertising:



Trade Publication Ad Campaign

Timing: Ongoing 2011

Program Details: Display advertisements will be placed in appropriate trade publications, highlighting the key attractions

in Northern Ontario, with a call to action being the new "Ontario's North" Tour Planner, which features details about each community and the attractions, accommodations and other amenities. Publications include: OMCA Road Explorer, Group Tour Magazine, Holiday Media Group Tour Planner

Program Objectives: Create top of mind awareness among motor coach companies and travel trade operators about the city and attraction products in Northern Ontario, and drive calls to the 1-800 number and visits to the web site. Call to action will be the Ontario's North Tour planner. Secure placement of Northern Ontario products in key tour operator and motor coach catalogues.

Trade Shows/Marketplaces:

Timing: Ongoing 2011

Program Details: A series of marketplaces will be attended and cities and attractions will be featured, and itineraries will be developed to help in the planning requirements of the travel trade and motor coach companies that attend the marketplaces.

Marketplaces: American Bus Association

(January 2011), Travel Media Assoc of Canada (February 2011), Canada Media Marketplace (April 2011), Rendez Vous Canada (May 2011), Ontario Motorcoach Marketplace (October 2011), National Tour Association (November 2011).

Program Objectives: Initial contact with tour operators, travel agents and motor coach operators. Highlighting Northern Ontario product, and suggesting itineraries for future development. Secure position in key catalogues, selling future Northern Ontario vacations.

Web Site Upgrades

Timing: Ongoing 2011

Program Details: Upgrade web site to drive more traffic for itinerary development purposes.

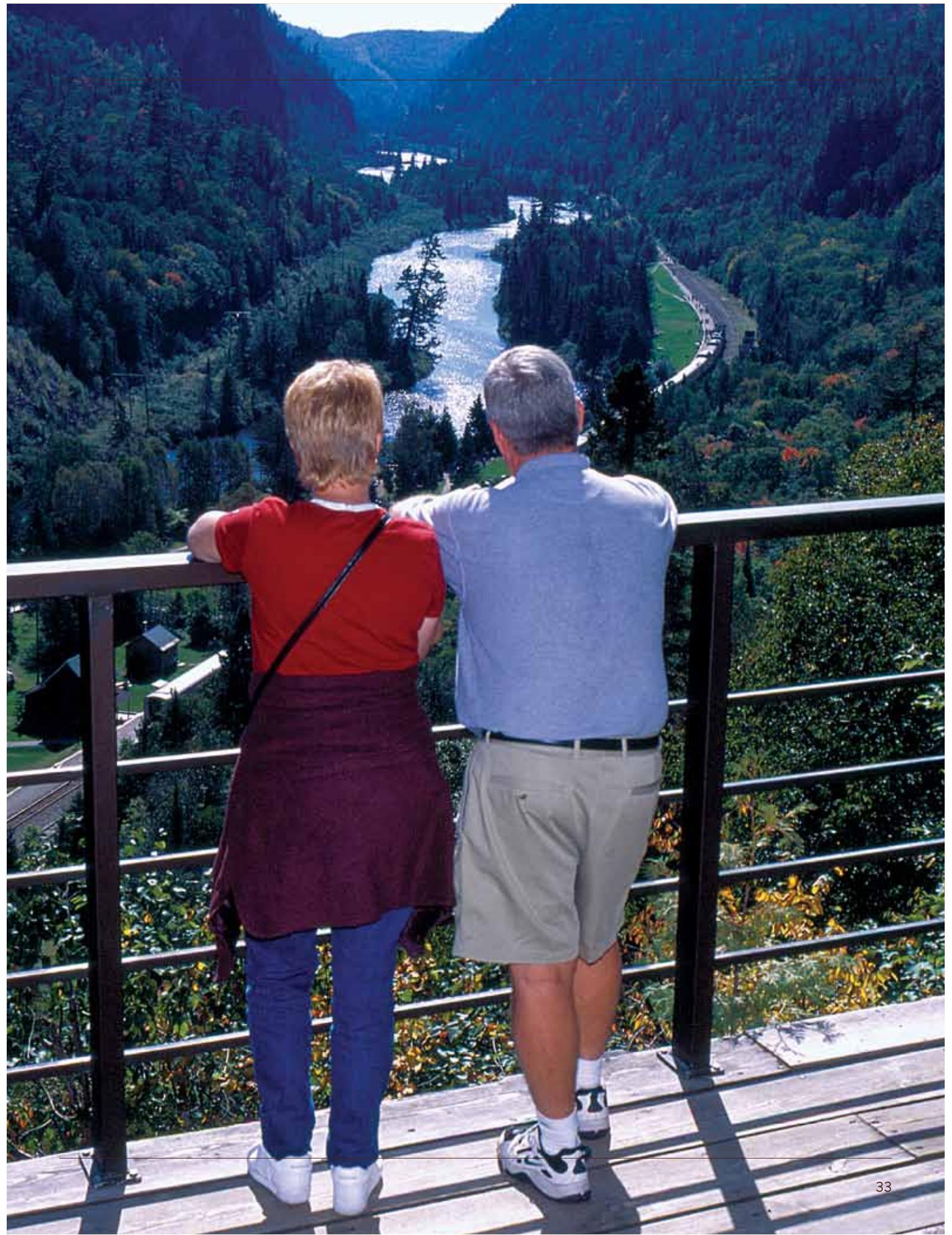
Program Objectives: Provide one stop shopping for Tour Operators and Motorcoach Companies, so as to facilitate inclusion of Sault Ste. Marie in future itineraries.

Fam Tours

Timing: Ongoing 2011

Program Details: Extend invitation to select Tour Operators and Motorcoach companies to visit Sault Ste. Marie to experience, first hand, the attractions, accommodations and amenities, so as to be included in future itineraries and sales catalogues.

Program Objectives: Increase presence in key company catalogues and increase visits from this market segment.



Notes:

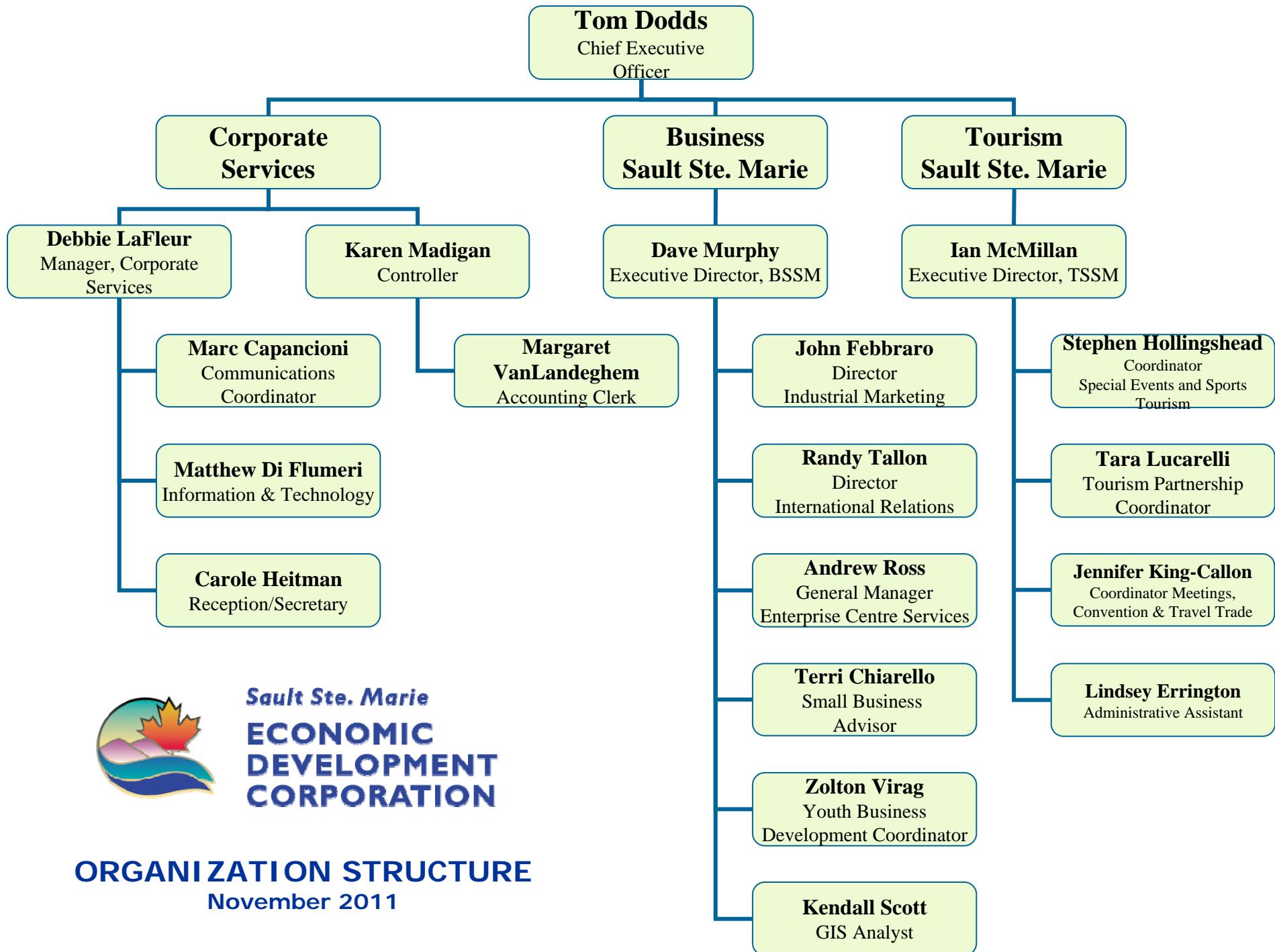


TOURISM
Sault Ste. Marie
a division of the SSMEDC

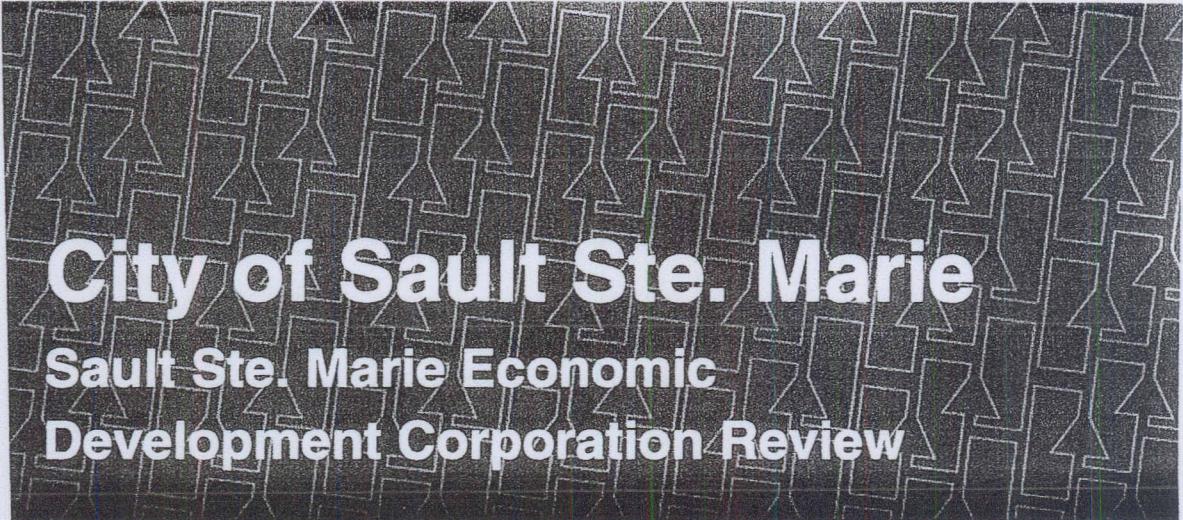
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Final Report



City of Sault Ste. Marie
Sault Ste. Marie Economic
Development Corporation Review

March 20, 2008

1 Executive Summary

In 2007, the City of Sault Ste. Marie provided the SSMEDC with approximately \$1.3 million in funding to carry out its activities through three main divisions: Development Sault Ste. Marie, Enterprise Centre Sault Ste. Marie and Tourism Sault Ste. Marie. A further \$367,890 was invested in associated economic development initiatives through Sault Ste. Marie Innovation Centre, Science Enterprise Algoma, Community Quality Initiative and Destiny Sault Ste. Marie.

Because municipalities are under constant pressure to ensure that municipal programs and services in their community are delivered effectively and efficiently, ongoing monitoring and evaluation is an important consideration for determining the overall effectiveness of an economic development service.

This review has found that for its investment, the Sault Ste. Marie Economic Development Corporation delivers, in return:

- Approximately \$2.7 million in more program dollars from non-municipal sources, essentially using the municipality's \$1.3 million contribution to nearly triple the budget.
- A conservative estimate of \$788,678 that will be paid by new incoming businesses (2004 to 2007 time frame) on the City-portion of their tax bills in 2008 that can be attributed directly to their efforts.
- A conservative estimate of 1,533 jobs that have been created by incoming developments since 2004 that can be attributed directly to the SSMEDC's efforts.
- Based on these 1,533 depending on the average salary used, an estimate of \$149 million to \$268 million that will be paid by these new investments to their employees in 2008 alone that can be attributed directly to the SSMEDC's efforts.
- Solid client services based on the following performance scores (on a scale of 1 to 10):
 - Development Sault Ste. Marie was scored by past clients as providing service of 7.3 to 8.2 on all nine categories
 - Enterprise Centre Sault Ste. Marie was scored by past clients as performing at a rate above 7 in five out of six categories and the effectiveness of programs at a score of 7.4 to 8.5 for four programs.
 - Tourism Sault Ste. Marie's product development initiatives scored over 8.0 on four initiatives, but only 6.1 on one initiative. For their 10 marketing initiatives, a large majority of responses (8 of 10) indicated an average score above 7.0 and 6 of 10 scored an average mark of 8.0 or higher.

At the same time, this document also points to one particular opportunity to better serve small business operators and those wishing to start their own business. ECSSM is just one of several organizations in the community that offer these types of consulting practices. There should be openness to consolidating these operations to, first of all better service the similar client base and second minimize overlap of services.

The above measures all point to a positive return on investment that the City should see as an indicator of strong performance. However, the review does point out that the SSMEDC could be much more proactive in delivering this message to City Council and the public at large. In providing top-notch

services to these customers it does not mean the SSMEDC can rule out the need for effective communications with its funding partners. And it is this facet of operations where a segment of the community is certainly concerned. This review found that there are some specific efforts that the SSMEDC could take to improve its level of communications with both City Council and the public at large.

The review reveals a very complex organizational structure with an extremely deep committee structure which is positive in that it involves a tremendous number of people across the community who become involved in planning for economic development. At the same time, this complexity requires a stronger commitment to communication.

Back in the early part of this decade, Sault Ste Marie's economy was in a bad state. The community refused to lie down and it went about to establish an ambitious set of goals to diversify the economy. These required a unified community-wide determination to implement. The economic development goals were somewhat unique in that they were fully integrated with other outcomes desired by the community. This ensured that the activities of the SSMEDC were entirely consistent with community expectations.

Five years later, there is substantial evidence that the goals are being realized. Sault Ste. Marie is achieving what it wanted.

And while this review finds that the SSMEDC's structure and performance are appropriate given the resources it is allocated, it does not represent an endpoint. The review should be an alert for the need to constantly check performance against original expectations and adjust accordingly.

**Greg Punch***President*

Greg has been a Senior Manager with the Group Health Centre for more than 22 years. Currently, he is the President and Acting CEO. Greg has also held the positions of Chief Operating Officer, Director of Finance and Administration, Director of the Comprehensive Health Organization Feasibility Study, Director of Corporate Development, and Senior Manager of Information Systems.

As well, Greg has worked in the public and private sectors as a Senior Financial Officer with the North Regional Office of the Ministry of Community and Social Services and as the Manager of Accounting for Bailey Hoogovens Canada.

Greg is a longtime resident of Sault Ste. Marie and graduated with a Bachelor of Arts degree in Economics from Laurentian University. He is very involved with community activities and is currently the President and Board Chair of the Sault Ste. Marie Economic Development Corporation, Director of Algoma University's Health Infomatics Institute, Director of the Group Health Centre Trust Fund, and Director of the Group Health Centre Scholarship Fund. Previously, he held the positions of President and Chair of the Board of Algoma Child and Youth Services, Vice-Chair of the Algoma District Network (Adnet), Chair of the Fundraising Committee for the Algoma Residential Community Hospice, and Treasurer of Lakeshore Kiwanis.

**Don Mitchell***Vice-President*

Don came to Sault Ste. Marie as Xerox of Canada's first marketing representative for the Sault Ste. Marie area, which included Elliot Lake to the east and Marathon to the west. In 1972, he decided that the Sault was the place to put down permanent roots. Don, along with his partners, bought Superior 7 Advertising, where he held the position of President and Managing Partner. In 1981, Don moved on to his present career as an insurance broker with Downtown Insurance and Realty Ltd. He was the Sale Manager from 1984 until January 1993. In early 1993, Don joined the Algoma Insurance Group, where he presently holds the position of Vice-President of

Commercial Lines/Partner.

Don has been involved in the community as a volunteer and member of numerous boards and committees during his 37 years in Sault Ste. Marie. In the past few years, he received the Sault Ste. Marie Chamber of Commerce's Presidents Award for Volunteer Services and the Paul Dalseg Community Achievement Award. Don has acted, and continues to act, as a facilitator in a number of projects and initiatives, whether business-to-finance, business-to-government or business-to-business.

Don is known as passionate and outspoken, but it is his contagious optimism, exuberance and vision for the success of Sault Ste. Marie that fuels the fire of his tireless efforts on behalf of the community he loves.

**Gregory A. Peres***Secretary*

Gregory is Chief Executive Officer of Community First Credit Union and has been with them for over 14 years. He has served on the Ontario Treasury Advisory Committee, the National Legislative Affairs Committee for Credit Union Central of Ontario, and has presented at Professional Development Workshops sponsored by Credit Union Central of Ontario.

A graduate of the University of Western Ontario and the University of Windsor, Greg is a Chartered Accountant. He has also completed the Advanced Leadership Institute at Harvard Business School and enjoys skiing and boating when not leading Community First forward.

**Geoff Meakin***Treasurer*

Geoff is President and co-owner of Meakin Forest Enterprises, a diversified full-service harvesting contractor in the Algoma Area. The family-owned business has been contract logging in the Sault Ste. Marie area for more than 40 years. It has had up to 50 people on its direct payroll and employs approximately another 30 indirectly as subcontractors.

Meakin Forest Enterprises is an active member of community, supporting a number of initiatives, including the Sault Area Hospital Foundation, CIBC Run for the Cure, United Way, Great Tug Boat Race, Rocky Mountain Elk Foundation and Easter Seals. As well, Geoff is active in church activities, the Ontario Woodlot Association, Montreal Standing Advisory Committee and is a retired member of the Local Citizens Committee, which promotes good forestry practices in area.

**Armand Capiscioltto**

Armand is BDO Dunwoody LLP's National Accounting Standards Partner. His responsibilities include developing training and tools related to accounting and financial reporting, writing internal and external accounting and financial reporting publications, and providing consultation on complex accounting matters.

Armand is a partner in BDO's National Office, which is located in Toronto. He works remotely out of its Sault Ste. Marie location, where he was once a Senior Manager. Armand was previously a Senior Manager with Ernst & Young in Bermuda.

**Albert Giommi**

With over 25 years in business, Albert is a true community-minded entrepreneur. He is President of the National Group, which includes National Supply Centre, National Concrete Pumping, Odena Reload Centre, and Service Rentals & Sales.

Albert is also President of the Soo Thunderbirds Jr. "A" Hockey Club and serves on the Group Health Centre Trust Fund Board of Directors.



Donna Hilsinger

Donna has 30 years experience in the hospitality industry in Sault Ste. Marie and is currently the General Manager of Algoma's Water Tower Inn & Suites, a 180-room, full-service hotel.

Very involved in her community, Donna is a 2008 Northern Ontario Business Influential Women Award winner, Chairperson of the Tourism Sault Ste. Marie Management Board, Past President of the Algoma Fall Festival and Chairperson of the Sault Trails Action Committee. She is a passionate believer in the city of Sault Ste. Marie as the best place to live and work.



Michael Moore

Michael is the founder and President of Mike Moore & Sons Construction Ltd. and Vice-President of Black Loon Millworks International. He attended Sault College, where he was enrolled in the Architectural Technology program. In 1974, he worked at various jobs, including a steel fabrication company and was shop foreman for a glass and window business. In 1976, Michael left the business to join J. P. Pierman Construction Ltd., where he worked his way up to the position of Chief Estimator.

Michael is an active member of the business and construction community. He currently sits on the Board of Directors of the Ontario General Contractors Association (OGCA), is Co-Chair of the OGCA Safety Committee, President of the Sault Ste. Marie Construction Association (SSMCA), the founding member of the SSMCA Safety Committee, and member of the CEO Health & Safety Leadership Charter. Michael also sits on the Board of Directors for the Sault Ste. Marie Economic Development Corporation and is a member of the NEON Regional Liaison Committee and Canadian Blood Services Advisory Panel. He's an avid blood donor as well.



Susan Myers

Born and raised in Sault Ste. Marie's Ward 2, Susan moved to Toronto to attend Humber College for the Travel and Tourism program. She enjoyed a career in travel, tourism and the hospitality industries in the Toronto and Muskoka areas for 10 years before attending Bible College in Alberta, where she took a one-year diploma in Biblical Studies. Susan returned to Ontario and worked in ministry at Muskoka Baptist Conference Centre as Retreat Director for five years then returning to Sault Ste. Marie in 1989 to accept a position with the City's convention bureau (HATS).

In 1992, municipal restructuring resulted in a merged convention bureau and economic development office creating the new Sault Ste. Marie Economic Development Corporation. Susan was offered the position of the first Manager of Marketing and Tourism for the newly-formed SSMEDC. During her 14 years there, a highlight was overseeing the creation of the City's first ever brand logo and tagline – the award winning "Naturally Gifted."

In 2001, Susan was recognized by the Economic Developers Council of Ontario by receiving the President's Award for excellence and contributions to the tourism industry in Ontario. In 2003, she was recognized by the OTMP (Ontario Tourism Marketing Partnership) for outstanding contributions to tourism in Ontario 2000 - 2003.

Susan was raised in a family where her dad worked as an independent contractor and custom homebuilder. She grew up hearing the story of how he started out with a small general store in the 1950s after losing his arm in an industrial railroad accident. Susan has always remembered her parents, Mabel and Willard, teaching her and her brothers about working hard, succeeding in business and giving back to the community. That is why she ran for City Council and now sits on 11 Boards and Committees.

Susan believes that SSMEDC is a critical Board to be on as the corporation leads the community's vision in all aspects of living, working and playing.



Lori Naccarato-Sarlo

Lori is currently a Senior Manager with the Business Development Bank of Canada (BDC). Prior to this position, she was an Account Manager, Professionals/Small Business at RBC Royal Bank from 2003 to 2009.

Lori is a graduate of Lake Superior State University. She is actively involved with the Sault Ste. Marie Chamber of Commerce and sits on the Board of Directors for the Algoma University Foundation. Born and raised in the Sault, Lori has two sons,

Nicklas and Daniel.



Martin Pochtaruk

Martin graduated with a degree in Physics from the University of Buenos Aires, Argentina in December 1989. He then started working for Tenaris Group as part of the Young Professional Program in the company's Research and Development Centre. By 1994, Martin was positioned as Tenaris' Argentina Marketing Head. In 1997, he became the company's Corporate Marketing Head and led several merger and acquisition analysis in the frame of marketing and supply-chain management. After living in Italy and the U.S., Martin moved to Sault Ste. Marie in July 2000. He came as part of the group that reopened the Tube Mill – formerly owned by Algoma Steel – and was appointed Supply Chain Manager for Tenaris in Canada.

As a family decision, Martin stayed in Canada. He joined Algoma Steel Inc. in December 2004, originally hired to head its re-engineering group. Martin was appointed Business Development Vice-President in May 2006, where his main accountability was to drive the company's value-chain integration strategy. In October 2007, Martin joined Corporate Group at Essar Steel Holdings and was accountable for business development. In 2009, he left Essar and established Heliene Canada Inc., a solar module manufacturing plant, one of the first of its kind in Ontario.

Martin was born in Argentina in 1965. His grandparents immigrated to the South American country from Europe in the 1920s. Like many Canadians, he is the grandson of immigrants. In 1991, Martin married Sofia in Argentina. She is now a Mathematics Professor at Algoma University. Strong advocates for Northern Ontario, the couple has two children, Natalia, 13, and Tomas, 9.



Robert Reid

Rob has more than 18 years experience in electric utility operations, engineering, regulatory support, business development and occupational health and safety management. In 2003, he founded a management and professional engineering services company after having held various senior positions with Great Lakes Power Ltd. and the former Ontario Hydro.

Rob holds a Bachelor of Applied Science in Aerospace Engineering from the University of Toronto and a Master of Business Administration from Laurentian University. He and his wife have three children. Their leisure time is spent actively pursuing their children's athletic and academic activities.

Dennis Tatasciore

Dennis is Vice-President of Operations/Estimating for S & T Electrical Contractors Ltd. Established in 1984, the company quickly became a full-service electrical contractor with the ability to serve the specific needs of the industrial, commercial and residential sectors. Today, known as S & T Group, it has grown to incorporate a wide range of services, including electrical, TEGG, sheet metal fabrication, technologies, data, refrigeration, security, and plumbing, among others. The company currently has approximately 150 employees.

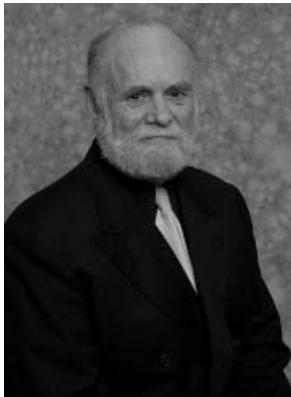


Mayor Debbie Amaro

Ex Officio

Debbie was born and raised in Sault Ste. Marie, only leaving for a short period of time to pursue post-secondary studies in the field of Social Services. Her career path developed in the Social and Health Services sectors, gaining 39 years of experience working with Young Offenders, Persons with an Intellectual Disability and Adults with a Physical Disability. Debbie was first elected to City Council as a Councillor for Ward 5 in 1997. She participated in a number of Committees and Boards during her nine-year term as Councillor. In addition to her responsibilities as Mayor, Debbie is currently employed as Program Manager with the Ontario March of Dimes.

Debbie's goal while occupying the Office of the Mayor is to create opportunities for the citizens of Sault Ste. Marie while actively participating in the decisions that impact us all. The role of City Council is to create an environment for the City to grow and prosper, and this is where her energies will be placed. History was made when Debbie became Sault Ste. Marie's first female mayor in December 2010, but she recognizes that the role of Mayor and Council is that of a Public Servant. Debbie acknowledges that this must not be lost sight of during her term as Mayor.

**Dr. Ron Common***Liaison, Sault College*

A multi-degree graduate, Dr. Common received Bachelor of Arts, Bachelor of Education and Master of Education degrees from the University of Manitoba. He earned his PhD in Educational Administration from the University of Ottawa in 1980. As well, he holds a private pilot's licence and flies his own aircraft throughout Canada.

Dr. Common has worked and conducted educational research in Aboriginal communities around the world, including New Zealand, Amazon, China, Africa and throughout Northern Ontario, Manitoba, the Arctic and Labrador. He is currently President of Sault College.

**Dr. Richard Myers***Liaison, Algoma University*

Prior to his arrival, Richard Myers was a Professor of Political Science at St. Thomas University in Fredericton, New Brunswick, and served as that university's Vice President (Academic) for seven years. He spent four years on the Maritime Provinces Higher Education Commission, including two years as its Chair. Dr. Myers is also a member of the Council of Scholars of the American Academy of Liberal Education, an accrediting body for liberal arts universities that is based in Washington, D.C.

Dr. Myers has been involved in local, national and international civil society organizations. He served as the President of Dialogue New Brunswick, an organization dedicated to the improvement of French-English relations, and as President of French for the Future. He served on the Board of Directors of the Fredericton United Way and the Fredericton Emergency Shelter, the New Brunswick College of Physicians and Surgeons, and the 1993 Canadian mission that monitored the first free elections in Russia.

Dr. Myers earned his undergraduate and masters degrees from the University of Toronto. After a stint studying in New York City, followed by a year in Paris, he returned to the University of Toronto to complete his PhD in Political Science in 1986. Fluent in French, Greek, German and Italian, he has also taught at Hokusei Gakuen University (Japan) and Wenzhou University (China). His best known publication is *The Canadian Regime*, a popular textbook in political science, now in its 4th edition, that has been published in both English and French.

**Hal McGonigal***Liaison, Community Development Corporation of Sault Ste. Marie & Area*

Hal has had extensive volunteer involvement in community development, continuing on after his retirement from a career as a regional economic development professional with the government. His past and present activities include: Board member of the Community Development Corporation, member of the Conservation Authority's Drinking Water Source Protection Committee, member of the Local Citizens Committee for the Ministry of Natural Resources' Algoma Forest Management program, past member of the Board of Community Quality Improvement, and past Board member of the Sault's annual Echoes Drum Festival.

Sault Ste. Marie Economic Development Corporation

Finance Committee Members
November 2011

Geoff Meakin, Meakin Forest Enterprises Inc.
Treasurer

Carl Robinson, Retired

Don Missere, Retired

Anthony Rossi, Calam Ruscio Rossi

Laurie Burrows, Sault College of Applied Arts & Technology

Donna Hilsinger, Algoma's Water Tower Inn

Robert Reid, N-Sci Technologies Inc

**Tom Dodds***CEO*

Tom's career in economic development spans three decades and includes numerous positions in the private, non-profit and public sectors, including all levels of government in four countries.

In March 2011, he became CEO of the Sault Ste. Marie Economic Development Corporation. Prior to this, Tom was Director of International Business for FedNor - Industry Canada, Executive Director of the Community Development Corporation of Sault Ste. Marie & Area, and Project Manager for Morgan and Banks, a management and human resources consulting firm in New South Wales, Australia.

He also held positions at the Ontario Ministry of Northern Development and Mines, Department of Indian and Northern Affairs Canada, Mamaweswen (North Shore Tribal Council), U.S. Department of Transportation, U.S. Senate Budget Committee, and Iceland's former Economic Development Institute.

Tom's wide range of experience gives him a distinct perspective on economic development, strategic planning, project management, negotiation and urban planning. He is particularly well versed in the unique challenges and opportunities in Northern Ontario, which led to him receiving the Sault Ste. Marie Chamber of Commerce 2002 President's Award, an honour that recognizes someone who makes an exceptional effort that goes "above and beyond the call of duty in any area of business and community development."

Tom holds a Master's degree in Public Administration from the University of West Florida, where he held a Graduate Public Administration Fellowship, and an Honour's degree in Environmental Studies from the University of Waterloo's School of Urban and Regional Planning. In 1984, he was awarded a U.S. Presidential Management Internship from the Office of Personnel Management.

Born in New Jersey, Tom has spent the better part of 36 years in Canada, mostly in Sault Ste. Marie where his wife is from and where they have raised two sons.

**Dave Murphy***Executive Director, Business Sault Ste. Marie*

Dave was born and raised in Sault Ste. Marie. He has previous work experience with the Bank of Commerce in Yellowknife, Bechtel Corporation in Fort McMurray, the Government of Alberta in Edmonton, and the Government of Ontario in the Sault.

Academically, Dave has an MBA from the Ivey School of Business at the University of Western Ontario in London and a Business Degree from the University of North Dakota, where he attended on a hockey scholarship after playing locally for the Soo Greyhounds.

In 1988, Dave coordinated the Northern Ontario Heritage Fund Corporation's very first program and has since been involved in the development and coordination of numerous NOHFC private-sector programs, as the corporation's allocation from the provincial government has increased from \$30 million to \$60 million to \$70 million to \$80 million to \$90 million as of April 1, 2010.

A former National Hockey League draft pick of the Pittsburgh Penguins, Dave continues to volunteer as a goaltending coach for Sault youth. He is married to his college sweetheart of 35 years and has a son who is a medical doctor.



Ian McMillan

Executive Director, Tourism Sault Ste. Marie

Ian McMillan was appointed the first Executive Director of Tourism Sault Ste. Marie in September 2001. He brings over 30 years of tourism marketing experience to the position. Ian spent 18 years as the Executive Director of the Algoma Kinniwabi Travel Association and followed that as a Product Manager for Cities, Attractions and Touring with the Northern Tourism Marketing Company.

As Executive Director of TSSM, he is responsible for working closely with its tourism industry partners and the Tourism Sault Ste. Marie Management Committee to co-ordinate and implement the annual business plan. Ian is a member of a number of provincial and national committees and boards, including: Attractions Ontario, Great Lakes Cruise Coalition, Ontario Tourism's Northern Committee and Town and Country Committee, the Canadian Association of Conventions and Visitors Bureau, and the Sault College Hospitality Advisory Committee.

Positioning Sault Ste. Marie as a four-season vacation destination and a major gateway to Ontario is a strategic priority for Ian and his staff. Raised in Sault Ste. Marie, Ian graduated from Humber College with an Honour's Diploma in Public Relations and is a Certified Travel Industry Specialist.

Debbie LaFleur

Manager, Corporate Services

Debbie brings over 20 years of experience in economic development, tourism and administration. In her present position, she is responsible for managing human resources, providing support for the President, Board of Directors and CEO, as well as overseeing corporate administration, communication, reception and information technology. Debbie holds a Bachelor's degree in Business Administration from the University of Windsor and a certificate in Economic Development from the University of Waterloo. She has completed other professional development programs as well.

Karen Madigan

Comptroller

Karen joined the SSMEDC in September 2004. She holds a Bachelor of Arts degree in Accounting from Algoma University and an Executive Office Administration diploma from Sault College. Karen brings with her more than 11 years of experience with various organizations in both the public and private sector. As Controller, she is responsible for managing accounts payables and receivables, annual budgets, cash flow forecasts, internal reporting to the Finance Committee and Board of Directors, the year-end audit working file, financial reports to various government funding agencies, and payroll/benefit administration. Also, Karen is currently working towards the Certified General Accountants (CGA) designation.



INTERNATIONAL
ECONOMIC DEVELOPMENT
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ECONOMIC DEVELOPMENT
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*International Economic
Development Council*



HIGH PERFORMING ECONOMIC DEVELOPMENT ORGANIZATIONS

Executive Summary

The role of economic development organizations (EDOs) becomes more complex and challenging with each passing year. Budgets keep getting tighter; industry needs continually change; and global economic, social and environmental factors bring new levels of complexity to the job – but the need for EDOs to continue delivering results remains.

This paper, developed under the guidance of IEDC's Economic Development Research Partners program, aims to define the characteristics of high performing EDOs by identifying success factors from both organizational and leadership perspectives.

First, it is important to understand what we mean by the term "high-performing EDO." Such an organization fulfills its mission by following internal best practices, but it accomplishes more than that. It builds relationships and community capacity to foster broad prosperity, and it embodies adaptability, responsiveness and integrity. It sees – and sometimes makes – new opportunities. It employs its capacities and resources to the fullest, sets its goals high, and works diligently to attain them.

The research found that organizationally, high-performing EDOs tend to share eight success factors. These organizations:

Are driven by their customer. With so many stakeholders impacted by and engaged in the work of an EDO, it can be challenging to

determine who "the customer" is – yet this step is critical to designing effective programs and services and to developing organizational capacity.

Operate with a strong strategic plan. A strong strategic plan is grounded in the realities of the community, what it can achieve and where it wants to be several years down the line. High-performing EDOs also are flexible and adaptable, however – they know when it's appropriate to deviate from those well-made plans.

Measure results and adjust accordingly. High-performing EDOs constantly evaluate their work to determine if objectives are being met, stay accountable, detect problems before they escalate, and seek new ways to improve.

Are creative risk-takers. EDOs must be entrepreneurial and innovative to understand and address the challenges of globalization, economic downturns, climate change, and industry shifts. Though EDOs must deliver results and be held accountable, sometimes they need the freedom to be creative in order to deliver at a higher level.

Build strong alliances and networks. High-performing EDOs not only create opportunities for economic development alliances and networks to flourish, they also institutionalize them. This ability to convene, connect and collaborate enhances the coordination of economic development efforts, increases capacity, and improves credibility.

Earn the trust and respect of their communities. The strongest EDOs do this by consistently delivering results; focusing on customers; engaging in effective, open communication; building lasting partnerships and acknowledging the contributions of partners; and upholding high standards of integrity, trust and honesty.

Are efficient with funding and resources. In many cases, high-performing EDOs are working to decrease their reliance on public-sector funding and to diversify their funding streams by charging for some services or looking to non-traditional sources for funding. Beyond financial resources, high-performing EDOs also use their staff wisely and focus their resources where they will have the most impact.

Invest in their people. High-performing EDOs invest in the development and well-being of their employees. Most organizations offer professional development through training programs and networking opportunities, but most high-performing EDOs also practice “people development” – i.e., nurturing their potential to perform better in the future.

In addition to identifying organizational success factors, the research explores essential qualities of effective economic development leaders.

High-performing EDOs have passionate, innovative and capable leadership. They care deeply about what they do, motivate their staff and partners, think creatively, and effectively carry through on their commitments.

Leaders of high-performing EDOs are strategic thinkers and operators. Effective leaders anticipate opportunities and prepare for them; create opportunities by thinking innovatively; and transform challenges into opportunities.

Great leaders are highly effective communicators. The ability to communicate well distinguishes leaders of high-performing EDOs from their competitors. They are able to distill and convey complex ideas; use different communication styles to meet the needs of different audiences; are active listeners; and maintain open lines of communication.

Leaders of high-performing EDOs embrace change as a baseline for success. High-performing EDOs are adaptable and have staff and leadership that embrace change, rather than fear it, and seek to find new opportunities in it.

High-performing EDOs form great teams to carry out the work. Developing a talented staff and providing them with meaningful roles gives them a stake in the organization’s mission and success, resulting in a dedicated team that is stronger than the sum of its parts.

Leaders of high-performing EDOs are ethical and represent community interests. Ethical behavior is modeled at the top and supported with policies and resources that enable employees and peers to make ethical decisions. These organizations never lose sight of their responsibility to serve the greater good of the community.

The prevailing theme of this research is that organizations and leaders must be adaptable to changing circumstances. It is imperative for EDOs to nurture their capacity and skills in responding to change and become effective change agents as a result. It is our hope that

this paper provides readers with a framework for improving both the effectiveness of their organizations and their personal leadership skills, furthering the creation of jobs and wealth for communities everywhere.



July 10, 2007

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

The City of Sault Ste. Marie has established a City Economic Development Fund (EDF). The purpose of this fund is to support job creation, support the increase of new tax assessment through new investments, and to support economic development projects. City Council annually establishes the funding support for the EDF and as this fund is limited, City Council must be very selective in how it is disbursed to ensure that the maximum return on investment is achieved.

To ensure accountability to City Council, the City of Sault Ste. Marie Finance Committee, the SSMEDC has updated the EDF program criteria, delivery, and reporting. Consultation and input was also carried out with the Sault Ste. Marie Chamber of Commerce, Sault Ste. Marie Innovation Centre, Community Development Corporation of Sault Ste. Marie and Area and Destiny Sault Ste. Marie and a Public Session to receive input from the community was hosted by SSMEDC.

1. Key Performance Targets

The previous EDF was established by City Council to promote economic growth and provide opportunities in areas of business, technology, tourism and education. This is still important today, but City Council must ensure that the community benefits include specific performance targets, such as net job creation and support for community initiatives that will support existing and attract new employers, investment, and employees. Therefore, in deciding how to allocate funding consideration should be given to support for initiatives that would result in:

- 1.1. Net Job Creation:** The focus of the fund is to support new economic development projects that will create sustainable wealth generating jobs and diversify our economy. Wealth generating jobs are those that bring new monies (e.g., payroll) into the community. This will support economic development that focuses on the creation of new products and services (e.g., manufacturing, science & technology, etc.) that are driven by external market demands;

and

- 1.2. Increase Tax Assessment:** The greatest rate of return of the City Economic Development Fund to the City of Sault Ste. Marie is to invest in those projects that would increase new tax assessment (e.g. new industrial construction) or increased investment in existing facilities that would increase the tax assessment value of that facility.

and

- 1.3. Economic Development Projects** (“enhanced” promotion, marketing, research, and strategy development) that are consistent with Destiny SSM strategic priorities or that support the creation of new economic engines for Sault Ste. Marie.

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

2. Criteria for the Use of the Fund

The fund will provide capital for projects that create or protect jobs and the tax base by:

- 2.1. Promoting economic diversification and supporting the establishment of new businesses or industries that support new products, services, and innovation;
- 2.2. Where benefits warrant, contributing to the sustainability or expansion of existing enterprises as long as it does not unfairly compete with other local enterprises and the use of the City's EDF is absolutely necessary in order for the project to succeed;
- 2.3. Supporting strategic community initiatives that support creating the environment for business development (e.g. infrastructure development, educational/economic opportunities, labour development initiatives, specific sector strategy development, innovation, and support for new economic cluster development).

3. Eligible Applicants

Eligible Applicants for applying directly to the City of Sault Ste. Marie for the EDF would be non-profit economic development organizations and City departments.

Private Sector applicants would be required to work in partnership with a non-profit economic development organization such as the Sault Ste. Marie Economic Development Corporation. The reason for this is that the City of Sault Ste. Marie has restrictions pertaining to the Municipal Act in providing bonusing to the private sector. However, as the lead economic development agency for the City of Sault Ste. Marie, the SSMEDC could work with the private sector in a partnership that could access the EDF as long as the project meets the criteria and application requirements of the EDF.

4. Application Requirements

Applicants will complete the following application information, provide a covering request letter, and will provide the necessary supporting documentation to support their request. The application will include a business or project plan, which outlines:

- 4.1. Applicant Information
 - 4.1.1. Legal name of business/organization
 - 4.1.2. Names of Officers, Directors & Principals
 - 4.1.3. History of Organization
 - 4.1.4. Organization mandate
 - 4.1.5. Key contact for initiative
 - 4.1.6. Contributing partners and
 - 4.1.7. References

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

4.2. Project Information

- 4.2.1. Project description**
- 4.2.2. Objectives**
- 4.2.3. Performance targets**
- 4.2.4. Impacts and Limitations of Project**
- 4.2.5. Methodology and timing (including key dates for progress reports and final report to Council)**

4.3. Costs and Financing

- 4.3.1. Detailed project costs**
- 4.3.2. Financing arrangements (e.g., equity, loans, etc.) and funding partners**
- 4.3.3. In-kind contributions**
- 4.3.4. Balance, Financial Statements, Cash flow projections (historical and projected)**
- 4.3.5. Demonstrated need for assistance and supporting documentation and applications to other government assistance programs, etc.**

4.4. Economic Benefits

- 4.4.1. Description of how the project promotes economic growth and diversification**
- 4.4.2. Projected job creation**
- 4.4.3. Potential for tax assessment increase**
- 4.4.4. Other economic and community benefits**

4.5. Community Benefits

- 4.5.1. How the project complements other local initiatives**
- 4.5.2. Impact on the community as a whole**

After receiving the Application requirements, the SSMEDC may at its discretion request further information and clarification from the proponent.

For processing, all applications will be sent to:

Manager of Corporate Services
Sault Ste. Marie Economic Development Corporation
99 Foster Drive, First Level
Sault Ste. Marie, ON P6A 5X6

Telephone enquiries: (705) 759-5432
Fax: (705) 759-2185
E-mail: d.lafleur@ssmedc.ca
Website: www.sault-canada.com

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

5. Process for Evaluating Proposals

- 5.1. The Sault Ste. Marie Economic Development Corporation will be responsible to provide the resources to support the intake of applications and support the proponent (s) in the development of their proposal.
- 5.2. The City Finance and Legal Department, through the SSMEDC, will provide recommendations regarding economic resources available and related concerns (e.g., due diligence collaboration, risk management, municipal act, etc.)
- 5.3. Prior to presentation to City Council the Managing Director of Destiny SSM will review requests if appropriate, determine need from Destiny SSM Committee for input and recommendations, and provide their input to the evaluation of the application.
- 5.4. Unless there are special circumstances, all requests shall contain written recommendations from the Sault Ste. Marie Economic Development Corporation Board of Directors, and the City Finance Department prior to presentation to Council. This would be coordinated through the SSMEDC.
- 5.5. All requests will be presented to Council in writing with supporting presentations by the applicant if required.
- 5.6. City Council will make the final decision re: financial contributions from the fund.

6. Accountability, Monitoring and Reporting of Results

The following will be expected from the successful applicants:

- 6.1. Recognition of the City Economic Development Fund contribution to the project in reports and appropriate marketing products, including the City logo.
- 6.2. Progress reports as outlined in their submission's timetable and proposal to City Council.
- 6.3. A final project report containing an evaluation of the success of the initiative in meeting its goals and key performance targets as well as the benefits to the community.
- 6.4. A complete report of all revenues and disbursements for the project within 6 months of completion of project. The City Finance Department will require supporting financial documentation (e.g. paid invoices, etc.) and has the right to review or audit project.

Schedule 7

Sault Ste. Marie Economic Development Corporation: Report on Key Performance Indicators (KPI) by Division
January 2010 – September 2011

Business Sault Ste. Marie (Business SSM)

Table A: New Business, Employment and Economic Impact and Tax Revenue

New Business/Expansions/Retention ⁽¹⁾	Employment ⁽²⁾ Direct Jobs Created Full Time (FT) FT New/FT Construction/FT Retained/Seasonal	Direct Investment ⁽³⁾	Economic Impact ⁽⁴⁾	Tax Revenue ⁽⁵⁾
17 medium/large business clients	184 direct jobs 426-501 indirect jobs 135-150 retained jobs 130 Seasonal	\$332.02 M	\$18,642,200 to \$37,592,200 annually	Please refer to Tables on next page and note #5 below.
55 small business clients	89 FT direct jobs 57 PT direct jobs 28 retained jobs	\$ 3.46 M	\$2,932,600 to \$5,272,600 annually	Please refer to Tables on next page and note #5 below.

Notes:

- 1 – **New Business** (companies that have started new operations), **Expansion** (companies that have added operational capacity), **Retention** (companies that have retained jobs as a result of adding new capacity or through some type of restructuring of their operation)
- 2 – **Direct Jobs** (actual new hires), **Indirect Jobs** (created as a result of new employment to support from the new business's supply chains, suppliers, industrial services transportation, Construction as examples), **Retained Jobs** (those which were saved as a result of retaining a business's operations) **Seasonal** (employed during parts of the year), **PT** (part-time employment)
- 3 – **Direct Investment** (total project costs)
- 4 – **Economic Impact** (is measured by combining the value of the direct investment, the annual value of the wages generated from new employment). Please refer to the important note below regarding these calculations were made.
- 5 – **Tax Revenue** (determining or estimating the tax revenue derived from the use new businesses and employment generated is very difficult to determine in particular the benefits from having additional wage revenue in the community. The SSMEDC has taken the approach of simply identifying the growth in property tax assessment over the previous year and increased tax revenue during the years noted **Table B**. It has also shown the value of construction in the years noted. This information was obtained from building permits.

Important: Estimating Economic Impact:

The Sault Ste. Marie Economic Development Corporation undertook a prudent and conservative approach when estimating the economic impact from the new business activity in the community. There are a variety of factors over which the City and the SSMEDC have no control. The figures noted with respect to economic impact are intended to provide an "order of magnitude" assessment of the economic impacts of recent business development activity. **For example, when estimating salary revenue**, the SSMEDC used the approach applied by **millierickinsonblais** in their 2008 review SSMEDC. Their average wages used were between \$25,000 and \$45,000/year. Given the range of businesses and noted, the SSMEDC determined that this range provided a reasonable conservative estimate for calculating economic impact. The SSMEDC is aware that a number of the companies it assisted have wages which are substantially higher than these amounts. In the same fashion seasonal and part-time jobs were estimated to have value of one third the benefit of a full-time job at minimum wage. So for example the 130 seasonal jobs as the equivalent annual value of 43 full-time jobs at approx.. \$10.00/hr.

Schedule 7 (cont'd) Table B: Permit Summary (*value of construction identified building permits*)

Year	Commercial	Industrial	Institutional	Residential	Total
2011 (to end of month 9)	\$17,475,797	\$5,495,700	\$61,699,520	\$35,330,910	\$120,001,927
2010	\$20,048,750	\$5,743,068	\$75,833,713	\$38,258,696	\$143,338,779
2009	\$22,760,739	\$6,082,883	\$64,707,453	\$31,763,591	\$125,314,666
2008	\$31,016,824	\$17,644,007	\$21,657,480	\$42,667,563	\$112,985,875

Table C: Assessment Growth (*over previous year*)

2011 – Increase in Current (*Total of*) Value of (*Property*) Assessment (CVA) - \$49,215,190. Total increase in tax revenue to City - \$915,545
 2010 – Increase in Current (*Total of*) Value of (*Property*) Assessment (CVA) - \$32,178,470. Total increase in tax revenue to City - \$705,252
 2009 – Increase in Current (*Total of*) Value of (*Property*) Assessment (CVA) - \$35,585,782. Total increase in tax revenue to City - \$969,347
 2008 – Increase in Current (*Total of*) Value of (*Property*) Assessment (CVA) - \$33,777,447. Total increase in tax revenue to City - \$709,320

Tourism Sault Ste. Marie (TSSM)

Tourism SSM develops and market unique tourism experiences, utilizing Sault Ste. Marie's diverse tourism products and strong industry partnerships. Tourism SSM collects their information on their programs annually.

Table D: Tourism (Campaign) Packages

	Total Number Packages ⁽¹⁾ Sold	Number Visitor Days ⁽²⁾	Direct Revenue ⁽³⁾
	January 2010 – September 2011	January 2010 – September 2011	January 2010 – September 2011
Campaign Packages (ACR/Ski/Snow Train/Golf & Gaming/Cross Country Ski)	10,065	20,044	\$ 2,834,150

Notes:

1. Number of 2-night, and 1-night attraction/accommodation packages sold through TSSM
2. Actual number of days a visitor who purchased a package stayed in Sault Ste. Marie
3. Actual direct visitor spending through the sale of packages (based on \$150 for 1 night packages and \$250 for 2-night packages)
4. Based on an average spend of \$200 per delegate @ 2.5 days

Schedule 7 (cont'd) Table E: TSSM Conventions/Meetings

	Total Number of Groups	Number of Delegates	Direct Revenue⁽⁴⁾
	January 2010 – September 2011	January 2010 – September 2011	January 2010 – September 2011
Conventions / Meetings	72	14,068	\$ 7,029,000

Notes: See Above

Scott McLellan
Manager of
Budgets and Revenue



Finance Department

2011 06 06

RECEIVED

JUN 07 2011

Mr. T. Dodds
Chief Executive Officer
Economic Development Corporation

SAULT STE. MARIE
ECONOMIC DEVELOPMENT CORPORATION

Dear Mr. Dodds:

RE: 2011 BUDGET

I am writing to confirm to you that City Council has approved your 2011 Operating Budget Allocation in the amount of \$1,019,020. This amount includes \$44,920 for wage and benefit adjustments.

Council also approved \$246,000 for Development SSM on an on-going basis. Other initiatives funded by Council in 2011 include \$30,000 for Destiny SSM, \$277,890 for the Innovation Centre, \$70,000 for CQI and \$168,455 for the Marketshare Program.

Yours truly,

A handwritten signature in black ink, appearing to read "Scott McLellan".

S. McLellan
Manager of Budgets & Revenue

SM/lde

cc: J. Fratesi
Mayor D. Amaroso
A. Ouimet

THINK GREEN

Sault Ste. Marie, Ontario, Canada

The Alternative Energy Capital of North America

Wind Energy

Sault Ste. Marie is home to the Prince Wind Farm, one of the largest wind energy farms in Canada. The site's 126 turbines can produce 189 megawatts of renewable energy, enough to power about 60,000 homes or roughly two cities the size of Sault Ste. Marie.



The Prince Wind Farm

Hydroelectric

There are five hydroelectric stations in the Sault Ste. Marie area that generate a total of 203 megawatts of renewable energy. The nearby Wawa area generates an additional 196 megawatts.



One of Starwood's Solar Farms

Waste-to-Energy

The Elementa Group has established a demonstration facility at the city landfill site and is conducting research with respect to converting municipal garbage into clean energy using a patented "Steam Reformation" process. The technology vaporizes solid waste into a synthetic gas, similar to natural gas, which can be used for power generation.



Montreal River Hydroelectric Station

Cogeneration

Essar Steel Algoma, one of the Sault's largest employers, began a cogeneration power project that utilizes excess gas from the steelmaking process. The \$135-million initiative produces 70 megawatts of electricity and reduces the company's reliance on the power grid by an average of 50%.

Solar Energy

Sault Ste. Marie is home to Starwood Energy Group, which has established a 20 megawatt solar farm and is now working on an additional 40 megawatts. When complete, the farms will generate enough electricity to power about 21,000 homes. The city is also home to Heliene Canada, which recently established a photovoltaic solar panel manufacturing facility.



Elementa Group's Waste-to-Energy Research Facility

Reverse Polymerization

Using "Reverse Polymerization" technology, Ellsin Environmental is working on a pilot tire recycling project that breaks down old tires into their original parts: steel, oil and carbon black. Separated, each is valuable and can be reused for a variety of purposes, including power generation.

Natural Gas

Brookfield Power operates a 110-megawatt cogeneration plant in Sault Ste. Marie. The facility consists of two 40-megawatt natural gas turbines and one 30-megawatt steam turbine.

Biomass

St. Marys Paper, another major employer in Sault Ste. Marie, signed an agreement with the Ontario Power Authority to establish a \$175-million cogeneration project, which will use biomass (wood waste) as feedstock to generate 30 megawatts of electricity.

Biodiesel and Fibre Crop

Sault Ste. Marie-based SITTM Technologies is working to produce biodiesel from various feedstock, including used vegetable oil. Other players, including the City, are looking to develop a fibre crop industry by growing sunflowers and other plants to extract oil and generate electricity.

Methane Collection

The City of Sault Ste. Marie is actively collecting methane gas from its landfill site. The local PUC is now looking at the feasibility of using the gas to generate about 1.6 megawatts of electricity.

For more information on Sault Ste. Marie's alternative energy projects, please contact:

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OCTOBER 2011

the pulse



SAULT STE. MARIE ECONOMIC DEVELOPMENT NEWS

ALSO INSIDE:

- **SSMEDC picks up national marketing award for Tourism website**
- **Sault airport lands more funding for hangar expansion**
- **Train Tour ridership up; First increase in 9 years**
- **Get ready for Bridges to Better Business event Nov. 26**
- **Sault moves up 30 spots in "Canada's Best Place to Live"**
- **SSMEDC tourism specialist earns international certification**

FORESTRY: Boniferro Mill Works chugging along smoothly

Local sawmill eyes the future

Forestry can be a volatile sector, where big highs can easily be followed by big lows.

Jim Boniferro has seen it all in his more than two decades in the industry. For the past eight years, he has owned and operated Boniferro Mill Works, a sawmill, with a staff of 60, that manufactures high-quality forest products, including flooring and kitchen cabinets.

Five years ago, times were especially tough for the business, along with most forestry firms across the country. Boniferro knew he'd have to grow his customer base to survive. "We had to diversify," he said.

Enter the Economic Development Fund (EDF), an annual fund established by City Council to support economic development initiatives and job creation. Though most investments from the EDF are made in the form of non-repayable grants, Boniferro Mill Works was made via loan, with the business receiving \$60,000.

The funds were used to help repair a rail spur connecting the company to the CN rail line, thus allowing Boniferro Mill Works to effi-

ciently transport its products worldwide, while also allowing other area businesses to utilize the link. Put simply, a number of firms benefited from the investment.

Where many forestry businesses in Canada have been forced to close their doors over the past few years — particularly in Northern Ontario — Boniferro has remained open, and his staff have remained employed.

"It was a tough time, and the EDF loan helped us through that difficult period," he said.

Also benefiting have been the other industrial users of the rail spur, including Domtar, Essar, Q-Cells, National Supply and Rainone Construction.

Though at the sole discretion of City Council, the **Sault Ste. Marie Economic Development Corporation** Board of Directors evaluate EDF applications and provide recommendations to Council.

In the case of Boniferro Mill Works, not only did the SSMEDC support his applications, the organization also guaranteed the loan.

"We knew the loan was needed to help keep the business running and retain jobs," said SSMEDC President and Board Chair Greg Punch. "We also knew that Boniferro Mill Works had a sound business plan and that the likelihood of success — and of the loan payback — was very high."

Long story short, the investment paid off. Not only was the City and EDF fund reimbursed, but the company made it through a rough patch — keeping its staff working — and is now in a sound position.

"This funding model proved to be quite productive for all parties," said Boniferro. "We thank the City, SSMEDC and our other partners for their support."



PHOTO: Jim Boniferro (centre) presents his final loan payment to SSMEDC Controller Karen Madigan (right), and John Febbraro, Director of Industrial Marketing for the SSMEDC's Business Sault Ste. Marie division.

TOURISM: SSMEDC wins 2011 marketing award from Economic Developers Association of Canada (EDAC)

Tourism Sault Ste. Marie website receives national recognition

The Sault Ste. Marie Economic Development Corporation (SSMEDC) earned national recognition this week when it took home a 2011 Marketing Canada Award from the Economic Developers Association of Canada.

The website for **Tourism Sault Ste. Marie**, a division of the SSMEDC, was awarded first prize in the Digital Media – Tourism Website category. The new site, www.saulttourism.com, features a number of unique attributes, including an online reservation and vacation package booking system –

the first of its kind in Northern Ontario – and incorporates interactive features like Sault Ste. Marie and regional Facebook pages.

“We consider our website and other online tools to be fundamental in the way we communicate with visitors and potential visitors from around the world,” said Tom Dodds, CEO of the Sault Ste. Marie Economic Development Corporation. “In today’s ultra-

competitive tourism sector, you have to go above and beyond to stand out. Our Tourism Sault Ste. Marie website is one tool we use to stay ahead of the curve.”



PHOTO: Tara Lu-carelli, from Tourism SSM, holds the 2011 EDAC Award.

The award was announced at the National Conference for the Economic Developers Association of Canada on Oct. 3 in Peterborough. More than 100 entries in various categories were submitted for the 2011 Marketing Canada Awards.

“We’re especially proud that our Northern Ontario city stood out amongst communities across the country,” said Tourism SSM Chair Donna Hilsinger, who also sits on the SSMEDC Board. “Our area is Naturally Gifted, and we wanted our website to compliment the beauty of the region.”

The Tourism SSM website was designed by Lucidia Ltd., an award-winning, Sault-based marketing and communications firm.

The site was also a runner-up at the 2011 Ontario Tourism Marketing Partnership Awards.

AVIATION: Aircraft maintenance, repairs and overhaul sector continues to soar with FedNor investment

Airport set for takeoff; lands more funding

More great news flew to the local airport in October.

The Sault Ste. Marie Airport Development Corporation (SSMADC) received nearly half a million dollars in funding from the Federal Government.

The investment will be used to extend water, sewage and electrical services at the SSMADC's industrial park.



PHOTO: At the funding announcement are (L to R) JD Aero's Donald McNabb, MP Bryan Hayes, SSMADC Chair Jerry Dolcetti, and JD Aero's Julian Chin.

The project will allow the airport to focus on the growth of the aircraft maintenance, repair and overhaul industry.

With the funding, the airport “will be able to accommodate our clients’ expanding operational needs,” said SSMADC Chair Jerry Dolcetti. “In turn, our clients’ ability to provide a range of services to aircraft will help

us in attracting global airline companies to Sault Ste. Marie, a real plus for the entire region.”

The investment was made through FedNor - Industry Canada.

“The Government of Canada’s support for this

strategic initiative will strengthen the community’s economic competitiveness by enhancing key transportation infrastructure,” said Tony Clement, Minister for FedNor. “More importantly, our investment in Sault Ste. Marie will pave the way for business investment and growth.”

The recent investment of \$475,000 follows funding from both the City of Sault Ste. Marie and Provincial Government. Through the City’s Economic Development Fund, the SSMADC received \$200,000, which was used to leverage an additional \$1 million from the Province’s Northern Ontario Heritage Fund Corporation.

The investments were used to bolster the airport’s hangar

capacity. This led to JD Aero Technical setting up shop here. The company provides aircraft maintenance, repairs and overhaul services for airlines around the world, including Air Canada Jazz, Air New Zealand, Austrian Airlines and Porter Airlines.

Meanwhile, the SSMADC is a longtime client of the Business Sault Ste. Marie, a division of the Economic Development Corporation. They worked together on things like business planning and funding applications.

“Based on the Sault’s strategic location and the quality of jobs found within, we have identified aviation as a key sector for our community,” said Dave Murphy, Executive Director of Business Sault Ste. Marie.

TOURISM: Agawa Canyon Train Tour receives international publicity

Train tour ridership levels up slightly; First increase in 9 years

In the summer, the upgraded Agawa Canyon Train Tour was unveiled to riders following an overhaul totaling more than \$11 million.

A ribbon-cutting ceremony and maiden voyage took place in July. The re-launch involved dozens of reporters from around the world, who travelled to Sault Ste. Marie to take a tour and write about the new-and-improved experience.

The media event, along with the attraction upgrade itself, was facilitated by **Tourism Sault Ste. Marie**, a division of the Economic

Development Corporation. It led to good news stories about the train tour around the world.

Publicity around the train tour, coupled with word-of-mouth promotion, appears to be spreading. For the 2011, ridership was up by about four per cent.

"When you consider the fact that this is the first increase since 2002, and that passenger levels have been declining for about a decade, this is a fairly significant development," said Ian McMillan, Executive Director of Tourism Sault Ste.

Marie. "The real test will be 2012, which will be the first full train tour season following the upgrades and marketing campaign."

The decline in passenger levels during the past decade, he added, was primarily the result of slumping U.S. visitations to Canada, caused by a sagging economy south of the border and cross-border security concerns.

With a new product, Tourism Sault Ste. Marie is now refocusing some of its promotional attention and going after different tourism markets, particularly in southern

Ontario.

"We're hoping American visitations will increase over time but, in many respects, we see domestic tourists as our future," said McMillan.

This is precisely why the re-launch and media tour earlier this summer involved not only international reporters, but also ones from across Canada. And the news coverage for the upgraded train tour has since been widespread.

For instance, the Agawa Canyon Train Tour was featured in the Sept. 16 Travel section of [The Toronto Star](#), in a story titled "Fall Colours: Train ride to inspiring Northern Ontario."

The attraction was also covered on the CTV television news show [Canada AM](#), in a Sept. 30 segment called "Best places in Canada for autumn leaf peeping."

"There's definitely a buzz, and we hope that translated to more passengers and more visitors to Sault Ste. Marie," said McMillan.



PHOTO: A visiting journalist grabs a photo of the stunning view from atop Agawa Canyon lookout.



PHOTO: Another visiting journalist takes a photo from the moving train through new, enlarged windows aboard the coaches.

SMALL BUSINESS: Free Bridges to Better Business seminar to teach current and aspiring entrepreneurs

SSMEDC builds bridges between small business community and success

Small business is the backbone of the Canadian economy. The Enterprise Services program, from **Business Sault Ste. Marie**, works to bolster this sector in the city and region.

Bridges to Better Business is a prime example. The annual event, hosted by Busi-

ness Sault Ste. Marie, provides networking and training opportunities for current and aspiring entrepreneurs.

This year's event is taking place Wednesday, Nov. 23 at 5:30 p.m. (dinner at 6 p.m.) at the Marconi Club. The keynote speech and interaction session will be led by Doug

Bolger, founder of L(earn)2, an award-winning professional training company.

To register for the event, contact Terri Chiarello, Small Business Development Advisor for Business Sault Ste. Marie, at 705-759-2616 or t.chiarello@ssmedc.ca.

Business Sault Ste. Marie

is a division of the Sault Ste. Marie Economic Development Corporation.

Bridges to Better Business is made possible with funding from the Canada-Ontario Business Service Centre and the Ontario Ministry of Economic Development and Trade.

QUALITY OF LIFE: Sault ranked as a pretty darn good place to live

Movin' on up; Sault climbs ladder in "Best Places to Live" ranking

Is Sault Ste. Marie a great place to live?

Most people who reside here would say yes. But how do you measure something that's not tangible?

MoneySense, a leading personal finance magazine, has a formula based on data compiled from 180 Canadian cities and towns with populations over 10,000 people.

Places were rated on a number of criteria, including home affordability, prosperity, access to health care, lifestyle and culture.

In Canada's Best Places to Live 2011, Sault Ste. Marie moved up 30 spots from last year's study, climbing from 89th to 59th in the country.

The Sault scored particularly well on things like aver-

age home prices. As well, having two post-secondary institutions, along with a new hospital, also seemed to play a factor.

The fact that the Sault climbed in its ranking comes as no surprise to Tom Dodds, CEO of the Sault Ste. Marie Economic Development Corporation.

"People who live here al-

ready know the quality-of-life benefits that our community offers — everything from outdoor opportunities and a vibrant green sector, to first-rate post-secondary institutions," he said. "The data collected by MoneySense, in Canada's Best Places to Live 2011 report, shows that others are seeing Sault Ste. Marie in the same light."

TOURISM: Steve Hollingshead, CFEE

SSMEDC tourism specialist earns international certification

When it comes to knowing how to plan and organize top-notch events like festivals and sports tournaments, understanding the sector – along with the trends and best practices found within – is crucial.

On this front, a local events specialist recently earned a prestigious international certification.

Steve Hollingshead, from Tourism Sault Ste. Marie, a division of the Economic Development Corporation, can now place the letters CFEE after his name.

He received professional designation as a Certified Festival and Event Executive from the International Festivals and Events Association (IFEA). The division's Coordinator of Special Projects & Sport Tourism joins just a handful of Canadians who lay claim to the unique certification.

The designation program recognizes professionals in

the festivals and events industry who have attained the highest level of competency in the field. Put simply, it's a "mark of distinction," said Steven Wood Schmader, IFEA President and CEO.

"These individuals have proven their commitment to continuous learning and professional growth, which in turn translates into the continued growth and success of their own festivals and events, as well as our industry as a whole."

Hollingshead was instrumental in bringing a number of past and future events to the community, including the 2010 Scotties Tournament of Hearts, 2010 Finn Grand Fest, 2011 OCAA Men's Basketball Championships, 2011 Hap Ki Do Canadian Open, 2012 CARHA Hockey World Cup and 2013 Telus Cup National Midget AAA Championships. These events have brought – or will bring – thousands of visitors and mil-

lions of dollars of new wealth to Sault Ste. Marie.

For his work in the tourism sector, Hollingshead was nominated for a 2010 Premier's Award from the Office of the Premiere of Ontario. His knowledge of the industry also led to him giving various keynote speeches at sport tourism workshops across the country.

"Steve's experience in bidding on, supporting and organizing events has been hugely beneficial for the local tourism sector," said Ian McMillan, Executive Director of Tourism Sault Ste. Marie. "We're really happy to have him on our team. With the additional knowledge

and experience he gained while completing his international certification, the sector will continue to reap the benefits of his service."

With its headquarters in Boise, Idaho, the IFEA is a non-profit organization with members spanning 40 countries in five continents.



TEAM WORK: Steve Hollingshead (right), Sault North Stars General Manager George Parsons (left) and Sault Major Hockey President Adam Caughill are all-smiles following a successful bid presentation to the Northern Ontario Hockey Association in North Bay for the hosting rights for the 2012 All-Ontario Midget AAA Championships.

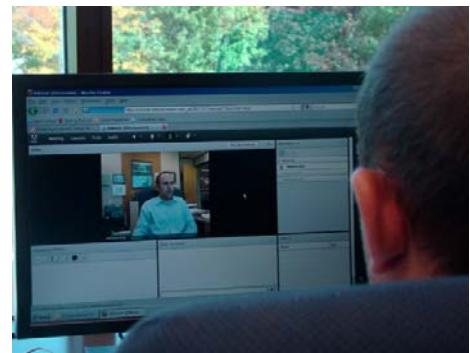
Out & About: SSMEDC Photo Gallery



TRAIL TIME: In the office of the City Planning Division, Ian McMillan, Executive Director of Tourism Sault Ste. Marie, a division of the Economic Development Corporation, looks over a map of the John Rowswell Hub Trail. Tourism SSM and the City Planning Division are working together to coordinate a signage plan for the trail. Used by both local residents and visitors, it provides both quality-of-life and tourism benefits for Sault Ste. Marie. And with descriptive signs soon to be added, such benefits will be bolstered.



OUTREACH ACTIVITY. Terri Chiarello, Small Business Development Advisor for Business Sault Ste. Marie, was in Chapleau earlier this month to give a start-up seminar to a group of aspiring entrepreneurs. The presentation dealt with a number of topics, including business planning and the financing opportunities available in Northern Ontario. Business Sault Ste. Marie, a division of the Economic Development Corporation, services the Algoma District and Chapleau area.



ONLINE ADVISING: Andrew Ross, General Manager of Enterprise Services for Business Sault Ste. Marie, a division of the Sault Ste. Marie Economic Development Corporation, conducts a business consultation online using the Virtual Advisor. The web-based system is operated and staffed by the Business Sault Ste. Marie team, which services the Algoma District and Chapleau. The Virtual Advisor provides a method of reducing distance barriers common in Northern Ontario.

October 2011

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Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**

The Sault Ste. Marie Economic Development Corporation recognizes the financial support it receives from the City of Sault Ste. Marie. As well, it recognizes the strong backing it receives from the Mayor, Council and City staff team. The SSMEDC also thanks the federal and provincial governments, and its many other partners, for their financial support.

The Sault Ste. Marie Economic Development Corporation is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.

AUGUST 2011

the pulse

SAULT STE. MARIE ECONOMIC DEVELOPMENT NEWS

ALSO INSIDE:

- **Hap Ki Do Canadian Open draws hundreds of visitors**
- **Local solar panel manufacturer expands operations**
- **Ellsin unveils cutting-edge tire recycling facility on Yates Ave.**
- **New wing at Sault College ready for students**
- **Local park dedicated to the late Mayor John Rowswell**

ALTERNATIVE ENERGY: Starwood nears completion of massive solar project **Sault lays claim to 2nd largest solar farm in N. America**

Starwood Energy Group announced this month that its 60-megawatt solar project is nearing completion and will be in operation later this year. The event marks an important milestone for both the company and Sault Ste. Marie, a city that's reinforcing its reputation as being the Alternative Energy Capital of North America.

After finalizing 20 megawatts in the city's west end earlier this year, Starwood is now constructing an additional 40-megawatt farm in the east end, just off Black Road. When complete, its total solar energy production in Sault Ste. Marie will generate enough electricity to power about 24,000 homes.

With this announcement, one can't help but wonder: Why establish a massive solar project – the second largest in North America – in the Sault? Himanshu Saxena, a Senior Vice-President with Starwood, summed it rather nicely.

"Among all the communities we considered, the support we received in Sault Ste. Marie was outstanding," he said, referring to assistance given to Starwood – and its predecessor, Pod Generating Group – by City Council and staff, the



VISIONARY: Himanshu Saxena, from Starwood Energy Group, proudly looks over one of his company's solar farms on Base Line.

local MPP's office, Innovation Centre and the Sault Ste. Marie Economic Development Corporation (SSMEDC). "Their support made it all possible."

Saxena, who lives just outside New York City, was also struck by the unique quality of life offered in the Sault. "I love it here," he said. "It's a beautiful, less-hectic community – a place that knows its soul. We're really proud and happy to be here."

Meanwhile, Starwood's initiative, which includes about 270,000 solar panels, has created more than 400 construction jobs – most local – along with several dozen permanent positions in maintenance, operations and office administration. It also used products and services from a number of Sault-area businesses.

"Not only was this project timely – providing hundreds of jobs during a recessionary pe-

riod – it helped us lay the groundwork for the community to build on and develop its profile and industrial capacity in the green sector," said Greg Punch, President and Board Chair of the SSMEDC. "We congratulate Starwood for its success and for being an integral part of this sector."

Starwood joins a number of green sector projects in Sault Ste. Marie, including a 189-megawatt wind farm and 203 megawatts of hydroelectric generation from Brookfield Renewable Energy, a 70-megawatt cogeneration initiative at Essar Steel Algoma, a solar panel manufacturing plant from Heliene Canada, and a tire recycling facility from Ellsin Environmental.

"The alternative energy sector has been a strategic priority for our organization, and I know our staff has appreciated working with Starwood, along with other private sector proponents, in helping to bolster this growing and vital sector," said Tom Dodds, CEO of the SSMEDC. "Through these efforts, along with the commitment and dedication of our MPP, MP, City Council and the City staff team, Sault Ste. Marie's economy continues to grow and diversify."

TOURISM: Sault hosts first-ever International Hap Ki Do Canadian Open

Folks do some waxing (both on and off) at the Essar Centre

Add another notch to the local sport tourism sector.

In August, the community hosted the first-ever International Hap Ki Do Canadian Open. The martial arts tourney, held at the Essar Centre, drew hundreds of participants and other visitors from around the world.

Tourism Sault Ste. Marie, a division of the Economic Development Corporation, worked with a local organizing committee — led by Tracy and Master Peter Cornacchios, of Soo Dan Hap Ki Do Academy — to bid on and plan the event. City Council and staff also pro-

vided much-needed support.

While providing a significant benefit to the local tourism industry and economy in general, the event will also leave a lasting legacy for the community. Tourism SSM, with partial funding from the Community Development Corporation of Sault Ste. Marie.

Marie & Area, purchased padded matting for the tournament.

“The investment will help the city host additional martial arts and other related events in the years to come,” said Ian McMillan, Executive Director of Tourism Sault Ste. Marie.



ALTERNATIVE ENERGY: Heliene Canada receives additional \$1M from Province

Local solar panel manufacturer set to expand operations



When arriving in Sault Ste. Marie for the first time about a decade ago, Martin Pochtaruk was less than thrilled to be in Northern Ontario.

The Argentinean-born engineer, then employed by Tenaris, was transferred here to work as a senior manager in the tube mill. It was November, which can be a bit of a desolate month, something that didn't sit too well with Pochtaruk.

"I thought to myself, 'I could never live here,'" he remembers.

I: Heliene owner Martin Pochtaruk (right) and MPP Orazietti (left) share a laugh with Jonathan Weisz, a Board members for the Canadian Solar Industry Association (CanSIA) and a lawyer at Torys LLC.

2: The assembly process is mostly automated, with robots like this doing much of the heavy lifting.

3: The Allens Side Road plant employs a full-time crew of 70.

4: Councillor Steve Butland, Co-Chair of the City's Green Committee, and City Environmental Issues Coordinator Madison Zuppa.

5: Martin Pochtaruk (right) shakes hands with Jonathan Weisz.

"That was my first impression."

These initial, less-than-savoury feelings would quickly change, though. In fact, after getting to know the area and what it has to offer, Pochtaruk would eventually find himself doing everything possible to stay in the Sault.

If it meant changing employers, so be it. If remaining in town even longer meant starting his own solar panel manufacturing plant, then so be it again.

Moving to Algoma Steel in 2004, which was purchased by Essar Global a few years later, it looked like Pochtaruk was starting to plant his flag in Sault Ste. Marie. His intentions were further solidified in October 2010 when he opened Heliene Canada with business partner Denis Turcotte, who also happened to be his old Algoma boss and the recipient of the Top CEO of 2006 honour from *Canadian Business Magazine*.

Both the move to the steel plant and the decision to start an alternative energy venture were made, in part, so that he, his wife and two children could remain in the Sault.

"It was a family decision," said Pochtaruk. "We all wanted to stay."

And with his flag now firmly planted in the Steel City — a place that has more recently been labeled the Alternative Energy Capital of North America — it looks like the family is here for the long haul.

"When you get to know Sault Ste. Marie, you really appreciate it," said Pochtaruk, who enjoys skiing, hiking, going to the beach and other outdoor activities available in the Northern Ontario community. "From a nature point of view, it's breathtaking. Someone who has never lived elsewhere might not know how lucky they are to be here."

Heliene Canada, located in the Sault's west end, manufactures high-efficiency photovoltaic solar panels. Opening with just a single shift, the plant now operates 24/7 with 70 workers making up four complete crews.

Meanwhile, the start up was made easier — and possible — with support from the Province of Ontario, which provided a \$2.5-million investment through its Northern Ontario Heritage Fund Corporation. An additional \$1 million from the NOHFC was announced earlier this month and will be used for further expansion.

Heliene was also supported by both the Sault Ste. Marie Economic Development Corporation and local Innovation Centre, which worked with the company on a number of matters, including government funding applications.

"Without everyone's assistance, there's no way we'd be where we are today," said Pochtaruk.

With files from Sault College Alumni Magazine 2011/2012.

GREEN SECTOR: Ellsin unveils its cutting-edge tire recycling plant in Sault Ste. Marie

Recycling 900 tires a day helps keep a future problem away

How in the name of sustainable future do you recycle hundreds of used tires each day and do it in a manner that's both efficient and environmentally friendly?

Folks in Sault Ste. Marie



ABOVE: Ian Constable (left), Ellsin's Project Manager, and Steve Kantor, EWI's VP of Product Development.

RIGHT: Stephen Simms (right), President of EWI, gives a facility tour to MP Bryan Hayes (middle) and others.

found out earlier this month at an open house event at Ellsin Environmental.

The company, a subsidiary of Environmental Waste International (EWI), uses a patented Reverse Polymerization technology that essentially unbakes tires and converts them back to their original elements: steel, oil and carbon black. A synthetic gas, able to generate clean

electricity, is also produced.

At the open house, guests toured Ellsin's TR-900 demonstration plant and saw the 10-step process in action. The 10,000-square-foot facility is able to process 300,000 tires annually — 900 per day — which can produce more than 900 tonnes of carbon black, 240,000 gallons of oil and nearly 275 tonnes of steel.

At full capacity, the plant will employ between 15 and



20 people.

Meanwhile, Ellsin has been a client of the Sault Ste. Marie Economic Development Corporation (SSMEDC) for several years. They worked together on a number of start-up matters, including land acquisition and funding applications. With this assistance, the company was able to secure a \$2-million investment from the Province's Northern Ontario Heritage Fund Corporation, along with additional support from the Community Development Corporation of Sault Ste. Marie & Area.

"City Council and staff — particularly the Engineering & Planning and Legal Departments — were also instrumental in Ellsin's start up," said Dave Murphy, Executive Director of Business SSM, a division of the SSMEDC.

POST-SECONDARY: With support from all levels of government, Sault College soars to new heights

Sault College unveils new academic wing

Sault College held a ribbon-cutting ceremony for its new academic wing in August. The 75,000 square-foot complex features flexible learning spaces.

Funding for the project was provided by the Federal and Provincial Government's

Knowledge Infrastructure Program, the Northern Ontario Heritage Fund Corporation, and the City of Sault Ste. Marie's Economic Development Fund (EDF).

The Sault Ste. Marie Economic Development Corporation Board of Directors pro-

vides recommendations for the EDF, which is at the sole discretion of City Council. Knowing that a vibrant post-secondary sector will help bolster the local economy, the SSMEDC strongly supported Sault College in its request for an EDF investment, which

was then used to lever additional funding from senior levels of government.

"The funds that have been generously contributed constitute the largest investment" in the college since it first opened, said Dr. Ron Common, President of Sault College and a member of the SSMEDC Liaison Committee. "This is an important day in the history of Sault College and our community."



LEFT: Dignitaries cut the ribbon at the event.

RIGHT: The new wing.

Out & About: SSMEDC Photo Gallery



LEGACY: At the dedication ceremony for the naming of the John Rowswell Hub Trail and Park, Donna Hilsinger (right), Chair of the Sault Trails Advocacy Committee and Chair of Tourism Sault Ste. Marie, speaks of the late Mayor's passion for making the community a better place. The Hub Trail, for instance, will provide recreational benefits for both residents and visitors alike. Lesley Sawchyn (left), from the Canadian Hearing Society, provided sign language interpretation during the event.



SOLAR SPEECH: John Febbraro, Director of Industrial Marketing for Business Sault Ste. Marie, a division of the Economic Development Corporation, emcees an August announcement from Starwood Energy Group. The company announced that its massive solar project in Sault Ste. Marie — the second largest in North America — is nearing completion. Febbraro has been working with Starwood — along with its predecessor, Pod Generating Group — for a number of years.



HAP KI DO: Steve Hollingshead (second from left), Coordinator of Special Projects & Sport Tourism for Tourism Sault Ste. Marie, with Team Iran at the 2011 International Hap Ki Do Canadian Open earlier this month at the Essar Centre. The martial arts tournament drew several hundred visitors to the community. Tourism Sault Ste. Marie, a division of the Economic Development Corporation, worked with a local organizing committee, led by Tracy and Master Peter Cornacchio, to bid or and plan the event.

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DEVELOPMENT
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The Sault Ste. Marie Economic Development Corporation recognizes the financial support it receives from the City of Sault Ste. Marie. As well, it recognizes the strong backing it receives from the Mayor, Council and City staff team. The SSMEDC also thanks the federal and provincial governments, and its many other partners, for their financial support.

The Sault Ste. Marie Economic Development Corporation is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.



JUNE 2011

the pulse

SAULT STE. MARIE ECONOMIC DEVELOPMENT NEWS

ALSO INSIDE:

- **Sault College gets big bucks for Health and Wellness Centre**
- **Sault to host 2013 Telus Cup National Midget Championships**
- **Transat to offer direct flights from the Sault to Punta Cana**
- **New business offers delicious cupcakes for any occasion**
- **Photo Gallery: New Agawa Canyon Train Tour unveiled**



TOURISM: Northern Ontario's premier tourist attract gets an \$11-million makeover

All aboard! Upgraded Agawa Canyon Train Tour unveiled

Following an \$11.02-million overhaul, the new-and-improved Agawa Canyon Train Tour was unveiled earlier this month.

Spearheaded by Tourism Sault Ste. Marie, a division of the Economic Development Corporation, the upgrades are expected to significantly increase passenger levels on the attraction and, as such, increase visitations to the city.

"The revitalization of the tour train has been an exciting and ambitious project," said Ian McMillan, Executive Director of Tourism SSM. "All levels of government and CN should be commended for pull-

ing together to make this work. Upgrading this iconic attraction will give the tourism industry the shot in the arm it has been anxiously anticipating."

The project includes the purchase of three locomotives and 16 passenger coaches, funded by a \$10-million joint investment from CN and the Province's Northern Ontario Heritage Fund Corporation.

The Federal Government, through FedNor, contributed an additional \$1.02 million for video screens and wireless headsets that tell riders the history of the region. To help attract more international tourists, the audio is featured in

five languages.

Both government funding applications were facilitated by Tourism SSM, and the division was the lead for implementing the onboard audio-video technology. The goal of the revitalization project is to foster a better experience for riders and increase visitation levels.

"The tour train makes an important contribution to the economic lifeline of the region," said Jeff Liepelt, CN's Eastern Region Vice-President. "As owner and operator of the train, CN is proud to be part of the success of the Northern Ontario tourist experience."

Photo gallery on Page 4.

PHOTO: At the ribbon-cutting ceremony are (L to R) Ian McMillan, Executive Director of Tourism SSM; Dennis Broshko, CN's General Manager for Eastern Canada; Mayor Amaroso; MPP Orazietti; and Tracey Forsyth, Community Economic Development Officer for FedNor.

POST-SECONDARY: From more expansion to student satisfaction, things keep looking up for Sault College

Sault College gets \$4M from Province for new Health and Wellness Centre

Earlier this month, Sault College received \$4 million from the Province towards Phase II of its campus redevelopment project: a new Health and Wellness Centre.

The 45,000 square-foot facility will help train and teach more students in a variety of disciplines and will support numerous studies, including human performance, chronic disease management and gerontology.

"The new centre will be a vital training and education resource," said Dr. Ron Common, President of Sault Col-

lege. "State-of-the-art academic labs, fitness rooms and a gymnasium will better accommodate our growth in varsity sports and promote a healthier lifestyle for our students. This investment by the Ontario government is helping students get the best possible education to succeed."

Students supported this project with a \$3-million contribution, voted in favour by the Sault College Students' Union through a vote in 2010. City Council also supported the project with a \$1-million investment from its Economic

Development Fund (EDF).

Knowing the Health and Wellness Centre would be a boon for both Sault College and, by extension, the community at large, the Sault Ste. Marie Economic Development Corporation (SSMEDC) Board of Directors provided a recommendation of support for the EDF application.

"The post-secondary sector is one of our community's primary growth engines," said Greg Punch, SSMEDC President and Board Chair. "Generally speaking, what's good for Sault College is

good for the local economy, which is why we supported the EDF application and why we'll continue to work with our college and university partners in the future."

Meanwhile, showing even more momentum for Sault College, based on recent findings published in Maclean's magazine, the school is tied for first in the province for college student satisfaction, with 85% of 2010 graduates saying they were "very satisfied" with their experience.

SPORT TOURISM: City lands Canada's National Midget Championships

Sault to host 2013 Telus Cup

Less than three months after the Sault was awarded next year's All-Ontario Midget AAA Championship, the city received more good news after winning the hosting rights for the 2013 National Midget Championship.

Involving around 200 players and officials, along with several hundred parents, fans and others, economic impact studies from Hockey Canada estimate the TELUS Cup generates about \$1.5 million for the host city economy.

This is one of the reasons Tourism SSM, a division of the SSMEDC, partnered with Sault Major Hockey and the Sault North Stars to bid on the 2013 event. Tourism SSM was involved with the bid for the 2012 All-Ontario's as well. The division also supported Sault

Major in its first-ever Soo Greyhounds International Showdown tournament last year, which drew well over 1,000 visitors.

"Our solid partnership with Sault Major has been beneficial for local hockey and the local tourism industry," said Steve Hollingshead, Coordinator of Sport Tourism for Tourism SSM. "Our community has a long-standing history

of hosting top-notch events, and it's volunteers, like the folks at Sault Major, who make it all possible. Having the support of the City also goes a long way."

Meanwhile, as the host team, the Sault North Stars have an automatic spot in the Nationals and All-Ontario's.

"We're thrilled to be able

to compete at such a high level in front of our hometown fans," said General Manager George Parsons.

The TELUS Cup features six teams – the host plus five regional champions — and the final game airs on TSN.

The North Stars have been to the National Championship twice in the past decade.

"The team's proven track record went a long way in our successful bid," said Sault Major President Adam Caughill. "Our bid also focused on our local amenities and infrastructure – particularly the Essar Centre – and our overall vision for the event, which is to go above and beyond and put on the best TELUS Cup possible."

These comments were

echoed by Mike Murphy, Events Director for Sault Major Hockey.

"Our city's reputation definitely played a key role in the bid process," he said. "We're relying on the local hockey community to come out and support the 2013 TELUS Cup, in true Sault fashion."

The local bid was accepted at Hockey Canada's annual general meeting in May.

"The TELUS Cup is one of Canada's most prestigious national championships, and we're very excited to be returning to Sault Ste. Marie to showcase some of Canada's top Midget players," said Scott Smith, Chief Operating Officer of Hockey Canada.

The Sault bid was supported by the Northern Ontario Hockey Association and Ontario Hockey Federation.



Punch



AIR SERVICES: Wanna escape the cold season this winter?

Transat to offer direct flights from the Sault to Punta Cana

Local travellers will have another option to escape the cold season this winter.

Transat Holidays and Nolitours are offering direct flights from the Sault to the Dominican Republic. The weekly flights to Punta Cana start Dec. 20 and are currently available for booking.

North Bay and Thunder Bay will also be serviced by these routes.

"With this exciting development, we are writing a new page in Transat's history by bringing Northern Ontario closer to the Caribbean's stunning beaches," said Michael DiLollo, President of Transat Tours Canada. "Our clients in Ontario will be able to choose from a comprehensive range of resorts sold un-

der the Nolitours and Transat Holidays' brands. As you can see, we are committed to expanding our program in Ontario."

The weekly flights from Sault Ste. Marie to Punta Cana will go from Dec. 20, 2011 to April 3, 2012. Meanwhile, the addition of Transat means a benefit for area travellers and the airport itself.

"The Sault Ste. Marie Airport Development Corporation (SSMADC) is pleased to add another seasonal airline service to the tenant mix at the airport," said Terry Bos, CEO of the SSMADC, the non-profit organization that operates the Sault airport. "Air Transat joins Sunwing Airlines in offering area residents a sunny winter getaway

direct from Sault Ste. Marie. This additional service provides more options for travellers to choose from when departing Sault Ste. Marie and fits very nicely into the airport's goal of increasing passenger levels and diversifying tenant mix."

These comments were echoed by Tom Dodds, CEO of the Sault Ste. Marie Economic Development Corporation, which works in partnership with the SSMADC.

"Along with traveller benefits, the additional traffic at the airport also means jobs for Sault Ste. Marie," said Dodds. "City staff, particularly the Planning and Engineering Department,

along with the Sault Ste. Marie Airport Development Corporation, deserves much credit for landing a number of new airlines in the past few years."



PHOTO: At the Transat announcement are (L to R) Councillor Fata, SSMADC CEO Terry Bos, CANJET VP Chris Kelly, Transat Tours Canada President Michael DiLollo, Transat Tours Commercial Director Nancy Jackson, Councillor Sheehan, and City CAO Joe Fratesi.

SMALL BUSINESS: Cupcakez, on Great Northern Road, offers mouth-watering treats for any occasion

Cupcakes, anyone?

Following a decade of working in the corporate world, Wendy Marasco caught the entrepreneur bug.

Two years ago, the mother of two set the wheels of self employment into motion.

"I wanted to do something I enjoyed, and I also wanted to have my family involved," she said.

But what to do?

After research and careful consideration, Marasco decided to open Cupcakez, a shop that sells delicious cupcakes for any occasion — the first of its kind in Northern Ontario. It certainly helped that baking runs in the family.

To help in the start-up process, Marasco sought assistance from Business Sault Ste. Marie, a division of the Economic Development Corporation. They worked together on a number of things, including business planning and financial analysis.

"They were my coach the whole way through," said Marasco. "There's no way I could have done this on my own."

After months of prep work, Cupcakez is now operating. To place a sweet, sweet order, visit 153 Great Northern Road (beside Subway) or call 705-575-4797.

Meanwhile, the business currently employs six — most students in the Culinary and Hospitality Program at Sault College — and there are plans to bring additional staff on board from Community Living Algoma.

"Not only is this business creating jobs, something that's benefiting the local economy, it's also providing a unique product for consumers," said Terri Chiarello, Small Business Advisor for Business Sault Ste. Marie.

To learn how Busi-

ness SSM can help with your startup or expansion needs, contact 705-759-2616 or t.chiarello@ssmedc.ca.



PHOTO: Wendy Marasco with some delicious cupcake shooters.

All aboard: Photo gallery of new train tour unveiling



The upgraded coaches feature large windows for a better view of Northern Ontario's rugged wilderness.



The new train tour also features video screens and wireless headsets that tell rider the history of the region.



Passengers enjoy some great food on the Agawa Canyon Train Tour dining coach.



The Montreal River looks especially stunning through the larger train tour coach windows.



Prior to the departure of the maiden voyage, Tim Murphy (centre) shout "All aboard!"



Donna Hilsinger, Chair of Tourism SSM, addresses the crowd at the train tour gala prior to the maiden voyage.



At the train tour unveiling are (L to R) Mayor Amaroso, Tourism SSM's Ian McMillan and MPP David Orazietti.



At the base of Agawa Canyon, a visiting journalist takes in some of the most beautiful scenery in the world.



At the airport, Tourism SSM Executive Director Ian McMillan greets visiting journalists here to ride the train tour.



A visiting photographer gets a stunning view from the Agawa Canyon lookout.



MPP David Orazietti speaks at the ribbon-cutting ceremony.



Dennis Broshko, CN's General Manager for Eastern Canada.

Out & About: SSMEDC Photo Gallery



WELCOME WAGON: In the airport, Lindsey Errington and Tara Lucarelli, both from Tourism Sault Ste. Marie, a division of the Economic Development Corporation, greet one of many visiting journalists who were in town to ride the new-and-improved Agawa Canyon Train Tour and see other attractions. The reporters hailed from various publications in a variety of countries, some as far away as Japan and China. There were also many from the U.S. and Southern Ontario.

TAKE 5: Andrew Ross (standing right), General Manager of Enterprise Services for Business Sault Ste. Marie, a division of the Economic Development Corporation, gives a speech on the Passport to Prosperity Program at the June Chamber of Commerce Take 5 event. Sponsored this month by Business SSM and Delta Waterfront Inn, the event provides networking and promotional opportunities. Passport to Prosperity, administered in the city and region by Business SSM, provides school-to-work opportunities for high school students.

GETTING READY: Steve Hollingshead (left), Coordinator of Sport Tourism for the SSMEDC's Tourism division, with traditional Korean martial artists at the Hap Ki Do U.S. Open in Battle Creek in June. The Sault is hosting the sport's inaugural Canadian Open in August at the Essar Centre. Hollingshead, along with Tracy and Master Peter Cornacchio and numerous competitors from the Soo Dan Hap Ki Do Academy, travelled to the Michigan event to promote the upcoming tournament in the Sault.

June 2011

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Back to Fall Colours: Train ride to inspiring Northern Ontario

Fall Colours: Train ride to inspiring Northern Ontario

September 16, 2011

Patrick Brennan

SAULT STE. MARIE—It's some of Canada's most beautiful scenery and for 38 years David Celetti has had it mostly to himself.

Celetti is a train engineer who pulls the Agawa Canyon Tourist Train deep into the Ontario wilderness from this Great Lakes port city. The canyon offers spectacular scenery year round, but puts on its finest performance over the next two months.

The best view of the fall colours splashed across the rugged north is from the driver's seat of the 200-ton locomotive Celetti has been guiding into the woods since 1972.

Now, we all get that same view while rolling along in the comfortable passenger cars behind Celetti, thanks to an \$11 million refurbishing of the tourist train this past spring. Video cameras mounted on the front of the locomotive give us a panoramic view of the dense hardwood forests and wild rivers in our path. And we can watch for moose on the tracks, like Celetti does.

The \$11 million face-lift also put larger windows in the passengers cars, comfortable new seats that can be reversed so you're always facing forwards, new carpeting and flat screen video monitors suspended from the ceiling so you can see what Celetti and his fellow engineers see.

Two weeks ago passengers watched a young moose run down the middle of the tracks for three miles in front of the breaking train. "We were going downhill, but we slowed the train down and followed along behind her for three miles until she veered off," said Celetti.

"I see this all the time, plus bear and wolves and lynx. It's great that the passengers now get to see what I see. Everybody was talking about the moose when they got off in Agawa Canyon."

There are more than colourful trees, towering cliffs, sparkling lakes and jogging moose along this railway; there's also plenty of history. A GPS system triggers the video monitors to tell us we are approaching interesting landmarks. "Get out your cameras," warns the monitor in five languages as we near the long, curving railway trestle over the Montreal River. On the east side of the train the wide river stretches back into the wilds. On the west side of the train passengers are snapping photos of the deep, ragged canyon carved by the river over the eons. But a power dam at the top of the canyon today diverts most of the current leaving a narrow stream to plunge free into the canyon. Still, it's enough to draw oohs and awes from most passengers.

The spectacular scenery in this area of Algoma District has been drawing tourists for nearly a century, including The Group of Seven. The famous Canadian landscape painters would gather at the Sault Ste. Marie station and catch the daily freight train running 467 kilometres north to Hearst.

This rail line is Main Street for trappers, lumberjacks, fishers, hunters, hermits and fugitives from alimony or the law where they could flag down a train for a ride back to civilization.

Lawren Harris, A.Y. Jackson and Arthur Lismer, plus other painters, would jump off at these random stops in the wilderness to create their famous paintings. At night they camped in unlocked boxcars sitting on sidings.

Their favourite jumping off point was in Agawa Canyon, 183 kilometres up the tracks from the Soo. The train drops more than 152 metres in a 16-kilometre run into the canyon, which the monitors tell us was carved out by mile-high glaciers 12,000 years ago. The "Algoma Waterfall" painting by Lawren Harris is believed by art experts to be Bridal Veil Falls cascading 69 metres down the canyon's rocky east slope.

You can see the falls as you pull into the canyon and you can hike 20 minutes from the train for an up-close view. There are two more waterfalls in Agawa Canyon Park. There's lots of time to explore. The train stops in the canyon for 90 minutes before heading back home to the Soo.

Algoma Central Railway, a division of CN Rail, operates the tourist train. When it started passenger service to Hearst in 1952 many of its passengers asked to get off in Agawa Canyon, where they spent the day exploring, picnicking, fishing and swimming before flagging down the southbound train. The Agawa River runs through the canyon and is teeming with fish. It takes a hardy soul to swim in the cold, clear water. There are hiking trails through the forests adjacent to the tracks and can climb



The Algoma Central Railway has been taking travellers, including members of the Group of Seven, up to Agawa Canyon for decades.

CN/Algoma Central Railway photo

In 1972 Algoma Central Railway started a dedicated tourist train to run up to Agawa Canyon and back in a day. A dining car offers full sit-down breakfasts and lunches, at prices separate of your train ticket.

Algoma District is beautiful in winter too. ACR has been running a snow train up to the canyon, but it was postponed in 2011 to concentrate on refurbishing the summer/fall train. Ian McMillan, tourism director at Sault Ste. Marie, said a start up date for the snow train has yet to be decided.

Patrick Brennan is a freelance writer based in Guelph, Ont. His trip to Agawa Canyon was subsidized by Sault Ste. Marie tourism.

This is the first of a four-part series on fall colours in or near southern Ontario.

JUST THE FACTS

ARRIVING It's roughly 701 kilometers from Toronto. At 49.8K per liter and assuming gas costs \$1.30 a liter, that's \$52.78 to drive there. A train ticket to Agawa Canyon is \$99/person or \$90/person in groups of 25 or more. Costs are lower in spring and summer.

SLEEPING The City Centre Travelodge at 332 Bay St. (1-866-500-4938) is one of the closest downtown hotels to the train station. Rooms average \$118/night.

DINING The OLG Casino at 30 Bay St. W. on the Sault waterfront has one of the most varied menu selections in town.

WEB SURFING More information is available at www.agawacanyontourtrain.com or at 1-705-946-7300. For regular updates on where fall colours stand in Ontario in general, go to www.parkreports.com/fall, or try www.ontariotravel.net.

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TRAVEL TIP OF THE DAY

How to avoid being a victim of luggage theft.

Top 10 Places to Spend Fall in Canada

By Robin Esrock
Check out these great Canadian spots to spend the fall season!
Summer might be over, but that doesn't mean you can't enjoy yourself. Robin Esrock scours the provinces to find the best places to spend the shoulder season.

Photo 8 of 10

Top 10 places to visit in October
If you love a good fright, then October is the best time to catch some spooky haunted tours at their best!

WHERE TO GO NOW

Top 10 places to visit in October
If you love a good fright, then October is the best time to catch some spooky haunted tours at their best!

FEATURE GALLERY

Canada's Best Restroom 2011
The 2nd Annual Canada's Best Restroom contest will crown a King of the Throne this fall!

PHOTO OF THE WEEK

Agawa Canyon Train Tour, Ontario
If you liked the idea of experiencing the fall foliage by train, but would prefer something a little shorter, consider this one-day adventure into the Ontario wilderness. The train travels 114 miles north from Sault Ste. Marie through forest and lake country, and along the striking granite cliffs of the Canadian Shield. Foliage lovers have long enjoyed departures throughout the fall season. A GPS commentary of the highlights and cultural history of the area adds to the experience, as does the 90 minutes you have on the ground to explore the Canyon Park. The train has large viewing windows, and "locomotive" views on flat screen TVs in the carriage. (credit: Flickr/laime)

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ABOUT THE AUTHOR

Columnist: Robin Esrock
Vancouver-based travel writer Robin Esrock is co-host of the hit QLN series, Word Travels. He has been published in over a dozen major newspapers worldwide, held lectures across the country, and continues to search for offbeat destinations and "gonzo" adventures. For more information visit www.moderngonzo.com. Read ▶

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COLUMN: Learn about business early

Summer Company is a great way to get entrepreneurial experience



Marc Capancioni
EDC

I consider myself extremely lucky to be able to return home upon finishing university. Not long after graduating in the fall of 2008, I joined the Sault Ste. Marie Economic Development Corp. team.

More recently, I've been eyeing the real estate market, looking for some sort of investment property to snatch up. Crunching the numbers and factoring in other business conditions isn't the easiest, especially for someone who identifies more with words and writing than finances and figures.

Purchasing investment properties is, by many accounts, a young person's game — that is to say, such ventures are often long-term in nature, meaning one can capitalize on time, the more the better.

Put simply, my age makes this a near perfect point in my

life to invest in real estate or some other business venture.

One slight problem, though. My entrepreneurial experience is somewhere between poor and non-existent.

I wish I knew more about business. I wish I had experience — if only a little — as an entrepreneur. This would certainly make my current aspirations within an easier grasp.

I can't help but think that some sort of small business experience when I was younger would have been a great opportunity for me. Summer Company, it seems, would have been the perfect fit.

Soon after joining the EDC team, I learned about the youth

Once the season is over, the operator is given an additional \$1,500, as long as basic business procedures were met. This, too, does not have to be repaid.

So, the Summer Company participant gets to keep the government grant, along with any cash made during the business season. The program provides entrepreneurs with hands-on knowhow, but does not require a major cash commitment to the participant.

My coworker, Zoltan Virág,

the Enterprise Centre's youth

business development co-ordinator, summed it up rather nicely.

"It gives young entrepreneurs a real world experience, but it's done in an environment that lends itself to little — if any — financial risk," he explained.

"That's the beauty of Summer Company. It's the perfect way to gain valuable business expe-

rience, something that can lead to bigger and better things in the future."

— Enterprise Centre youth business development co-ordinator
Zoltan Virág

rience, something that can lead to bigger and better things in the future."

My friend's brother, Mike Roy, is a prime example. He took advantage of the program last year, starting Our Lawn Care, a yard maintenance service.

"I learned that what you put into it is what you get out of it," the 18-year-old said. "It was a great experience. It helps with your work ethic, and you learn

all the basics (like marketing and general business operation).

"I like working for myself," Roy went on. "That's one of the things I'm definitely considering after graduating from university. When you run your own business, the sky's the limit."

Roy did what I should have done years ago: learn the ropes of entrepreneurship at an early age.

As such, he's already ahead of the game.

I envy that young fella.

In fact, if you're reading this, Mike, call me. I may have a business proposition for you.

On the web:
www.ontario.ca/summercompany

Marc Capancioni is communications co-ordinator for the Sault Ste. Marie Economic Development Corp. You can reach him at m.capancioni@ssmedc.ca

COLUMN: Cutting-edge projects and global publicity put this city on the map

Reporters were very interested in the Sault's alternative energy projects



Marc Capancioni
EDC

Curiosity filled the air, as did a whiff of skepticism. When a group of European journalists came to Sault Ste. Marie earlier this year to cover our green sector, I noticed a few things. There were some general themes and attitudes that were constant throughout the three-day visit.

First, you really got the sense that the reporters — hailing from France, Germany and the United Kingdom — were sincerely interested in the Sault's alternative energy projects.

These were people who were no strangers to green initiatives.

After all, they each worked for reputable clean-technology-related publications, many of which had international audiences and ties.

The look on their faces when

panel manufacturing plant in the Sault.

The second thing I noticed was the level of professionalism displayed by the journalists. They wanted to get to the very bottom of things. As such, questions were posed, often one after another, to the various presenters.

The goal, I'm sure, was to test the local experts on their knowledge to get-in-depth detail and, by extension, the best possible story. If you didn't know that such techniques are common among journalists, you'd swear the visitors were extremely skeptical of some of the claims being made.

"Elementa Group has developed a patented technology that converts curbside garbage into a clean, synthetic gas, which can then be used for power generation? And the process is non-incineration, meaning there is no bad greenhouse gas produced in the process?" That

sounds a little too good to be true."

During another presentation, you might hear: "Essar's cogeneration project, which utilizes excess gas from the steelmaking process, reduces the company's reliance on the power grid by about 50%? Are you sure about that?"

Following another presentation, you might hear: "Elsin Environmental uses a technology that effectively unbakes tires into their original elements: steel, oil and carbon black? And the process has the potential to solve the ever-piling-up problem of used tires around the world? You'll have to explain more."

Some in attendance may have taken such questions as skepticism. However, I took it as the reporters simply doing what they could to verify the facts being presented to them. In the world of journalism, you do what you have to do to get your facts straight. Asking a lot of questions, then asking the same ones

again, is a great way to do it. Organized by Business Sault Ste. Marie, a division of the Economic Development Corp., in partnership with the Ontario Ministry of Economic Development and Trade, the event led to dozens of stories in publications around the world (the exact number is tough to calculate, as new articles from the various publications seem to be popping up every week).

"The fact that our city's green sector can attract such a wide range of journalists speaks volume to the unparalleled progress the Sault has made in recent years," said Randy Tallon, director of international relations and global logistics for Business Sault Ste. Marie.

Meanwhile, visits are now being planned for some of the journalists to return here in the fall or spring. As well, another media site visit is scheduled for the next month or two by a European solar energy magazine.

For the past media visit, some of the articles were assembled together in an information package, which Ward 1 Coun. Steve Butland presented to city council at its Sept. 13 meeting.

With cutting-edge projects and the global publicity that comes with them, Sault Ste. Marie is justifying its title as North America's Alternative Energy Capital.

"We're making people believe that we are who we say we are," said Butland, who, as co-chair of the city's Green Committee, was an early champion of the moniker.

Indeed we are.

Marc Capancioni, communications-co-ordinator for the Sault Ste. Marie Economic Development Corp., holds a master's degree in journalism from the University of Western Ontario. You can reach him at 705-759-0409 or m.capancioni@ssmedc.ca

COLUMN: Three strikes and you're still on the right track in sports tourism

For every successful tournament bid, there are unsuccessful ones

Depending on the activity in question, what's considered a good average can vary considerably.

In baseball, for instance, a batter is said to be near the top of his game if he gets a hit three out of every 10 times at the plate. In hockey, on the other hand, a goalie is doing well if he stops around nine of 10 shots fired at the net.

In keeping with the sports theme, what's a good record when an organization bids on a tournament? What's a respectable average in the sport tourism sector?

These questions came up as I was driving home from North Bay in February with a few colleagues. In the car with me were Adam Caughill, president of the Sault Major Hockey Association, George Parsons, general manager of the Sault North Stars AAA midget club, and my co-worker, Steve Hollingshead, co-ordinator of sport tourism for Tourism Sault Ste. Marie, a division of the Economic Development Corp.

With the organizations partnered together to utilize strength in numbers, we

almost anyone else this side of the St. Mary's River — or the other — went into more detail during their PowerPoint.

I'll spare you the suspense, as it's no secret by now: We won. Sault Ste. Marie will host the tournament next year from April 2 to 8, and the North Stars are guaranteed a spot.

It also guarantees several hundred visitors here for about a week, something that will benefit the local tourism and hospitality sector, along with the community in general, which is why Tourism Sault Ste. Marie and the EDC were happy to lend a hand in the bid process.

Back to the car ride and the question of averages in sport tourism: Curious, I asked Steve, who has been a part of numerous bid committees during his quarter century in the industry.

"For every hit, there's usually a couple misses," he said. "That's the nature of the business."

For instance, Tourism Sault

Ste. Marie was involved with

successful bids on the 2010

Scotiabank Tournament of Hearts,

2010 Fim Grand Fest, 2011

OCAA Men's Basketball Championships, and the upcoming 2011 Hap Ki Do Canadian Open and 2012 CARHA Hockey World Cup.

Together, these have brought — or will bring — thousands of visitors and millions of dollars to the community. With such an impact, events like these are usually preceded by major announcements, covered by the local media and brought to the attention of the public.

What people hardly ever hear about are the unsuccessful bids. But, make no mistake about it, there are plenty of them.

"All you can do is make the best argument you can then let the chips fall where they may," said Steve.

For Sault Ste. Marie, the argument often centres around the Essar Centre. Most cities, especially ones of similar size, don't have a venue like that.

However, depending on the event in question, other factors can be focused on as well.

Take, for example, the 2012

CARHA World Cup, an event

that will bring about 2,500 visitors here for one week and be

the largest sporting event in

the history of the Sault.

Previous World Cups were held in major urban centres — like Toronto, Vancouver and Quebec City — and Sault Ste.

Marie was up against several large cities when bidding on next year's event.

"You have to differentiate yourself and show how your community is unique," said Steve. "For CARHA, we explained that the event would stand out here and literally be the talk of the town, while in a large city, it might fall below the radar screen."

CARHA apparently agreed with this line of thinking and also liked the general bid package submitted. As such, its brass decided to hold the 2012 World Cup in the Sault, which they affectionately call the "little city with a big heart."

Of course, there is more to it than that, and a bid process can get quite complex. Nevertheless, having a few central case points is crucial.

Meanwhile, working with a local committee, which has taken the lead, Tourism Sault Ste. Marie helped bid on another major sporting events just last week.

Marc Capancioni

EDC

Will it be successful?

While the Sault certainly has a decent shot, it's tough to say.

What I can say — for a near certainty — is that, if the community is granted the hosting rights, you'll hear about it. If not, you probably won't.

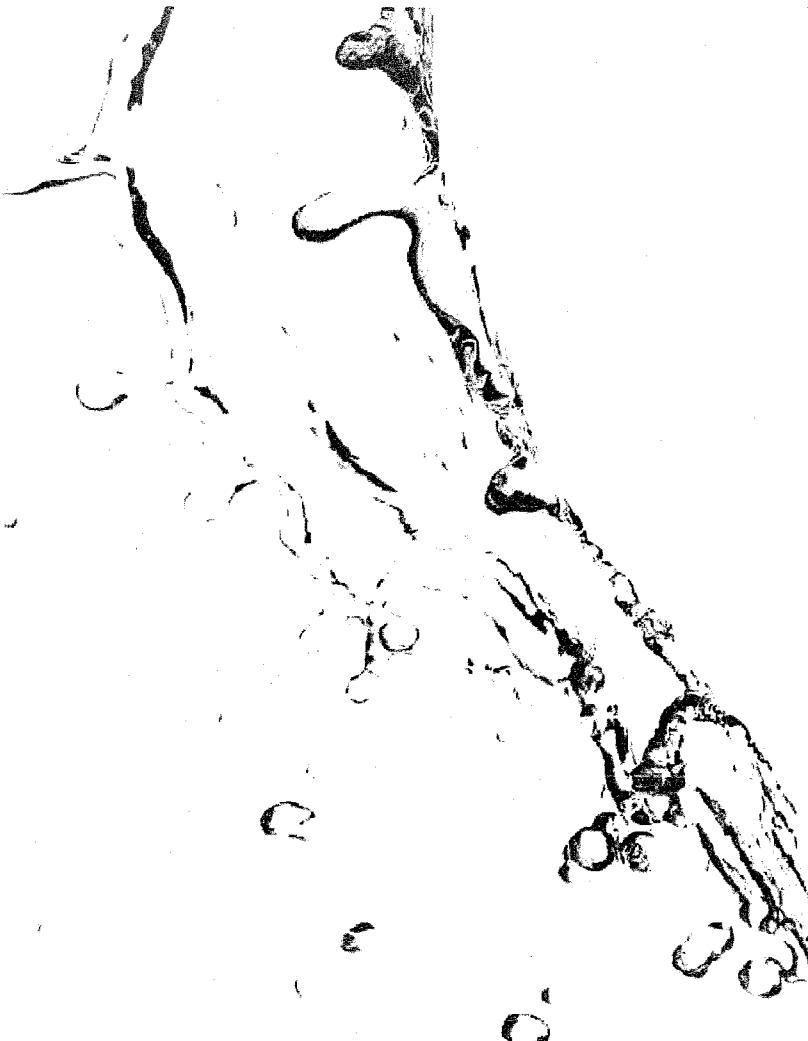
In the meantime, Tourism Sault Ste. Marie, which works closely with city staff, particularly in the Community Services Department, and relies heavily on the support of city council, will do what it can to secure other events that attract additional visitors.

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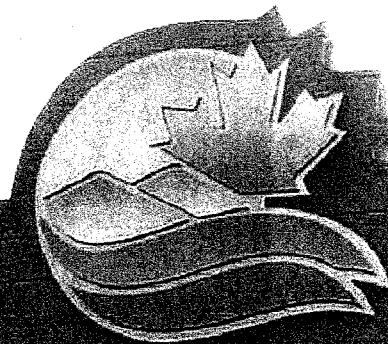
Environment Industry Magazine

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Welcome To

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SAULT STE. MARIE

What's in a name?

Canadian city lives up to its title of Alternative Energy Capital of North America

By Marc Caporaso and Louis Seubrano

In itself, a title like this means little. But in Sault Ste. Marie, Canada, it means a lot.

Simply put, it's substantiated. And every day, the community lives up to the moniker.

From windmills and cogeneration projects, to hydroelectric stations and a waste-to-energy venture, the Ontario city is the epitome of renewable and alternative energy sources. Grouped together, these initiatives make it the "Alternative Energy Capital of North America."

Not convinced? Try these on for size:

Wind and Hydro

The community is home to the Prince Wind Farm, one of the largest wind energy farms on the continent. The site's 126 turbines can produce 189 megawatts of renewable energy, enough to power two centres the size of Sault Ste. Marie, a city with a population of more than 75,000.

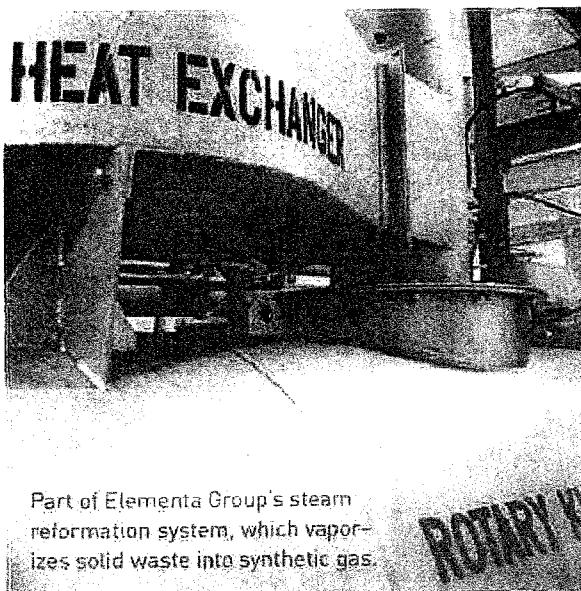
As well, there are five hydroelectric stations in the Sault Ste. Marie area. Together, they produce 203 megawatts of renewable energy. The wind farm and hydro dams are operated by Brookfield Renewable Power Inc.

Waste-to-energy

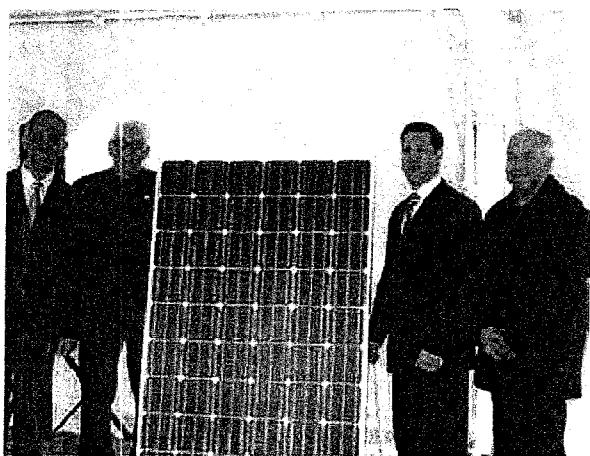
Meanwhile, Elementa Group is working on a demonstration plant to convert all of Sault Ste. Marie's curbside garbage into clean energy. The company uses a steam reformation

process that vaporizes solid waste into a synthetic gas – similar to natural gas – which will then be used to generate more than five megawatts of electricity.

As it's a non-incineration process in an oxygen-free environment, there are minimal toxic emissions. Simply put, Elementa creates clean energy without the bad greenhouse gas. As such, the company's cutting-edge technology continues to draw attention from investors around the world. ▶



Part of Elementa Group's steam reformation system, which vaporizes solid waste into synthetic gas.



In front of a photovoltaic solar panel are (L to R): Martin Pochtaruk, President of Heliene Canada; Councillor Steve Bullard, Co-Chair of the city's Green Committee; David Oraziotti, member of Provincial Parliament for Sault Ste. Marie; and Denis Turcotte, an investor in Heliene Canada.

Solar

On the solar energy front, Sault Ste. Marie is also an active player. The first 20 megawatts of Pod Generating Group's solar farm is scheduled to be in operation by the end of summer. The construction of an additional 40 megawatts will start in the next few months and is expected to be in operation at year's end. With a 60 megawatt capacity, this project will power 21,000 homes and be one of the largest solar energy farms in North America.

The community recently entered the solar panel manufacturing game as well. With the help of a \$2.5-million investment from the Province of Ontario, Heliene Canada is establishing a facility that will assemble enough high-efficiency photovoltaic panels to generate 20 megawatts of renewable power each year.

Tyre Recycling

Sault Ste. Marie will also be the home of a cutting-edge tyre recycling facility. Ellsin Environmental will use reverse polymerization, a cutting-edge process that breaks down tyres into their original elements: steel, carbon black and oil. Separated, each component is valuable and can be reused for a variety of purposes, including power generation.

Ellsin's project is made possible thanks to the 'Used Tire Program' from the provincial government's Waste Diversion Ontario. The initiative aims to divert and clean up existing stockpiles of scrap tyres. Incentives are in place, and Ellsin will be utilising them in its Sault Ste. Marie tyre recycling operation.



Ontario Premier Dalton McGuinty announces his government's support of a tyre recycling project from Ellsin Environmental.

Cogeneration

On top of all these Green initiatives, Essar Steel Algoma, the largest employer in Sault Ste. Marie, recently established a cogeneration power project that utilises excess gas from the steelmaking process. The \$135-million project reduces the company's reliance on the power grid by an average of 50%. It also reduces Essar's nitrous oxide emissions by 15%.

Another cogeneration project in Sault Ste. Marie, operated by Brookfield Renewable Power, consists of two 40 megawatt natural gas turbines and one 30 megawatt steam turbine.

Municipal Projects

Meantime, the municipal government will collect gas from its landfill site by December 2010. The local Public Utilities Commission proposes to then use the gas to generate electricity. This adds to the municipal Green initiatives already in place, including the utilisation of biodiesel buses and heavy equipment, and incorporating hybrid vehicles into its fleet.



At the groundbreaking ceremony for Heliene Canada's solar panel manufacturing facility are [L to R]: John Febraro from the Sault Ste. Marie Economic Development Corp., Heliene investor Denis Turcotte, member of Provincial Parliament David Orazietti, Heliene President Martin Pochtaruk, and City Councillor Steve Buttard.

What's on tap for the next Green initiative in Sault Ste. Marie?

Oilseed and Fibre Crop

With enough farmland and a suitable climate, the area is a prime location for this industry. And with proper leadership and investment, Sault Ste. Marie can be a leading centre of oilseed and fibre crop production. The alternative energy technology involves harvesting crops and extracting substances from them to generate power. A local firm, SITTM Technologies, is currently working with other organisations to grow this sector in the city and region.

Working Together

To have such a wide-range of projects at the table, a team is needed. Along with various private-sector proponents, city council and staff, the Sault Ste. Marie Economic Development Corp., Sault Ste. Marie Innovation Centre and other organisations have been at the forefront of many of these Green initiatives for a number of years.

It takes a group effort – involving the public, private and non-profit sectors – to be successful in such a progressive area. The community's progress in recent years is a testament to this.

When you group these projects together, you get the "Alternative Energy Capital of North America". But in Sault Ste. Marie, it's not just a name. Rather, it's a consensus for building a sustainable planet for future generations to enjoy.

And along the way, Green jobs will be created, which will help position the community for long-term growth and prosperity.

For more information, visit www.sault-canada.com.

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Press Release
For Immediate Release

Starwood nears completion of massive solar farm in Sault Ste. Marie

Sault Ste. Marie, Ont. (Aug. 10, 2011) – Starwood Energy Group announced yesterday that its 60-megawatt solar project in the community is nearing completion and will be in operation later this year. The event marks an important milestone for both the company and Sault Ste. Marie, a city that's reinforcing its reputation as being the Alternative Energy Capital of North America.

After finalizing 20 megawatts in the city's west end earlier this year, Starwood is now constructing an additional 40-megawatt farm in the east end, just off Black Road. When complete, its total solar energy production in Sault Ste. Marie will generate 60 megawatts of electricity, enough to power about 24,000 homes.

With this announcement, one can't help but wonder: Why establish a massive solar project – the second largest in North America – in the Sault? Himanshu Saxena, a Senior Vice-President with Starwood, summed up the reason rather nicely.

"Among all the communities we considered, the support we received in Sault Ste. Marie was outstanding," he said, referring to assistance given to Starwood – and its predecessor, Pod Generating Group – by City Council and staff, the MPP's office, Innovation Centre and the Sault Ste. Marie Economic Development Corporation. "Their support made it all possible."

Saxena, who lives just outside New York City, was also struck by the unique quality of life offered in Sault Ste. Marie. "I love it here," he said. "It's a beautiful, less-hectic community – a place that knows its soul. We're really proud and happy to be here."

Meanwhile, Starwood's initiative in Sault Ste. Marie, which includes about 270,000 solar panels, has created more than 400 construction jobs – of which many were local – along with several dozen permanent positions in maintenance, operations and office administration. It also used products and services from a number of Sault-area businesses.

"Not only was this project timely – providing hundreds of jobs during a recessionary period – it helped us lay the groundwork for the community to build on and develop its profile and industrial capacity in the green and renewable energy sectors," said Greg Punch, President and Board Chair of the Sault Ste. Marie Economic Development Corporation. "We congratulate Starwood for its success and for being an integral part of this sector."

Starwood joins a number of established green sector projects in Sault Ste. Marie, including a 189-megawatt wind farm and 203-megawatts of hydroelectric generation from Brookfield Renewable Energy, a 70-megawatt cogeneration initiative at Essar Steel Algoma, a photovoltaic solar panel manufacturing plant from Heliene Canada, and a cutting-edge tire recycling facility from Ellsin Environmental.

"The alternative energy sector has been a strategic priority for our organization, and I know our staff has appreciated working with Starwood, along with other private sector proponents, in helping to bolster this growing and vital sector," said Tom Dodds, CEO of the Sault Ste. Marie Economic Development Corporation. "Through these efforts, along with the commitment and dedication of our MPP, MP, City Council and the City staff team, Sault Ste. Marie's economy continues to grow and diversify."

For more information on Starwood Energy Group, visit www.starwoodenergygroup.com. Also online: www.sault-canada.com.

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Sault Ste. Marie
ECONOMIC
DEVELOPMENT
CORPORATION



DEVELOPMENT
Sault Ste. Marie
LEADER OF THE SWAY



TOURISM
Sault Ste. Marie
Discover. Explore. Share.



ENTERPRISE
CENTRE
Sault Ste. Marie
Developing Our Region

NEWS RELEASE
For Immediate Release

Major martial arts tourney coming to the Sault

Sault Ste. Marie, Ont. (July 9, 2010) – The first ever International Hap Ki Do Canadian Open will be held here in 2011. The martial arts competition, scheduled next year from Aug. 12 to 13 at the Essar Centre, is expected to attract up to 1,000 visiting participants and fans from around the world.

Hap ki do is a Korean martial art that incorporates hand strikes, kicking, joint locks and other self-defense techniques. Master Peter Cornacchio and wife Tracy, who run Soo Dan Hap Ki Do Academy on Korah Road, were the driving force behind the community getting the hosting rights for the 2011 event.

“Sault Ste. Marie has a very large martial arts presence,” says Master Cornacchio, who, as regional director for the International Hap Ki Do Federation (IHF), recently certified 21 locals as official hap ki do referees. “It’s important that we bring everyone together and create unity amongst martial artists. That’s one of the goals of the 2011 competition.”

Following the event announcement at the Sault Ste. Marie Civic Centre July 9, Grandmaster Hee Kwan Lee, chair of the IHF, will be presenting Mayor John Rowswell with an honorary black belt.

“When you look at what Mayor John has done for our city, and how much of a fighter he is, it really shows the kind of person he is,” says Tracy Cornacchio. “He’s a true leader in every sense of the word.”

The 2011 International Hap Ki Do Canadian Open joins a growing list of major sporting events in Sault Ste. Marie that were bid on, or supported by, the Economic Development Corp.’s Tourism Sault Ste. Marie division. These include the 2010 Scotties Tournament of Hearts and 2012 CARHA Hockey World Cup.

“Sault Ste. Marie is hockey town, and we always will be, but we’re showing that we’re more than ready, willing and able to host any number of sporting events,” says Steve Hollingshead, co-ordinator of special projects and sport tourism for Tourism Sault Ste. Marie. “Having the support of city council and staff, along with local champions like the Cornacchios, is a proven recipe for success. The 2011 International Hap Ki Do Canadian Open is a prime example of what can happen when we have support and everyone works together.”

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For more information, please contact:

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