

AGENDA

REGULAR MEETING OF CITY COUNCIL

2012 02 06

4:30 P.M.

COUNCIL CHAMBERS

1. ADOPTION OF MINUTES

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the Minutes of the Regular Council Meeting of 2012 01 23 be approved.

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

3. APPROVE AGENDA AS PRESENTED

Mover: Councillor T. Sheehan

Seconder: Councillor M. Bruni

Resolved that the Agenda for 2012 02 06 City Council meeting as presented be approved.

4. DELEGATIONS/PROCLAMATIONS

- a) Patricia Niblett, Kiara Hamilton and Marayna Guzzo – Kiwedin Public School will be in attendance concerning Anti-Bullying Day in Canada.
- b) Trevor Wood, Co-ordinator – Transportation Infrastructure Committee, will be in attendance concerning agenda item 6.(8)(a).
- c) Christine Pagnucco, Manager – Sault Ste. Marie Physician Recruitment and Retention will be in attendance concerning agenda item 6.(8)(b).

- d) Nick Parker - Parker Venture Management as well as Tom Vair, Executive Director - Sault Ste. Marie Innovation Centre will be present regarding agenda item 6.(8)(a).

PART ONE – CONSENT AGENDA

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that all the items listed under date 2012 02 06 – Part One – Consent Agenda be approved as recommended.

- a) Correspondence from AMO, OGRA is attached for the information of Council.
- b) Correspondence from the City of Kingston (concerning a Canadian-European Comprehensive Economic and Trade Agreement), Municipality of Arran-Elderslie (concerning wind turbines) and East Ferris Municipality (concerning proposed change to Part 8 of the Ontario Building Code) are attached for the information of Council.
- c) A letter from the Township of St. Joseph concerning the withdrawal of MNR counter services in Sault Ste. Marie is attached for the information of Council.
- d) Correspondence from Ontario Lottery and Gaming advising that the quarterly payment of the 5% allocation from October 1, 2011 to December 31, 2011 is \$343,070 is attached for the information of Council.

e) Staff Travel

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

Mover: Councillor T. Sheehan

Seconder: Councillor F. Fata

Resolved that the report of the Chief Administrative Officer dated 2012 02 06 concerning Staff Travel requests be approved as requested.

f) Appointment – Municipal Heritage Committee

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that citizen Chris Tossell be appointed to the Municipal Heritage Committee from February 6, 2012 to December 31, 2012.

g) Property Tax Appeals

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that Pursuant to Section 357 of the Municipal Act, 2001, the adjustments for the tax accounts outlined on the City Tax Collector's report of 2012 02 06 be approved and that the tax records be amended accordingly.

h) 2012 Ontario Municipal Partnership Fund (OMPF) Grant

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

Mover: Councillor T. Sheehan

Seconder: Councillor F. Fata

Resolved that the report of the Commissioner of Finance and Treasurer concerning 2012 grant allocation under the Ontario Municipal Partnership Fund (OMPF) from the Province of Ontario be received as information.

i) 20-Minute Sault Ste. Marie Makeover

A report of the Environmental Initiatives Co-ordinator is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconder: Councillor T. Sheehan

Resolved that the report of the Environmental Initiatives Co-ordinator dated 2012 02 06 concerning 20 Minute Sault Ste. Marie Makeover be accepted and the recommendation that Council encourage community participation in this event be approved.

j) Millennium Court Storm Water Retention Pond Repair

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

The relevant By-law 2012-29 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

k) Open Air Burning – Follow Up Report

A report of the Assistant Chief, Fire Prevention and Public Education is attached for the consideration of Council.

Mover: Councillor T. Sheehan

Seconder: Councillor M. Bruni

Resolved that the report of the Assistant Fire Chief – Fire Prevention and Public Education dated 2012 02 06 concerning Open Air Burning be accepted and the recommendations outlined in the report be approved.

I) **Designated Fire Routes – 80 Weldon Avenue and 750 North Street**

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

The relevant By-law 2012-33 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

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-7-12-Z – Fiorenzo Merlino – 390 Sydenham Road**

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of the Planning Division dated 2012 02 06 concerning Application No.A-7-12-Z – filed by Fiorenzo Merlino – 390 Sydenham Road be received and that City Council accepts this report and approves the request to rezone the property to "R3" (Low Density Residential) to permit a maximum of four units.

b) **Renewable Energy Project Approvals**

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Planning Division dated 2012 02 06 concerning Renewable Energy Project Approvals be accepted and the recommendations to adopt the outlined approach to municipal consultation, institute a \$1,200 fee to complete the required Municipal Consultation Form and direct staff to remove all references to renewable energy uses in the City's Zoning By-law be approved.

(7) PUBLIC WORKS AND TRANSPORTATION

(8) BOARDS AND COMMITTEES

a) Regional Harbour Initiative

A report of the Co-ordinator, Transportation Infrastructure Committee is attached for the consideration of Council.

The relevant By-law 2012-34 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

Mover: Councillor T. Sheehan

Seconder: Councillor F. Fata

Whereas City Council has recently reconfirmed the establishment of a Regional Harbour as its highest infrastructure priority and entrusted the leadership of this project to the Transportation Infrastructure Committee; and Whereas at the meeting of 2011 02 22 Council approved that the initiatives and activities of the Transportation Infrastructure Committee are to be funded from the Huron Central Railway strategy surplus account of approximately \$200,000; and

Whereas the first step in advancing the project was to approach Senior Levels of government for funding of a Sault Ste. Marie Regional Harbour Market Assessment and Feasibility Study for a total of \$175,000 with contributions of \$25,000 by Essar Steel Algoma, \$50,000 by the City of Sault Ste. Marie and the balance of funding to be an application for a grant to FedNor; and

Whereas Industry Canada FedNor, through Minister Clement announced approval of the \$100,000 of funding towards the cost of a Market Assessment and Feasibility Study on January 17, 2012; and

Whereas the City, following a request for proposals, has selected the firm of KPMG to complete a Market Assessment and Feasibility Study;

Now Therefore Be It Resolved that Council authorizes the engagement of KPMG by way of contract to complete the Market Assessment and Feasibility Study for a Regional Harbour and confirms a \$50,000 contribution towards the cost of the Market Assessment and Feasibility Study.

Mover: Councillor T. Sheehan

Seconder: Councillor M. Bruni

Whereas on January 12, 2012, Minister Clement announced funding approval for \$100,000 from Industry Canada FedNor towards the cost of a Market Assessment and Feasibility Study for the establishment of a Regional Harbour; and

Whereas this project is identified as the City's highest infrastructure priority; Now Therefore Be It Resolved that Council extends their thanks to Minister Clement for funding that will help move the harbour initiative forward.

b) Sault Ste. Marie Physician Recruitment and Retention

A report of the Physician Recruitment and Retention Office dated February 2012 is attached for the consideration of Council.
Report is under separate cover.

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

Resolved that the report of the Sault Ste. Marie Physician Recruitment and Retention Office dated February 2012 concerning the Sault Ste. Marie Physician Recruitment and Retention Activity Report and Proposed 2012/2013 Budget request to the City in the amount of \$464,850 for the period of April 1, 2012 to March 31, 2013 to be funded from the Hospital Development Fund be approved.

c) Sault Ste. Marie's Smart Energy Strategy

A report of the consultant is attached for the consideration of Council.

Mover: Councillor S. Butland
Seconder: Councillor T. Sheehan

Whereas Sault Ste. Marie has declared itself to be the Alternative Energy Capital of North America; and

Whereas the City in collaboration with the Innovation Centre has commissioned a study to develop a "Smart (Alternative) Energy Strategy"; and
Whereas the recommendations presented by Parker Venture Management will require consideration and reaction by various parties including appropriate City staff as to specific City involvement;

Now Therefore Be It Resolved that Council accepts the study's recommendations as information with approval in principle to proceed with the planning of the implementation of these recommendations.

*It is anticipated that an application to the Economic Diversification Fund will be forwarded to the Economic Development Corporation Board and subsequently to Council for their approval.

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

**a) Mover: Councillor R. Niro
Seconder: Councillor T. Sheehan**

Whereas a group of local businessmen approached the City in late summer 2010 regarding the possibility of receiving approval for "the development of an historic religious grotto dedicated to St. Mary on Prince Island in Bellevue Park"; and
Whereas the proposal was presented and considered by City Council at its meeting of September 13, 2010; and

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

Whereas the current City Council called for a public meeting held on June 16, 2011 to allow an appropriate forum for discussion on the proposal; and

Whereas on June 27, 2011, City Council asked for a review and update of all Master Plans for City parks including Bellevue Park; and

Whereas in addition to the review, City Council deferred any new non-traditional uses of public recreational lands in Sault Ste. Marie, including the use and maintenance agreement for the proposed grotto; and

Whereas on November 7, 2011 City staff reported to City Council that such a review and update of Master Plans for all City parks would require close to 24 months for completion; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to located in Bellevue Park; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to located in Bellevue Park; and

Whereas it is not the intention of City Council to wait anywhere from 12 to 24 months to arrive at a final decision on the proposed grotto;

Now Therefore Be It Resolved that City Council ask staff to consolidate all the information to date on the proposed grotto and prepare the required report to be presented at the Council meeting of February 6, 2012.

b) Mover: Councillor P. Mick

Seconder: Councillor

Whereas council dealt with a complaint from one neighbour of 1425 Old Garden River Road in 2008; and

Whereas over two dozen of the neighbours attended a council meeting in support of the residents at 1425 Old Garden River Road; and

Whereas about 50 neighbours in the vicinity signed a petition in support of the residents at 1425 Old Garden River Road; and

Whereas Mayor Rowswell suggested at that meeting that a fence would be unnecessary, and that a vegetative barrier (i.e. vines) would be appropriate, and council agreed; and

Whereas the 2 subsequent owners of the original complainant's property have submitted letters of support for the residents at 1425 Old Garden River Road; and

Whereas Tyler Bertrand found the property in compliance (mostly recently in July, 2011); and

Whereas the single complaint has resurfaced yet again as the leaves on the vine died in winter months;

Now Therefore Be It Resolved that council requests staff to defer prosecution until a report has been made explaining to present council members what has transpired on these properties.

c) Mover: Councillor R. Niro
Seconder: Councillor T. Sheehan

Whereas the community of Sault Ste. Marie has an aging population with 35% of our population being over 60 years of age in 2018 and 41% by 2028 according to Census data; and

Whereas it is important for the community to come together and develop a plan to make Sault Ste. Marie an Age Friendly Community to ensure continued quality of life for all of its citizens; and

Whereas an Age Friendly City focuses on Outdoor Spaces and Buildings, Transportation, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information plus Community and Health Services; and

Whereas the WHO (World Health Organization) provides a guide of community assessments to support planning, policies and program decisions to ensure age friendly features in the above noted core areas;

Now Therefore Be It Resolved that City Council support the Mayor's initiative to obtain designation as an Age Friendly City with the formation of a working committee comprised of various community partners, City staff as required and co-chaired by community champion Peter Vaudry.

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) **2012-29**

A by-law to authorize a contract between the City and Avery Construction Limited for the Millennium Court Storm Water Management ("SWM") Pond.

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

b) **2012-34**

A by-law to authorize an agreement between the Corporation of the City of Sault Ste. Marie and KPMG dated February 6, 2012.

A report from the Coordinator of the Transportation Infrastructure Committee is on the agenda.

FEES

- c) **2012-30**

A by-law to amend Committee of Adjustment By-law 2010-87.

FIRE ROUTE

- d) **2012-33**

A by-law to amend Fire Route By-law 81-404.

A report from the Assistant City Solicitor is on the agenda.

PARKING

- e) **2012-28**

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.

REGULATIONS

- f) **2012-31**

A by-law to amend By-law 2003-140 regarding fees for certain waste management services.

STREETS

- g) **2012-32**

A by-law to amend Streets By-law 2008-131.

ZONING

2012-26

- h) A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located at 15 Alpine Street.

- i) **2012-27**

A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 and 2005-151 concerning lands located at 103 Asquith Street.

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 T. Sheehan

Seconder: Councillor M. Bruni

Resolved that this Council now adjourn.

MINUTES

REGULAR MEETING OF CITY COUNCIL

2012 01 23

4:30 P.M.

COUNCIL CHAMBERS

Present: Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers (until 6:40 p.m.), M. Bruni, J. Krmpotich, B. Watkins, P. Christian, F. Fata, T. Sheehan, F. Manzo, P. Mick

Absent: Councillor R. Niro

Officials: J. Fratesi, R. Tyczinski, N. Kenny, L. Girardi, N. Apostle, B. Freiburger, F. Coccimiglio, J. Dolcetti, D. Elliott, D. McConnell, M. Provenzano, P. Milosevich, T. Dodds, D. Scott

1. ADOPTION OF MINUTES

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich

Resolved that the Minutes of the Regular Council Meeting of 2012 01 09 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 S. Butland
Seconded by: Councillor F. Manzo

Resolved that the Agenda for 2012 01 23 City Council meeting as presented be approved. CARRIED

4. DELEGATIONS/PROCLAMATIONS

- a) Proclamation – Dr. Roberta Bondar Days January 23 - 30, 2012 in conjunction with Celebrate 100!
- b) Winners of the 2011 Christmas Lighting Awards Program were in attendance to receive plaques. Randy Johnson, PUC Inc., was in attendance to award PUC credit certificates.
- c) Robin McDonald, President, Ontario Winter Carnival Bon Soo and Mr. Bon Soo,

were in attendance concerning Proclamation – Bon Soo Winter Carnival.

- d) Debbie Dixon, Director of Marketing and Events, Ride for Sight Canada and Mac Marcoux were in attendance concerning the 2012 Ride for Sight event.
- e) Tom Dodds, Chief Executive Officer, Sault Ste. Marie Economic Development Corporation, was in attendance concerning agenda item 6.(8)(a).
- f) Dean Thompson, Algoma Highlands Conservancy, was in attendance concerning agenda item 5.(d).
- g) Don Scott, Manager of Transit, and Wally Beck and Charles FitzSimmons, HDR Inc., were in attendance concerning agenda item 6.(7)(a).
- h) Amanda Avery was in attendance concerning agenda item 6.(6)(a).
- i) Bill Wierzbicki was in attendance concerning agenda item 6.(6)(b).
- j) Steffanie Petroni-Date, Executive Director, Sault Youth Association, was in attendance concerning agenda item 5.(e).
- k) Kelly Marshall, Chair, Sault Ste. Marie Municipal Heritage Committee was in attendance concerning agenda item 5.(x).

PART ONE – CONSENT AGENDA

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

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that all the items listed under date 2012 01 23 – Part One – Consent Agenda be approved as recommended. CARRIED

- a) Correspondence from AMO, OGRA was received by Council.
- b) Correspondence from the Soo Curlers Association was received by Council.
- c) Correspondence from County of Huron (concerning Low Frequency Noise Committee) was received by Council.
- d) Correspondence from the Township of Prince regarding Algoma Highlands Conservancy proposal to create the Gros Cap Bluffs Conservation Park was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Whereas the Gros Cap Bluffs property in Prince Township has significant ecological, cultural and historical values worthy of protection for the general public good; and

Whereas the property has significant multi-seasonal outdoor recreation potential easily accessible to the major regional population centre of the City of Sault Ste. Marie; and

Whereas the scenic beauty of this location, combined with its ready accessibility to the citizens of and visitors to the City of Sault Ste. Marie, provides an opportunity for this area to be promoted as a tourism attraction; and ,

Whereas the Algoma Highlands Conservancy is an established, local, bi-national charitable organization with a mission to act as a public land trust focusing on conservation and protection of the natural environment, as well as promotion of silent sport recreation, environmental education, research and sustainable forest management in the region;

Now therefore be it resolved that Council of the City of Sault Ste. Marie support the efforts of the Algoma Highlands Conservancy to secure financial support from the Essar Community Investment Fund to purchase and repatriate the Gros Cap Bluffs property and convert it into a publicly accessible conservation and nature park for broad-spectrum local community benefit. CARRIED

- e) Correspondence from Steffanie Petroni-Date, Executive Director, Sault Youth Association was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Whereas the Sault Youth Association is seeking funding from the Essar Community Investment Fund for a Youth Centre in the downtown core;

And whereas it has been demonstrated that a Youth Centre would contribute significantly to the economic resiliency and social vibrancy of the community, making it possible to bring together existing youth services and increase collaboration across all sectors;

Now therefore be it resolved that Council of the City of Sault Ste. Marie support the efforts of the Sault Youth Association to secure financial support from the Essar Community Investment Fund for acquisition and renovation of a building in the downtown core for the purpose of establishing a Youth Centre. CARRIED

- f) Letters of request for temporary street closings in conjunction with Ontario Winter Carnival Bon Soo were received by Council.

- 1) on Lake Street (lower) from Queen Street to Bellevue Park from 5:30 p.m. February 3 to 8:00 am February 13, 2012.; and
- 2) Shore Drive from Queen Street to Parking lot #2 Bellevue Park from 5:30 p.m. February 2 to 10:00 a.m. February 13, 2012; and
- 3) Foster Drive from Elgin Street to Spring Street from 5:30 p.m. to midnight on February 3, 2012

The relevant By-law 2012-27 is listed under Item 10 of the Minutes. CARRIED

g) Staff Travel

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

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Chief Administrative Officer dated 2012 01 23 concerning Staff Travel requests be approved as requested. CARRIED

h) Council Travel

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Councillor Lou Turco be authorized to travel to the AMO Board meeting being held in Toronto (2 days in January) at an estimated cost to the City of \$300.00 and the FONOM Board meeting being held in Sudbury (2 days in February) at no cost to the City. CARRIED

i) Tender for Lighting Upgrades – City Works Centre

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

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Manager of Purchasing dated 2012 01 23, be endorsed and that the tender for Lighting Upgrades at the City Works Centre, required by the Public Works and Transportation Department, be awarded as recommended with funding to be drawn from the Ontario Power Authority's saveONenergy Program and the Green Committee Reserve. CARRIED

j) Council Agenda Process

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

Moved by: Councillor S. Butland

Seconded by: Councillor L. Turco

Resolved that the report of the Deputy City Clerk dated 2012 01 23 concerning Council Agenda Process be received and the recommendation that an electronic agenda process be adopted be referred to 2012 budget. CARRIED

k) Appointments to Boards and Committees

The report of the City Clerk was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the City Clerk dated 2012 01 23 concerning Appointments to Boards and Committees be accepted and that Council appoint the Land Development & Environmental Engineer (Catherine Taddo) and as an alternate the Junior Engineer (Daniel Perri) to the Source Water Protection Committee and the Manager Community Child Care Services (Carla Fairbrother)

to the Best For Kids Committee for terms from January 23, 2012 to December 31, 2012. CARRIED

l) Procedure By-law Review

The report of the City Clerk was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor L. Turco

Resolved that the report of the City Clerk dated 2012 01 23 concerning Procedure By-law Review be received and the recommendation that Council appoint a Procedure By-law Review Committee consisting of the Mayor and two members of Council (Councillors Christian and Watkins) and the City Clerk, City Solicitor and Chief Administrative Officer, be approved. CARRIED

m) 2012 Budget – Status Report #2

The report of the Manager of Budgets and Revenue was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Manager of Budgets and Revenue dated 2012 01 23 concerning 2012 Budget – Status Report #2 be received as information. CARRIED

n) User Fees for 2012 Budget – By-law 2012-11

The report of the Manager of Budgets and Revenue was received by Council.

The relevant By-law 2012-11 is listed under Item 10 of the Minutes.

o) Essar Centre Banquet Services Enhancements

The report of the Manager of Community Centres was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Manager, Community Centres dated 2012 01 23 concerning Essar Centre Banquet Services Enhancements be received and the recommendation that an application be submitted to the federal government's Local Initiative Fund offered through the Community Development Corporation be approved, with municipal funding of \$10,000 to be drawn from the Pepsi Marketing Allowance Reserve. CARRIED

p) Request for Proposals (RFP) – Leasing of Space for Development of Fitness/Training Area – John Rhodes Community Centre

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Community Services dated 2012 01 23 concerning Leasing of Space for Development of Fitness/Training Area – John Rhodes Community Centre be received and the recommendation that staff prepare a lease agreement between the City and RHP Training Centre Inc. be approved. CARRIED

q) **McNabb Street and MacDonald Avenue Storm Sewer Capacity Study – Engineering Agreement**

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

The relevant By-law 2012-22 is listed under Item 10 of the Minutes.

r) **Prevention of Potholes – Road Design Issues**

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

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Director of Engineering Services dated 2012 01 23 concerning Prevention of Potholes – Road Design Issues be received as information. CARRIED

s) **Fort Creek Aqueduct Reconstruction First Phase – from John Street Southerly – Engineering Agreement**

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

The relevant By-law 2012-20 is listed under Item 10 of the Minutes.

t) **Bible Fellowship Church Request for Exemption from Fireworks By-law**

The report of the Assistant Fire Chief, Fire Prevention and Public Education was received by Council.

The relevant By-law 2012-13 is listed under Item 10 of the Minutes.

u) **Sault Ste. Marie Kennel Club – 76 Fourth Line West**

The report of the City Solicitor was received by Council.

The relevant By-law 2012-21 is listed under Item 10 of the Minutes.

v) **New Comprehensive Signs By-law – Request to Extend the Digital Signs Moratorium**

The report of the Planning Division was received by Council.

The relevant By-law 2012-23 is listed under Item 10 of the Minutes.

w) **Sidewalk Snow Plowing Revision to Policy**

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

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2012 01 23 concerning Sidewalk Snow Plowing be received and the recommendation that the policy be amended to provide for possible snow plowing of sidewalks as recommended by the Public Works and Transportation Department be approved; further that the following sidewalks be added to the current sidewalk plowing program:

As a Result of New Construction:

- The sidewalk on the north side of Third Line East between People's Road and Great Northern Road;
- The sidewalk on the south side of South Market Street between Cambridge and Boundary Road

As a Result of Petition:

- The sidewalk on the south side of Dovercourt Avenue from the entrance to St. Gregory's Senior Complex to Korah Road. CARRIED

x) **Ontario Heritage Act – Part IV Designation of 1164 Queen Street East**

The report of the Sault Ste. Marie Heritage Committee was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chairperson, Sault Ste. Marie Municipal Heritage Committee dated 2012 01 23 concerning Ontario Heritage Act Designation be accepted and the recommendation that Council approve the designation of the residence at 1164 Queen Street East under Part IV of the Ontario Heritage Act be approved. CARRIED

PART TWO – REGULAR AGENDA

6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

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

a) Application No. A-6-12-Z – Jeff Daniel Company Limited – 15 Alpine Street

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Planning Division dated 2012 01 23 concerning Application No. A-6-12-Z – filed by Jeff Daniel Company Limited – 15 Alpine Street be received and that the portion of the subject property identified on the maps attached thereto be rezoned from “I” (Institutional) zone to “R2” (Single Detached Residential) zone. CARRIED

b) Application No. A-1-12-Z – Mr. Courtney Carroll – 103 Asquith Street

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor T. Sheehan

Resolved that the report of the Planning Division dated 2012 01 23 concerning Application No. A-1-12-Z – filed by Mr. Courtney Carroll – 103 Asquith Street be received and that City Council rezone the subject property from “R2” (Single Detached Residential) zone to “R2.S” (Single Detached Residential) zone with a Special Exception to permit a triplex in addition to those uses permitted in a “R2” zone. CARRIED

Recorded Vote:

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

Against: Councillors J. Krmpotich, F. Manzo

Absent: Councillor R. Niro

(7) PUBLIC WORKS AND TRANSPORTATION

a) Transit Services Operational Review – Final Report

The report of the Manager of Transit and Parking was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Manager of Transit and Parking dated 2012 01 23 concerning Transit Services Operational Review Final Report 2012-2016 be received and the recommendations contained therein regarding capital items be submitted as supplemental items for future budgets. CARRIED

(8) BOARDS AND COMMITTEES

a) Sault Ste. Marie Economic Development Fund – Review 2006-2011

The report of the Executive Director Sault Ste. Marie Economic Development Corporation was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Executive Director, Sault Ste. Marie Economic Development Corporation dated 2012 01 23 concerning Sault Ste. Marie Economic Development Fund be received as information. CARRIED

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

a) Correspondence from Councillor R. Niro was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that item 7.(a) be postponed until the February 6, 2012 Council meeting. CARRIED

Moved by: Councillor R. Niro

Seconded by: Councillor T. Sheehan

Whereas a group of local businessmen approached the City in late summer 2010 regarding the possibility of receiving approval for "the development of an historic religious grotto dedicated to St. Mary on Prince Island in Bellevue Park"; and Whereas the proposal was presented and considered by City Council at its meeting of September 13, 2010; and

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

Whereas the current City Council called for a public meeting held on June 16, 2011 to allow an appropriate forum for discussion on the proposal; and

Whereas on June 27, 2011, City Council asked for a review and update of all Master Plans for City parks including Bellevue Park; and

Whereas in addition to the review, City Council deferred any new non-traditional uses of public recreational lands in Sault Ste. Marie, including the use and maintenance agreement for the proposed grotto; and

Whereas on November 7, 2011 City staff reported to City Council that such a review and update of Master Plans for all City parks would require close to 24 months for completion; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to located in Bellevue Park; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to located in Bellevue Park; and

Whereas it is not the intention of City Council to wait anywhere from 12 to 24 months to arrive at a final decision on the proposed grotto;

Now Therefore Be It Resolved that City Council ask staff to consolidate all the information to date on the proposed grotto and prepare the required report to be presented at the Council meeting of February 6, 2012. POSTPONED

- b) Moved by: Councillor S. Butland
Seconded by: Councillor P. Christian
- Whereas Ontario Tire Stewardship has expressed interest in piloting a rubber sidewalk in a Northern Ontario City and are prepared to participate in contributing to the financing of such a project; and
- Whereas these sidewalks are: More comfortable to walk on; cost competitive with concrete sidewalks; aesthetically more pleasing; easily installed and removed, if necessary; and less conducive to slips and falls
- Now therefore be it resolved that appropriate staff (Planning, Public Works and Transportation, Engineering) investigate and report back to Council as to the feasibility of piloting a rubber sidewalk, including recommendations for suitable locations for such a sidewalk. CARRIED
- c) Moved by: Councillor P. Christian
Seconded by: Councillor M Bruni
- Whereas the Council will soon begin budget deliberations for 2012; and
- Whereas City Council and staff continue to do their best to contain cost increases within city operations; and
- Whereas the 2012 budget manual will soon be prepared by City staff and delivered to councillors for Council's consideration; and
- Whereas this manual contains a large number of comprehensive reports that provide a vast array of relevant information about city operations; and
- Whereas council does its best to analyze and consider expenditures and possible tax implications by studying these documents despite their complexity; and
- Whereas City staff currently provide quarterly budget reporting in a format that Council generally regards as useful and user friendly; and

Whereas Finance Department staff have been extremely helpful in the past by providing information and assistance to Council during budget deliberations; Now Therefore Be It Resolved that Council request the Finance Department to prepare a draft budget document by department similar in format to the quarterly financial reports currently provided to Council and to make said document available at least 2 weeks prior to budget deliberations. This document will be in addition to the information that staff will prepare in the annual budget manual. 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 P. Christian
Seconded by: Councillor J. Krmpotich

Resolved that all by-laws listed under Item 10 of the Agenda under date January 23, 2012 be approved with the exception of By-law 2012-11. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor M Bruni

Resolved that By-law 2011-199 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on John Street from Conmee Avenue to Elm Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 be read a THIRD time in open Council this 23rd day of January, 2012..CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor M Bruni

Resolved that By-law 2012-11 being a by-law to establish user fees and service charges be PASSED in open Council this 23rd day of January, 2012. CARRIED

Recorded Vote:

For: Mayor D. Amaroso, Councillors L. Turco, S. Butland, M. Bruni, B. Watkins, P. Christian, F. Fata, P. Mick

Against: Councillors J. Krmpotich, T. Sheehan, F. Manzo

Absent: Councillor R. Niro, S. Myers

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-12 being a by-law to amend Schedule No. 22 of By-law 90-90 (a by-law to establish the retention period of documents and records of the Corporation of the City of Sault Ste. Marie) be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-13 being a by-law to exempt Bible Fellowship Church from By-law 73-107 being a by-law to prohibit the use of fireworks in the municipality be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-14 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning land located at 245 Wallace Terrace be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-15 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning land located at 6 Village Court be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law being a by-law to adopt Amendment No. 182 to the Official Plan (City of Sault Ste. Marie) be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-17 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning land located at 1092 Great Northern Road (Ficmar Holdings Inc.) be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-18 being a by-law to designate the lands located at civic number 1092 Great Northern Road as an area of site plan control (Ficmar Holdings Inc.) be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-19 being a by-law to provide for interim tax levies be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-20 being a by-law to authorize the execution of an agreement between the City and Stem Engineering Group Inc. dated the 23rd day of December, 2011 for the reconstruction of the Fort Creek Aqueduct Rebuild – Downstream of the John Street Entrance be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-21 being a by-law to authorize the sale of surplus property located at 76 Fourth Line West to the Sault Ste. Marie Kennel Club be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-22 being a by-law to authorize the execution of an agreement between the City and Tulloch Engineering Inc. dated the 26th day of January, 2012 for a storm sewer capacity study for the two watersheds referenced as McNabb Street at Willow Avenue and MacDonald Avenue at Poplar Avenue be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-23 being a by-law to temporarily prohibit digital signage within the City of Sault Ste. Marie be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor M Bruni

Resolved that By-law 2012-24 being a by-law to permit the temporary closing of Foster Drive from Elgin Street to Spring Street to facilitate Bon Soo opening ceremonies and to permit the temporary closing of lower Lake Street from Queen Street to Bellevue Park and Shore Drive from Queen Street to parking lot #2 Bellevue Park to facilitate various Bon Soo Events be PASSED in open Council this 23rd day of January, 2012. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor M Bruni

Resolved that By-law 2012-25 being a by-law to authorize the Agreement between the Corporation of the City of Sault Ste. Marie and Her Majesty the Queen in Right of Ontario as represented by the Minister of Citizenship and Immigration, dated January 12, 2012 be PASSED in open Council this 23rd day of January, 2012. CARRIED

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

12. ADDENDUM TO THE AGENDA

13. ADJOURNMENT

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that this Council now adjourn. CARRIED

MAYOR

CITY CLERK

Malcolm White

From: Kim Vaudry on behalf of City Clerk
Sent: January 27, 2012 8:38 AM
To: Malcolm White
Subject: FW: ROMA/OGRA Combined Conference Update

From: OGRA [mailto:communications@ogra.org]
Sent: January 26, 2012 4:32 PM
To: City Clerk
Subject: ROMA/OGRA Combined Conference Update

The inaugural ROMA/OGRA Debate on the Future of Ontario Municipalities

- Have citizens' expectations of local government outstripped the ability of municipalities to meet them?
- Will the roiling global economy force municipalities to change how services and programs are delivered?
- Or, can the existing governance framework be adjusted so that municipalities will be able to thrive?

To stimulate a much needed conversation on the issue that will fundamentally determine the long-term viability of every Ontario municipality, ROMA and OGRA have brought together two all-star teams to debate the resolution: **Be it resolved Ontario municipalities require radical legislative and taxation reform.**

Arguing in favour of the resolution will be John Tory, Chair of the Toronto CivicAction Alliance and Berry Vrbanovic, President of the Federation of Canadian Municipalities.

Opposing the resolution will be Sue-Ann Levy, City Hall Columnist, Toronto Star and Bill Robson, CEO, CD Howe Institute.

Visit our NEW Combined Conference Site?combinedconference.org . Don't forget to download the 2012 ROMA/OGRA Combined Conference App while you search the site!

Long Service Awards: Nominations Deadline: Friday, February 3, 2012

Companions Program: Take advantage of the 2012 Companions' Program! Begin your day with quiet reflection and take a Yoga class. Then pick up the pace as you tour the St James Cathedral in the historic St. Lawrence neighbourhood. Then prepare yourself for an afternoon of WHODUNNIT?! And that's all in one-day! View the entire 3-day program on combinedconference.org!

Early Bird Registration Fee: A reminder that our Early Bird registration Fee is only in effect until Friday, February 3rd, 2012.

The Art of the Possible

2012 AMO Urban Symposium

April 19 & 20 | Thompson Hotel, Toronto

The Bold Canvas of King West.

AMO kicks-off the Urban Symposium on April 19th with a hands-on case study and tour. From challenges to opportunities, discover what it takes to bring vibrancy to a downtown neighbourhood.

Once a gritty industrial zone, King West has had a spectacular makeover in the last decade. Transformed by economic shifts, inspired developers, and the City's 1996 King-Spadina Redevelopment Plan, today's King West will inspire any urbanite seeking renewal for their community.

Join us for a dynamic tour of this neighbourhood's retail, office, and residential spaces concluding with dinner and discussion at the new social and residential staple, the Thompson Hotel.

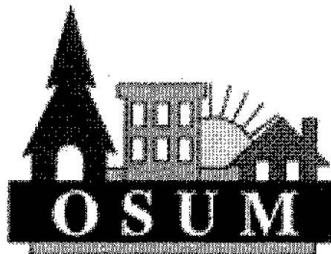
For details on the full program please visit www.amo.on.ca



Just added! John Tory, Chair, CivicAction and former Leader of the Official Opposition. Come hear his perspectives on the changing Ontario political environment and the new realities marked by the Don Drummond Report and the 2012 Provincial Budget on Friday, April 20th.



5(a)



Dear Head of Council and CAO:

The dynamic and picturesque Town of Huntsville, host for the 2010 G8 World Leaders Summit is pleased to host the 2012 OSUM Conference and Trade Show at the prestigious Deerhurst Resort May 2-4. On behalf of the OSUM Executive and Membership, we are more than pleased to invite the members of your Council and staff to be a delegate at this very meaningful annual municipal event.

Our theme this year is the *Municipal Leaders Summit* and Deerhurst Resort provides a facility that has all the amenities to make this year's conference and Trade Show ever so successful and enjoyable. As in other years, OSUM 2012 will feature very informative educational sessions, workshops, keynote speakers and seminars as well as the ever popular address by the Minister of Municipal Affairs and Housing and the Ministers Forum. Some of the topics already confirmed include Smart Cities, Hospital Costs, the Goderich Tornado Experience, Energy Matters, Storm water Management and Economic Development Strategies for Small Urban Municipalities just to name a few. Please check the OSUM website-www.osum.ca for program updates or call Ted Blowes OSUM's Annual Conference and Trade Show Coordinator for details.

Based on our increased attendance last spring in Niagara-on-the-Lake, we are anticipating a Delegate Registration of beyond 250 and 75 Trade Show Exhibitors. The Exhibitors will come from throughout Ontario and Canada and will offer worthwhile products and ideas for your municipality. The Annual Golf Outing will take place on Wednesday, May 2 beginning at 12 noon and will feature the opportunity to win a major hole-in-one prize. Non-golfers can avail themselves of other events taking place in the community by contacting the Chamber of Commerce at (705) 789-4771. Companions are invited to attend and enjoy the vast array of shops, services and attractions that this resort community has to offer.

The Conference and Trade Show is being organized locally for the Town of Huntsville by the Huntsville/Lake of Bays Chamber of Commerce. Kate Austin of the Chamber is the official Conference and Trade Show Coordinator for Huntsville. Kate will work closely with Ted Blowes and the OSUM Executive to make OSUM 2012 one of the best events ever!

Please complete and return the enclosed Registration Form at your earliest convenience and book early with Deerhurst Resort to guarantee your onsite accommodation. Please visit www.huntsvilleadventures.com for a list of other accommodation venues. For your future planning, The Town of New Tecumseth will host OSUM 2013 at the Nottawasaga Inn and Resort May 1-3 and the Town of Parry Sound will host OSUM 2014 at the Bobby Orr Community Centre and the Stockey Centre April 30 –May 2.

We look forward to seeing you at OSUM 2012!

Sincerely,

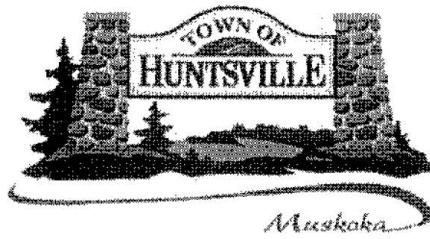
Paul Grenier

Councillor, City of Welland
OSUM Chairman

Jim Collard

Councillor, Town of Niagara-on-the-Lake
OSUM Vice-Chair and Chair of Conference Planning

RECEIVED	CITY CLERK
JAN 25 2012	
NO.:	January 16, 2012
QSTN:	<u>Agenda</u>



OFFICE OF THE MAYOR

January 16, 2012

Dear Heads of Council, Members of Council and Staff,

Re: 2012 OSUM Conference & Trade Show

On behalf of the 2012 OSUM Organizing Committee and the Town of Huntsville, I am pleased to invite you to attend the 59th Annual Ontario Small Urban Municipalities Conference taking place throughout May 2-4, 2012 at the world-renowned Deerhurst Resort in Huntsville.

This year's Conference entitled "*The Municipal Leaders Summit*" is a well-appointed theme as Conference attendees will enjoy the hospitality and amenities that the World Leaders did for the G8 Summit which was held at Deerhurst Resort in June of 2010.

We are thrilled to announce this year's keynote speaker Steve Paikin, who is the host of TVO's current affairs program "The Agenda". Steve Paikin is sure to deliver a thought provoking address to this year's attendees. OSUM 2012 promises to be an informative and enjoyable experience for all who attend.

In addition to the outstanding hospitality you will experience throughout your time at Deerhurst Resort, the Conference schedule will also include offsite events which will take place in some of our Municipality's exceptional community facilities.

Also included in this package are the Delegate Registration Form, links to information and additional accommodators throughout Huntsville. For Trade Show inquiries, please contact Ted Blowes, Trade Show Coordinator at (519) 393-5877 or by e-mail ted.b@quadro.net. The Conference and Trade Show is being organized for the Town of Huntsville by the Huntsville/Lake of Bays Chamber of Commerce. Kate Austin is the OSUM Conference Coordinator for the 2012 Conference. For additional conference or community related questions, please feel free to contact Kate at (705) 789-4771, Extension 33 or kate@huntsvillelakeofbays.on.ca

We look forward to this opportunity to welcome you to Huntsville to experience the historic charm and the Muskoka hospitality that makes our community so well known.

Sincerely,

Claude Doughty, Mayor
Town of Huntsville





59th ANNUAL OSUM CONFERENCE & TRADE SHOW
"Municipal Leaders Summit" May 2 - 4, 2012
Delegate Registration Form

Delegate Name: _____ Municipality: _____

Mailing Address: _____

Postal Code: _____ Telephone: _____ Cell Phone: _____

Fax: _____ Email: _____

Companion Name: _____

Companion package pricing includes Wednesday night reception, Thursday breakfast and Friday breakfast & lunch as well as conference-based activities and outings. Companions will be on their own for Thursday lunch. Cost is \$165.00/companion.

DELEGATE PACKAGE:

Delegate fee \$495.00 plus HST = \$559.35. The conference host is Deerhurst Resort. To book your accommodations please call 1 (800) 461-4393 or visit www.deerhurstresort.com. (Please note OSUM when booking to obtain the conference rate). Accommodation prices start at \$129.00 so book early!

Each Delegate will receive a registration kit, access to all workshops & Welcome Reception (complimentary beverage ticket included), two breakfasts, two lunches, daily refreshments and entertainment evening including beverages and light fare.

For other accommodation options please visit www.huntsvilleadventures.com and click on "Where to Stay"



5(a)

EARLY BIRD GOLF DAY – WEDNESDAY MAY 2, 2012
DEEHURST LAKESIDE GOLF COURSE

\$85.00 per golfer. Package includes 18 holes, cart and lunch. Tee times start at 12:00 Noon. We will advise those who register of their tee-off time in advance of their arrival to the conference.

REGISTRATION & PAYMENT

Delegate Fee: _____ @ \$559.35 **\$** _____

Please supply names for golf day below:

- 1.
- 2.
- 3.
- 4.

TOTAL \$ _____

Payment Method: Credit Card: Visa MasterCard AMEX **or** Cheque

Credit Card Number: _____ **Validation Code** _____

Expiration Date: _____ / _____ **Signature:** _____

Please make cheque payable to "The Huntsville/Lake of Bays Chamber of Commerce."

Please send this registration form and payment to:

Huntsville/Lake of Bays Chamber of Commerce

Attention: Kate Austin, OSUM Conference Coordinator for the Town of Huntsville

Refund Policy: Cancellation must be made in writing (mail or e-mail) before April 13, 2012. An administration charge of \$50.00 will apply. Any cancellations made after April 13, 2012 will not be refunded.

Trade Show Enquiries: Ted Blowes at 519-393-5877 (Phone) or ted.b@quadro.net

For updates regarding conference programming, please visit www.osum.ca



Notice of Poll – OGRA Board of Directors

The Board of Directors adopted the recommendations of the OGRA Nominating Committee. The recommended slate is as follows:

Northern Zone (2 to be elected)	
Rick Champagne, Councillor Township of East Ferris	John MacEachern, Mayor Township of Manitouwadge
Southwest Zone (2 to be elected)	
Tom Bateman, County Engineer County of Essex	John Parsons, Division Manager, Transportation & Roadside Operations City of London
South Central Zone (3 to be elected)	
Damian Albanese, Director, Transportation Division Regional Municipality of Peel	Ken Lauppé, Manager, Road Operations City of Brampton
Duncan McKinlay, Deputy Mayor, Town of The Blue Mountains & Warden, County of Grey	
Southeast Zone (3 to be elected)	
Craig Davidson, CAO/Clerk-Treasurer Municipality of Hastings Highlands	Steve Desroches, Deputy Mayor City of Ottawa
Michelle Hendry, Director of Public Works City of Kawartha Lakes	
Toronto (2 to be elected)	
Robert Burlie, Manager, Road Operations City of Toronto	Mark Grimes, Councillor City of Toronto

The following current Boards members do not have to be re-elected to the Board and will automatically assume the following positions effective February 29, 2012:

President - Alan Korell, Managing Director/City Engineer, City of North Bay
 1st Vice President – Joanne Vanderheyden, Mayor, Township of Strathroy-Caradoc
 Immediate Past President – John Curley, Councillor, City of Timmins

The above will serve on the 2012-2013 Board of Directors making a total of 15 on the Board.

The recommended slate of candidates was circulated to the membership on November 21, 2011 requesting additional nominations. The following nominations were received by the close of nominations on January 20, 2012:

South Central Zone

Douglas Joyner,
Mayor
Township of West Lincoln

Northern Zone

Al Collette,
Councillor
City of Elliot Lake

Terry McKay,
Deputy Mayor
Township of Chatsworth

All candidates in the Southwest, Southeast and City of Toronto Zones will be declared elected to the Board at the annual conference.

A poll to elect the Board representatives from the **South Central and Northern Zones** will be held on

Tuesday, February 28, 2012
Fairmount Royal York Hotel,
Salon "A" – Convention Floor

The candidates for the South Central Zone are: (3 to be elected)

Damian Albanese, Director, Transportation Division, Regional Municipality of Peel
Douglas Joyner, Mayor, Township of West Lincoln
Ken Lauppé, Manager, Road Operations, City of Brampton
Terry McKay, Deputy Mayor, Township of Chatsworth
Duncan McKinlay, Deputy Mayor, Town of The Blue Mountains & Warden, County of Grey

The candidates for the Northern Zone are: (2 to be elected)

Rick Champagne, Councillor, Township of East Ferris
John MacEachern, Mayor, Township of Manitouwadge
Al Collette, Councillor, City of Elliot Lake

The polls will open from 11:30 a.m. to 2:30 p.m. and any delegate from a member municipality or member First Nations may vote by presenting their name badge to the polling staff.

J. W. Tiernay
Executive Director

Malcolm White

From: Kim Vaudry on behalf of City Clerk
Sent: January 18, 2012 2:25 PM
To: Malcolm White
Subject: FW: Jan. 18, 2012

From: The Weekly Detour [mailto:ogra@multibriefs.com]

Sent: January 18, 2012 2:05 PM

To: City Clerk

Subject: Jan. 18, 2012

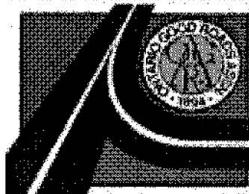
This message contains images. If you don't see images, click here to view.

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Jan. 18, 2012



THE WEEKLY DETOUR

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2012 Combined Conference Update

OGRA Share

ROMA and OGRA are pleased to announce a discount with Porter Airlines for Combined Conference Attendees!

[Click here](#) to see the up-to-date conference program! **MORE**

What does the condition of local roads say about YOU?

OGRA Share

Roads are among the most visible of all municipal assets. Make sure they are a positive reflection of your skills as an asset manager. Get up to speed on all the latest news and information about asphalt, concrete, aggregate, recycled materials and a host of other related issues. Don't miss out. [Click here](#) for more info and to register for the Municipal Roads Technologies workshop, Feb. 1-2, in Mississauga.

Traditional excavation for replacement or rehab is costly and disruptive. Consider trenchless construction instead.

OGRA Share

Get the full picture on the facts and the options. Register now for a one-day introductory workshop on Wastewater Pipelines' Construction, Condition, Assessment and Renovation Using Trenchless Construction Methods.

[Click here](#) for full course details.

Sign up for both the potable water and wastewater workshops for a 10 percent discount!

Peace Bridge seeks proposals for plaza overhaul

The Wall Street Journal Share

Now that the federal government has stepped away from plans to overhaul the Peace Bridge between New York and Ontario, the board that operates the span is moving forward with its own plans. The Peace Bridge Authority is looking for an architect to renovate a building on the U.S. side of the bridge and make other improvements to the plaza. **MORE**

US-Canada border crossings increase 5 percent

Detroit Free Press Share

Border crossings increased about 5 percent in 2011 over the previous year at 11 U.S.-Canada crossing sites, but the modest increase will do little to end debate on the need for a new bridge between Detroit and Windsor. In all, some 37.1 million cars, trucks, buses and other vehicles crossed the border at the 11 sites among Michigan and upstate New York. Passenger car traffic rose 6.6 percent to 30.3 million crossings, while commercial truck traffic was flat from the year before at 6.7 million crossings. **MORE**

PRODUCT SHOWCASE

FIBERMAT



Norjohn Contracting
and Paving Limited

Extend the useful service life of pavements with FiberMat™. Watch [Video](#). Combining the tensile strength of fiberglass, and the waterproofing capabilities of asphalt emulsion, FiberMat™, is designed to combat pavement cracking. Contact us: dnunn@walkerind.com

Canada Prime Minister to lead rollout of infrastructure projects

The Wall Street Journal Share

Canadian Prime Minister Stephen Harper and several Conservative lawmakers fanned out across the country to announce what is being billed as a "major" rollout of new funding for

infrastructure projects. Harper will kick off with an announcement in Quebec. Lawmakers will follow up with other announcements in British Columbia and Ontario. [MORE](#)

AED, construction associations to Obama: 'Approve the Keystone XL pipeline project'

Better Roads Magazine Share

Under legislation enacted in December 2011, President Barack Obama has until Feb. 21 to make a decision about whether to grant a permit for the project, which would transport Canadian crude oil to Gulf Coast refineries, according to AEM. If Obama does not act, the permit will be granted as a matter of law, AEM says. Supporters are urging the administration to approve the project before the deadline so it can proceed without delay. [MORE](#)

Ontario's Finance Minister calls on business to boost investment, create jobs

The Globe and Mail Share

Consumers in Ontario, feeling the pinch from less disposable income, are spending their money on repairing old cars instead of buying new vehicles — the latest evidence that a weakening global economy is taking a toll on the province. Ontario eked out modest growth of 0.7 percent during the third quarter last year, trailing the national average, according to figures released recently. But most of the growth was confined to a few sectors, notably residential construction, while imports, business investment in machinery and equipment and even government spending all declined. [MORE](#)

Webinar — Impact of transit-oriented development in reducing GHG emissions

Transportation Issues Daily Share

"Transit-Oriented Development and Climate Change" presented research from the Center for Transit-Oriented Development (CTOD) analyzing the potential of transit-oriented development to reduce greenhouse gas (GHG) emissions. Planning scenarios for four regions were examined to contrast the GHG reduction potential of compact urban development near transit stations versus business as usual development. [MORE](#)

APA releases new position paper on LCCA

Asphalt Roads Share

A new position paper from the Asphalt Pavement Alliance (APA) articulates an appropriate and non-biased method for life-cycle cost analysis (LCCA) that follows guidelines from the Federal Highway Administration. Many agencies are turning to LCCA as a means of evaluating the long-term economic viability of pavement designs. [MORE](#)

Nevada Department of Transportation, FHWA show innovative bridge replacement methods

Better Roads Share

Federal Highway Administrator Victor Mendez on Jan. 10 joined officials from the Nevada Department of Transportation (NDOT) as they put a new bridge in place on the I-15 West Mesquite Interchange with new technologies that allowed for faster completion of the project, resulting in less congestion for travelers, according to the U.S. Department of Transportation. Officials from more than 24 state departments of transportation viewed the demonstration to learn how the advancements could benefit their states. [MORE](#)

The Weekly Detour

Colby Horton, Vice President of Publishing, 469.420.2601

[Download media kit](#)

Courtney Hodges, Content Editor, 469.420.2604

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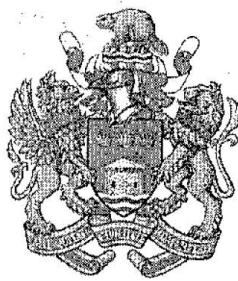
[Jan. 18, 2012](#)

[Jan. 11, 2012](#)

[Jan. 4, 2012](#)

[Dec. 21, 2011](#)

5(b)



Office of the City Clerk

RECEIVED
CITY CLERK

JAN 03 2012

NO. 52233

DIST. Agency

January 3, 2012

All Municipalities in Ontario with populations greater than 50,000

Dear Sir/Madam:

**RE: CITY OF KINGSTON COUNCIL MEETING – CANADIAN-EUROPEAN
COMPREHENSIVE ECONOMIC AND TRADE AGREEMENT (CETA) –
DECEMBER 20, 2011**

I would confirm that Kingston City Council, at its regular Council meeting held on December 20, 2011, approved the following resolution, being clause 1 of Deferred Motions:

- (1) *Moved by Councillor Neill
Seconded by Councillor Hutchison*

Whereas with little transparency or public consultation the Canadian Government is moving ahead with its negotiations into a Canadian-European Comprehensive Economic and Trade Agreement (CETA); and

Whereas social justice and civil society groups have raised grave concerns throughout Canada regarding the potential impacts of CETA; and

Whereas both the Association of Ontario Municipalities (AMO) and the Federation of Canadian Municipalities (FCM) have identified substantial risks to municipalities that must be addressed regarding governance freedoms and practices of municipalities, which include procurement and administration, and further risks regarding enforcement costs and dispute resolution, as noted by both FCM and AMO;

Therefore be it resolved THAT the City of Kingston endorses the FCM 7 points of concern regarding CETA; and

THAT the City asks that an open and transparent public process be adopted by the Government of Canada so that Canadians may be better informed and better heard on this important decision; and

The Corporation of the City of Kingston
216 Ontario Street, Kingston, ON K7L 2Z3

Phone: (613) 546-4291 ext. 1247

Fax: (613) 546-5232

jbolognone@cityofkingston.ca

5(b)

THAT this motion be communicated to the Prime Minister of Canada, Stephen Harper; the Leader of the Opposition, Nycole Turmel; the Acting Liberal Leader, Bob Rae; MP Kingston and The Islands Ted Hsu; MPP Kingston and the Islands John Gerretsen; AMO; FCM; all Ontario municipalities with populations greater than 50,000; and all municipalities within Frontenac County.

CARRIED AS AMENDED

Should you have any questions or concerns regarding this matter, please do not hesitate to contact me.

Yours truly,

John Bolognone
City Clerk

/ja

File No.

.../2

The Corporation of the City of Kingston
216 Ontario Street, Kingston, ON K7L 2Z3

Phone: (613) 546-4291 ext. 1247

Fax: (613) 546-5232

jbolognone@cityofkingston.ca



5(b)

THE CORPORATION OF THE MUNICIPALITY OF ARRAN-ELDERSLIE

1925 Bruce Road 10, Box 70, Chesley, ON N0G 1L0
519-363-3039 Fax: 519-363-2203 areld@bmts.com

January 24th, 2012

To All Municipalities in Ontario

Re: Request Support

Please be advised that Council of the Municipality of Arran-Elderslie, at its meeting of January 23rd, 2012, passed the following resolution and your support would be appreciated:

Moved by: Deputy Mayor Mark Davis
Seconded by: Councillor Steve Hammell

"Whereas, the Ontario Federation of Agriculture which is Ontario's largest farm organization has asked Premier McGuinty and the Provincial government to suspend the building of Industrial Wind Turbines across the province as of January 20th, 2012; and

Whereas, Dozens of municipalities across this province have repeatedly asked for a moratorium on the construction of Industrial Wind Turbines until questions such as health concerns of people living in proximity to the Industrial Wind Turbines, proper setbacks of Industrial Wind Turbines, devaluation of neighbouring properties, decimation of the rural landscape, and destruction of wildlife habitats are properly studied and addressed; and

Whereas, Many of these municipalities have asked for the province to hand back the planning authority of Industrial Wind Turbines, but to no avail; and

Whereas, The Ontario Auditor General have even tried to explain to this government the serious errors being made under the Green Energy Act with regards to more jobs being lost than created, the consumer and taxpayer subsidizing the Industrial Wind Turbine projects to create huge profits for large off-shore companies while making electricity very expensive for the citizens for this province, or the implications of decommissioning Industrial Wind Turbines twenty years from now; therefore

Be It Resolved, That the Municipality of Arran-Elderslie, along with all other municipalities across this province who share these concerns regarding the damaging and devastating repercussions within our communities, hereby request that the Premier invoke an immediate moratorium of one year, with yearly extensions as required on the construction of Industrial Wind Turbines within the Province of Ontario until the concerns noted above are properly studied and addressed; and further

Be It Resolved, That this moratorium be put in place before the ROMA/OGRA 2012 Conference starting February 26th, 2012; and further

Be It Resolved, That if the moratorium is not announced prior to the start date of the conference, that all municipal officials in attendance at the conference representing municipalities in opposition to the autocratic and dictatorial processes utilized by the government in establishing the *Green Energy Act*, shall leave the room immediately when the agenda reaches the point that the Premier or his designate addresses the conference, in a show of solidarity to once again demonstrate to our provincial government our frustration, anger and disappointment over their complete and total mishandling of the *Green Energy Act* and Industrial Wind Turbines in particular; and

Further, That this motion shall be forwarded through AMO to all municipalities in the Province of Ontario, Premier McGuinty, Local Members of Provincial Parliament, the Minister of Energy and the Minister of the Environment."

Yours truly,
MUNICIPALITY OF ARRAN-ELDERSLIE
Per:

Original Signed by

(Mrs.) Peggy Rouse
Municipal Clerk
aeclerk@bmcts.com

DISCLAIMER

This material is provided under contract as a paid service by the originating organization and does not necessarily reflect the view or positions of the Association of Municipalities of Ontario (AMO), its subsidiary companies, officers, directors or agents.

MUNICIPALITÉ • EAST FERRIS • MUNICIPALITY



390 HIGHWAY 94, CORBEIL, ONTARIO P0H 1K0
TEL: (705) 752-2740 FAX: (705) 752-2452

Corbeil, Ontario
December 13, 2011, Session No. 27

Moved by: Terry Kelly

Seconded by: Dan Corbeil

WHEREAS the North Bay-Mattawa Conservation Authority, as the principal authority in the Ontario Building Code for Part 8, has advised the Municipality of East Ferris of a recommended change to the Building Code that will require denitrification, phosphorus removal and tertiary treatment on-site septic systems within vulnerable areas as described in Drinking Water Source Protection Assessment reports where septic systems are deemed to be significant threats; **AND WHEREAS** the North Bay-Mattawa Conservation Authority has indicated to the Ministry of Municipal Affairs and Housing, in its comments as part of the public comment process, that it does not support the proposed changes to the Ontario Building Code for tertiary treatment systems as a blanket approach to reducing the significance of such threats, particularly in light of the new Building Code requirement for mandatory maintenance inspections for these same systems;

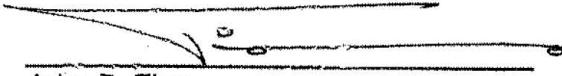
AND WHEREAS the septic systems proposed through the amendment to the Ontario Building Code are significantly more costly than a conventional septic system - an additional cost that will have to be borne by each property owner in a vulnerable area;

THEREFORE BE IT RESOLVED that the Council for the Municipality of East Ferris requests that the proposed change to Part 8 of the Ontario Building Code, recommended by the Ministry of Municipal Affairs and Housing, requiring the installation of tertiary treatment systems for new or replacement septic systems within vulnerable areas as described in Drinking Water Source Protection Assessment Reports where septic systems are deemed to be significant threat, not be approved;

AND FURTHER that a copy of this resolution be forwarded to the Minister of Municipal Affairs and Housing, the Minister of the Environment, the Minister of Natural Resources, Victor Fedeli, MPP (Nipissing), the North Bay-Mattawa Conservation Authority and the Association of Municipalities of Ontario for circulation to all municipalities in the Province.

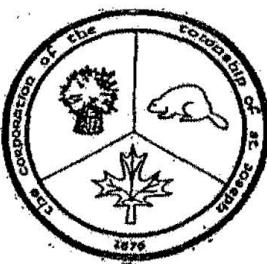
Carried

This is a true certified copy of
Resolution No. 27 passed by the
Council of the Municipality of East Ferris
on the 13th day of December, 2011.


John B. Fior
Clerk

DISCLAIMER

This material is provided under contract as a paid service by the originating organization and does not necessarily reflect the view or positions of the Association of Municipalities of Ontario (AMO), its subsidiary companies, officers, directors or agents.



THE CORPORATION OF THE TOWNSHIP OF ST. JOSEPH

P.O. Box 187
 1669 Arthur Street
 Richards Landing, ON P0R 1J0
 Telephone: 705-246-2625
 Fax: 705-246-3142
www.stjosephtownship.com

30 January 2012

Hon. Michael Gravelle
 Minister of Natural Resources
 101-215 Van Norman Street
 Thunder Bay, ON
 P7A 4B6

Dear Minister Gravelle:

In response to the letter from the District Manager, Sault Ste. Marie District dated January 4, 2012 regarding the withdrawal of MNR walk in counter service in Sault Ste. Marie as of January 9, 2012, the Council of The Township of St. Joseph is vehemently opposed to the withdrawal of these services, and the lack of forewarning that these cuts would occur.

The removal of these essential hands on services locally is further evidence of the erosion of the rights of Northern Ontario residents, and will lead to increased alienation and decimation of services in the North. This retreat signals a further decline of provincial support for economic development and job retention in the North, and also demonstrates this government's reluctance to adhere to their platform to attract investment, create jobs, and stimulate the economy.

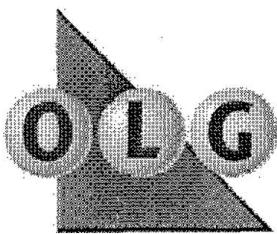
This letter is circulated to other municipalities affected by this service cut seeking their support to ask the Province of Ontario to reinstate or continue to offer programs and services that have been lost or taken away from Northern Ontario communities.

As a representative of a Northern district, we hope that you understand the importance of retaining face to face contact with provincial staff. We seek your assurance that the restoration of counter service in Sault Ste. Marie District will be given priority by your Ministry.

Yours truly,

Carol O. Trainor, A.M.C.T.
 Clerk Administrator

cc: Central Algoma Municipalities
 Martin D. Blake, District Manager



CONFIDENTIAL

ONTARIO LOTTERY AND GAMING CORPORATION (OLG)

4120 Yonge Street, Suite 500, Toronto, Ontario M2P 2B8

Ph: 416-224-7047

Fax: 416-224-7002

Date: January 20, 2012

To: Mayor Debbie Amaro
City of Sault Ste. Marie

Fax: 705-541-7171

From: Jake Pastore
Manager, Municipal and Community Relations

Message:

Please note that there will be a financial transaction to your Municipality's account on January 20, 2012 in the amount of **\$343,070**.

This transaction represents the quarterly payment of the 5%-2% allocation from October 1 to December 31, 2011 as per your agreement with the Ontario Lottery and Gaming Corporation on the operation of the OLG Casino **Sault Ste. Marie**. This brings the grand total to **\$19,821,737**.

Should you have any questions regarding this payment, feel free to contact me directly at 416-224-7047.

**

Giacomo (Jake) Pastore
Manager, Community & Municipal Relations
Marketing, Communications and Stakeholder Relations
Phone: 416-224-7047
Fax: 416-224-7002
Email: JPastore@OLG.CA

A Proud Community Partner

Casino Sault Ste Marie
Municipal Commission Statement
for the quarter ended December 31, 2011
Unaudited results, subject to final reconciliation

TOTAL NET WIN (as per IFRS) for the quarter ended December 31, 2011	<u>6,565,220</u>
Municipal Commission 5% of Net Win	328,261
Quarter Ended December 31, 2011 one time payment* (due to difference between IFRS and CGAAP)	14,809
Net to be transferred	<u>343,070</u>
Transferred via EFT	

* As per letter dated April 15, 2011, transition payment up to December 31, 2011

Prepared by Corporate Accounting & Reporting



5(d)

CASINO REVENUE SUMMARY

City of Sault Ste. Marie

CITY 5% SLOT REVENUE

	TOTAL	Increase over Previous Year		
Total 1999	783,232			
Total 2000	1,292,709	65.0%		
Total 2001	1,611,235	24.6%		
Total 2002	1,926,143	19.5%		
Total 2003	1,915,935	-0.5%		
Total 2004	1,870,351	-2.4%		
Total 2005	1,577,078	-15.7%		
Total 2006	1,455,919	-7.7%		
Total 2007	1,530,207	5.1%		
Total 2008	1,517,040	-0.9%		
Total 2009	1,472,299	-2.9%		
2010				
January 1 to March 31, 2010	347,646			
April 1 to June 30, 2010	373,970			
July 1 to September 30, 2010	394,017			
October 1 to December 31, 2010	347,449			
Total 2010	<u>1,463,082</u>	-0.6%		
2011				
January 1 to March 31, 2011	342,923			
April 1 to June 30, 2011	340,576			
July 1 to September 30, 2011	379,936			
October 1 to December 31, 2011	343,070			
Total 2011	<u>1,406,505</u>	-3.9%		
Total Funds Received since 1999	<u>19,821,735</u>			
	Jan. to March	% Increase	April to June	% Increase
1999	0	0	0	0
2000	287,177	0%	317,240	0%
2001	320,150	11%	392,289	24%
2002	430,587	34%	490,694	25%
2003	445,897	4%	496,830	1%
2004	483,157	8%	498,329	0%
2005	393,120	-19%	403,218	-19%
2006	344,906	-12%	355,429	-12%
2007	358,727	4%	386,432	9%
2008	352,418	-2%	388,382	1%
2009	356,734	1%	372,517	-4%
2010	347,647	-3%	373,970	0%
2011	342,923	-1%	340,576	-9%
	July to Sept.	% Increase	Oct. to Dec.	% Increase
1999	475,421	0%	307,811	0%
2000	372,049	-22%	316,243	3%
2001	473,346	27%	425,450	35%
2002	534,131	13%	470,731	11%
2003	480,977	-10%	492,231	5%
2004	464,417	-3%	424,448	-14%
2005	408,222	-12%	372,518	-12%
2006	386,201	-5%	369,383	-1%
2007	418,484	8%	366,564	-1%
2008	399,403	-5%	376,837	3%
2009	404,405	1%	338,643	-10%
2010	394,017	-3%	347,449	3%
2011	379,937	-4%	343,070	-1%

Prepared by W. Freiburger January 20, 2012

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

2012 02 06

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. **Don McConnell – Engineering & Planning – Planning Division**
Creative Economy Summit
February, 2012
Toronto, Ontario
Estimated total cost to the City - \$ 1,225.50
Estimated net cost to the City - \$ 1,225.50
2. **Rick Cobean – Social Services – Social Housing Division**
Manager Implementation of Housing Services
February, 2012
Sudbury, Ontario
Estimated total cost to the City - \$ 464.00
Estimated net cost to the City - \$ 464.00
3. **Michael Blanchard – Public Works & Transportation Department**
Electric Vehicle & Infrastructure Summit
February, 2012
Toronto, Ontario
Estimated total cost to the City - \$ 1,992.31
Estimated net cost to the City - \$ 1,992.31
4. **Dan Ballstadt – Public Works & Transportation-Parks Division**
Ontario Turf Grass Symposium
February, 2012
Guelph, Ontario
Estimated total cost to the City - \$ 1,199.03
Estimated net cost to the City - \$ 1,199.03

5. **Jordan Tibbles – Public Works & Transportation Department**
IMSA Training
March, 2012
Burlington, Ontario
Estimated total cost to the City - \$ 3,362.00
Estimated net cost to the City - \$ 3,362.00

6. **Remi Dufour – Public Works & Transportation Department**
IMSA Training
March, 2012
Burlington, Ontario
Estimated total cost to the City - \$ 3,828.00
Estimated net cost to the City - \$ 3,828.00

Yours truly,



JMF:bb

Joseph M. Fratesi
Chief Administrative Officer

5(g)

Peter A. Liepa
City Tax Collector



Finance Department
Tax & Licence Division

2012 02 06

Mayor Debbie Amaroso and
Members of City Council

RE: SUBJECT OF REPORT
Property Tax Appeals

PURPOSE

Council approval is required pursuant to Section 357 of the Municipal Act.

BACKGROUND

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

ANALYSIS

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

IMPACT

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

STRATEGIC PLAN

Not applicable

RECOMMENDATION

That the report of City Tax Collector dated 2012 02 06 pursuant to Section 357 of the Municipal Act be approved and that the tax records be amended accordingly.

Respectfully submitted,

Peter A. Liepa
City Tax Collector

Recommended for approval,

RECOMMENDED FOR APPROVAL
Joseph M. Frates
Chief Administrative Officer
William Freiburger
Commissioner of Finance & Treasurer

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

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

DATE: 02/06/12
PAGE: 1 of 1

ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	CANCELLATIONS	TOTAL	
						TAXES	INTEREST	ADJUSTMENT
010-009-160	01560 Queen Street East	Shingwauk Education Trust	RT	B	11-039			
020-018-024	00914 Queen Street East	Belanger Denis Joseph	CT	A	11-040	1,491.14	83.88	1,575.02
020-042-121	00314 Queen Street East	2284518 Ontario Inc.	CT	A	11-041	416.06	2.60	418.66
040-022-019	00127 Gore Street	Payette Darrell Allen	RT	C	11-042	1,014.47	100.95	1,115.42
040-023-183	00164 Gore Street	Sculthorpe Tristan	CT/RT	F	11-042			
050-007-008	00295 Patrick Street	Borrelli Mario	RT	F	11-043	109.38		109.38

Certified Correct:

Peter A Liepa
Tax Collector

TOTAL 3,031.05 187.43 3,218.48

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

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

5(q)

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

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
DOWNTOWN BUSINESS IMPROVEMENT AREA WRITE-OFF

DATE: 2012-02-06
PAGE: 1 of 1

ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	REASON FOR APPEAL	PROPERTY CLASS	TAX YEAR	CANCELLATION TAXES	TOTAL ADJUSTMENT	
020-042-107-00	00314 Queen Street East	2284518 Ontario Inc.	Tax class change	CT	2011	75.30	0.47	75.77

Certified Correct:



Peter A. Liepa
City Tax Collector

TOTAL 75.77

5lg)

William Freiburger, CMA
Commissioner of Finance
and Treasurer



Finance Department

2012 02 06

Mayor Debbie Amaro and
Members of City Council

Re: 2012 Ontario Municipal Partnership Fund (OMP) Grant

PURPOSE

This report will explain the 2012 grant allocation under the Ontario Municipal Partnership Fund (OMP) from the Province of Ontario.

BACKGROUND

The OMPF assists municipalities with social program costs, includes equalization measures, addresses challenges faced by northern and rural communities, and responds to policing costs in rural communities.

ANALYSIS

The following is the comparison of the 2012 and 2011 OMPF grant allocations.

The attached 2012 OMPF Allocation Notice – Exhibit B indicates a combined benefit of \$656,800.

Listed below is a detailed summary comparing the 2012 and 2011 OMPF components as listed on the Allocation Notice along with other Provincial program changes that result a net municipal benefit of \$656,800 as calculated by the Province.

2012 Ontario Municipal Partnership Fund (OMPF) Grant

2012 02 06

Page 2.

Summary of OMPF Allocation

Detail	2012	2011	Variance
1. Social Program Grant	\$ 2,923,700	\$ 3,392,300	\$ (468,600)
2. Equalization Grant	7,527,800	8,274,400	(746,600)
3. Northern and Rural Communities Grant	<u>7,980,200</u>	<u>7,936,700</u>	<u>43,500</u>
Total OMPF Grant	<u>\$ 18,431,700</u>	<u>\$ 19,603,400</u>	<u>\$ (1,171,700)</u>

Provincial Uploads

DSSAB – Social Service Funding Benefits

4. Ontario Drug Benefit	\$ 1,613,200	\$ 1,668,800	\$ (55,600)
5. Ont. Disability Support Admin	1,070,900	1,070,900	0
6. Ont. Disability Support	7,651,100	7,527,700	123,400
7. OW – Benefit Component	472,400	198,800	273,600
8. OW – Administration	<u>1,363,700</u>	<u>0</u>	<u>1,363,700</u>
Subtotal DSSAB Benefit	\$ 12,171,300	\$ 10,466,200	\$ 1,705,100

Police Funding Benefits

9. Court Security and Prisoner Transport	<u>123,400</u>	<u>0</u>	<u>123,400</u>
Total Provincial Uploads	<u>\$ 12,294,700</u>	<u>\$ 10,466,200</u>	<u>\$ 1,828,500</u>

Net Impact of Provincial Uploads offset by OMPF Grant Change \$ 656,800

The assumption for the City net benefit of \$656,800 is that the DSSAB levy should be reduced by \$1,705,100.

2012 Ontario Municipal Partnership Fund (OMPF) Grant

2012 02 06

Page 3.

Explanation

1. Social Program Grant – Provides funding to assist municipalities with limited property assessment and lower household income to support the municipal share of social program costs. The primary reason for the grant reduction was due to the increase in the total household assessment values as detailed in Exhibit D.
2. Equalization Grant – Provides funding to municipalities with limited property assessment. Each year the Province calculates assessment levels per household in all municipalities and then calculates a subsidy rate to allocate their funding. As our household assessment increased due to the 2008 reassessment, our share of funding under this program has decreased as listed in Exhibit D and E.
3. Northern and Rural Communities Grant – Provides funding to northern and rural communities in recognition of their unique challenges. The formula is based on a grant of \$235 per household and has been at that rate since 2007.
4. – 6. Items were uploaded between 2008 and 2011.
7. Municipalities previously funded 20% of Ontario Works Benefit costs. Under the uploading, this percentage was reduced to 19.4% in 2010, 18.8% in 2011, 17.2% in 2012 and 14.2% in 2013.
8. As stated in the OMPF announcement letter from the Province as included in Exhibit A, \$170 million of Ontario Works administration costs will be uploaded in 2012 resulting in a City benefit of \$1,363,700. Our assumption is that the DSSAB budget will be reduced by this amount and we cannot confirm this reduction at this time.
9. A grant for Court Security costs and Prisoner Transportation will be added as new revenue in the 2012 budget.

Exhibit A – OMPF announcement letter to the Head of Council

Exhibit B – 2012 OMPF Allocation Notice

Exhibit C – Summary of the OMPF grant components over a seven year period

Exhibit D – OMPF social service and equalization grant calculation summary

Exhibit E – OMPF comparison with other Northern Ontario municipalities summary

2012 Ontario Municipal Partnership Fund (OMPF) Grant

2012 02 06

Page 4.

Analysis Summary

- The most significant factor for our OMPF social service and equalization grant calculation is the total assessment per household amount which includes all assessment classes.
- As our total assessment per household increases above the Provincial average used for subsidy purposes, our grant revenue is reduced.
- For 2012, our total assessment per household increased by 6.9% while the Provincial household assessment increased by 5.8%.
- For the last three years, as demonstrated in Exhibit E, the total assessment per household in Sault Ste. Marie increased about the Provincial average used for subsidy purposes and thereby resulting in grant reductions.
- Other Northern communities had the same experience, where those with higher assessment growth than the Provincial average received reduced funding.
- The important concept to learn from this analysis, is that the strong residential assessment growth that we have experienced in Sault Ste. Marie has resulted in reduced grants due to our increased assessment base. The expectation is that an increased assessment base requires less Provincial assistance.
- For the 2013 budget, a new assessment based on January 1, 2012 will be used. If assessment valuations continue to increase above the Provincial average, we can expect continued grant reductions if the same formulas are maintained.
- The social service benefits will impact the 2012 DSSAB levy.

IMPACT

The impact will be a \$1,171,700 decrease in the OMPF grant along with an estimated benefit of \$1,705,100 to the DSSAB as calculated by the Province and new grant revenue of \$123,400 for Court Security and Prisoner Transport costs.

STRATEGIC PLAN

No strategic plan impacts.

RECOMMENDATION

That the report of the Commissioner of Finance and Treasurer concerning 2012 grant allocation under the Ontario Municipal Partnership Fund (OMPF) from the Province of Ontario be received as information.

Respectfully submitted,

W. Freiburger, CMA
Commissioner of Finance and Treasurer

RECOMMENDED FOR APPROVAL

Joseph M. Fratesi
Chief Administrative Officer

Exhibit A



Ministry of Finance
Office of the Minister
Frost Building South
7 Queen's Park Cr
Toronto ON M7A 1Y7
Tel (416) 325-0400
Fax (416) 325-0374
www.fin.ontario.ca

**Ministry of Municipal Affairs
and Housing**
Office of the Minister
777 Bay Street
Toronto, ON M5G 2E5
Tel (416) 585-7000
Fax (416) 585-6470
www.mah.ontario.ca

January 23, 2012

Dear Head of Council:

We are writing to announce the release of the Ontario Municipal Partnership Fund (OMPF) allocations for 2012.

We are pleased to confirm that we remain committed to the upload of municipal costs in accordance with the timetable agreed to through the Provincial-Municipal Fiscal and Service Delivery Review.

In 2012, we will continue the phased upload of Ontario Works (OW) benefit costs and begin to phase in the upload of court security and prisoner transportation costs. This builds on our previous uploads of Ontario Drug Benefits (ODB) and Ontario Disability Support Program (ODSP). In addition, we have also uploaded over \$170 million in support of municipal OW administration costs. These uploads have ensured that more property tax dollars are available for important municipal priorities, including investments in infrastructure and economic development.

In 2012, we will provide over \$1.8 billion to municipalities through the combined benefit of OMPF and provincial uploads. The OMPF will total \$583 million in 2012. Combined with the \$1.2 billion in provincial uploads, this is almost three times the level of funding provided under the previous program.

In addition, we will also provide \$15 million in transitional assistance to municipalities to ensure a guaranteed level of support for 2012.

The Ministry of Finance's (MOF) Provincial-Local Finance Division will be providing your municipal Treasurers and Clerk-Treasurers with further details on the 2012 OMPF, including the provision of transitional assistance. This information and other supporting materials will be posted in both English and French on the MOF website:

<http://www.fin.gov.on.ca/en/budget/ompf/2012/>
<http://www.fin.gov.on.ca/fr/budget/ompf/2012/>

.../cont'd

- 2 -

Given the current global economic uncertainty, the provincial economy faces significant challenges. We will meet these challenges through fundamental reforms to the way government works. In this context, the *Commission on the Reform of Ontario's Public Services*, chaired by Mr. Don Drummond, is expected to recommend that the target for spending growth should be one per cent or less.

The government will consider the Commission's recommendations along with other advice in the coming months. However, in order to address the province's fiscal situation, it is clear that we must remain committed to achieving greater efficiency and effectiveness in the provision of public services. This commitment will also be required from all our partners, including municipalities.

Our government has a very strong record of supporting and working with municipalities. Together with other provincial initiatives, we will provide municipalities with ongoing support of approximately \$3.2 billion in 2012 — almost three times the level provided in 2003. We look forward to building on our partnership with municipalities as we move forward to address our shared challenges.

Sincerely,

Information copy
Original signed by

Dwight Duncan
Deputy Premier
Minister of Finance

Information copy
Original signed by

Kathleen Wynne
Minister
Ministry of Municipal Affairs and Housing



Ontario Municipal Partnership Fund (OMPF)
2012 Allocation Notice (see enclosed insert)

City of Sault Ste Marie

80101

2012 Highlights for the City of Sault Ste Marie

- The City of Sault Ste Marie's 2012 combined benefit of the OMPF and provincial uploads totals \$30,726,400 and includes:
 - \$18,431,700 in OMPF, and
 - \$12,294,700 resulting from the provincial uploads.
- This exceeds the 2011 combined benefit by \$656,800 and payments under the previous program by \$9,278,400.
- In 2012, the province continues to phase in the upload of Ontario Works (OW) benefit costs and begins to phase in the upload of court security and prisoner transportation costs. This builds on the previous uploads of Ontario Drug Benefits (ODB) and Ontario Disability Support Program (ODSP) costs. The province has also uploaded over \$170 million in OW administration costs.

A. Sum of OMPF Grant Components	\$18,431,700
1. Social Programs Grant	
a. Assessment Threshold Component	\$2,923,700
b. Income Threshold Component	
2. Equalization Grant	
a. Assessment Equalization Component	\$7,527,800
b. Farmland and Managed Forest Assessment Component	
3. Northern and Rural Communities Grant	
a. Rural Communities Component	\$7,980,200
b. Northern Communities Component	
c. Northern and Rural Social Programs Component	
d. Stabilization Component	
4. Police Services Grant	
B. Transitional Assistance (see enclosed insert)	
C. Total 2012 OMPF (Line A + Line B)	\$18,431,700
D. 2012 Combined Benefit of OMPF and Provincial Uploads (Line D1 + Line D2)	\$30,726,400
1. Total OMPF (Equal to Line C)	\$18,431,700
2. Provincial Uploads (Sum of Lines 2a through 2f)	\$12,294,700
a. Ontario Drug Benefits (Uploaded in 2008)	\$1,613,200
b. Ontario Disability Support Program - Administration Component (Uploaded in 2009)	\$1,070,900
c. Ontario Disability Support Program - Benefits Component (Phased Upload Completed in 2011)	\$7,651,100
d. Ontario Works - Benefits Component (Phased Upload Continues in 2012)	\$472,400
e. Ontario Works - Administration Component (Uploaded in 2012)	\$1,363,700
f. Court Security and Prisoner Transportation (Phased Upload Begins in 2012)	\$123,400
E. Key OMPF Data Inputs	
1. Total Municipal Social Program Costs	\$11,813,430
2. Households	33,958
3. Total Assessment per Household	\$178,087
4. Farm and Managed Forest Revenue Percentage of Tax Base	0.0%
5. Policing Costs per Household	\$702
6. Rural and Small Community Measure	9.6%
7. Total Household Income	\$1,986,846,840
F. Other 2012 Ongoing Provincial Support / Uploads	\$4,465,900
1. Public Health	\$2,573,500
2. Land Ambulance	\$672,600
3. Provincial Gas Tax Revenue	\$1,219,800



Ontario Municipal Partnership Fund (OMPF)
2012 Allocation Notice (see enclosed insert)

City of Sault Ste Marie

80101

2012 OMPF Allocation Notice - Line Item Descriptions

A1 to A4	The OMPF grants are described in detail in the OMPF technical guide – this document can be found on the Ministry of Finance's website at: http://www.fin.gov.on.ca/en/budget/ompf/2012
B	Transitional assistance ensures that in 2012, municipalities will receive a minimum of 95 per cent of the support they received through the combined benefit of OMPF and provincial uploads in 2011. The City of Sault Ste Marie's 2012 combined benefit of OMPF and provincial uploads exceeds this level. As a result, transitional assistance is not required for 2012. See the enclosed Transitional Assistance Calculation Insert for further details.
C	Sum of 2012 OMPF grant components.
D1	Equal to line C.
D2a to D2d	Estimated municipal benefit in 2012 of the province's upload of social assistance benefit program costs. For further details see the Social Programs Cost Report.
D2e	Reflects additional incremental funding provided to municipalities in 2012 to support Ontario Works administration costs. Calculated as the difference between 2007 final Ontario Works administration cost and the 2012 planning allocation. For further details see the Social Programs Cost Report.
D2f	Estimated funding provided to the municipality by the Ministry of Community Safety and Correctional Services with respect to the province's phased upload of court security and prisoner transportation costs in 2012.
E1	Refers to the costs that municipalities are responsible for under existing cost-sharing arrangements with the province. Includes municipal costs for Ontario Works, Child Care, Social Housing and Social Assistance Restructuring Savings (formerly known as National Child Benefit Reinvestment). Costs have been adjusted to reflect the phased upload of Ontario Works benefits.
E3	Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.
E4	Represents the proportion of the municipality's tax base comprised of farmland and managed forest properties.
E5	Refers to the projected 2012 eligible policing costs per household.
E6	Represents the proportion of a municipality's population that resides in rural areas or small communities.
E7	Refers to the total household income for all residents of the municipality.
F1	The estimated municipal benefit of the province's 75% share of public health funding relative to its 50% share in 2004. Actual municipal savings may not correspond with the Allocation Notice due to budget approvals made by the local Boards of Health. Municipalities may provide additional funding beyond their obligated cost share. Any additional municipal funding is not included in the calculation of the public health figure.
F2	The estimated municipal benefit of the province's 50% share of land ambulance funding is relative to its share in 2005. This incremental increase in land ambulance funding delivers on the province's commitment to strengthen land ambulance services and maintain the 50:50 sharing of land ambulance costs.
F3	Estimated provincial gas tax revenue in 2012 based on the municipality's funding through the 2010-11 provincial gas tax program.

Note: Provincial funding and other ongoing provincial support initiatives rounded to multiples of \$100.

SAULT STE. MARIE OMPF SUMMARY

Year	Social Service Grant	Equalization Grant	Northern and Rural Communities Grant	Phase-In Adjustment	Total	Increase (Decrease)	Percentage Increase (Decrease)
2004					21,448,000		
2005	11,441,479	7,943,872	7,501,500	(1,357,200)	25,529,651	4,081,651	19%
2006	11,853,278	9,908,870	7,711,440	(3,532,497)	25,941,091	411,440	2%
2007	12,069,085	10,166,551	7,893,180	(3,724,986)	26,403,830	462,739	2%
2008	10,871,800	10,043,800	7,920,000		28,835,600	2,431,770	9%
2009	10,283,500	9,683,800	7,916,000		27,883,300	(952,300)	-3%
2010	6,670,700	9,215,100	7,927,800		23,813,600	(4,069,700)	-15%
2011	3,392,300	8,274,400	7,936,700		19,603,400	(4,210,200)	-16%
2012	2,923,700	7,527,800	7,980,200		18,431,700	(1,171,700)	-6%

Exhibit C

5(h)

Ontario Municipal Partnership Grant 2012/2011/2010/2009 Comparison

Sault Ste. Marie

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2012 / 2011 Increase (Decrease)</u>	<u>2011 / 2010 Increase (Decrease)</u>	<u>2010 / 2009 Increase (Decrease)</u>	<u>2012 / 2011 Increase % (Decrease)</u>	<u>2011 / 2010 Increase % (Decrease)</u>	<u>2010 / 2009 Increase % (Decrease)</u>
Social Program Grant	2,923,700	3,392,300	6,670,700	10,283,500	(468,600)	(3,278,400)	(3,612,800)	-14%	-49%	-35%
Equalization Grant	7,527,800	8,274,400	9,215,100	9,683,800	(746,600)	(940,700)	(468,700)	-9%	-10%	-5%
Northern and Rural Communities	7,980,200	7,936,700	7,927,800	7,916,000	43,500	8,900	11,800	1%	0%	0%
Grants Payable	18,431,700	19,603,400	23,813,600	27,883,300	(1,171,700)	(4,210,200)	(4,069,700)	-6%	-18%	-40%
Total Assessment per Household	178,087	166,667	154,881	142,108	11,420	11,786	12,773	6.9%	7.6%	9.0%
Total Assessment	6,047,478,346	5,628,844,591	5,224,910,535	4,786,907,980	418,633,755	403,934,056	438,002,555	7.4%	7.7%	9.2%
Total Assessment per Household	6.85%	7.61%	8.99%		6.85%	7.61%	8.99%			
Total Assessment	7.44%	7.73%	9.15%		7.44%	7.73%	9.15%			

Program Change Detail

Social Program Grant	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2012 / 2011 Increase (Decrease)</u>	<u>2011 / 2010 Increase (Decrease)</u>	<u>2010 / 2009 Increase (Decrease)</u>
Assessment per Household	178,087	166,667	154,881	142,108	6.85%	7.61%	8.99%
Total Households	33,958	33,773	33,735	33,685	0.55%	0.11%	0.15%
Assessment for calculation purposes	6,047,478,346	5,628,844,591	5,224,910,535	4,786,907,980	7.44%	7.73%	9.15%
Social Service costs as % of assessment	0.147%	0.147%	0.156%	0.165%	0.00%	-5.77%	-5.45%
Assessment municipalities allocate to social services	8,889,793	8,274,402	8,150,860	7,898,398	7.44%	1.52%	3.20%
Estimated social service costs	11,813,430	11,666,677	14,821,504	18,181,867	1.26%	-21.29%	-18.48%
Social Services Grant	2,923,637	3,392,275	6,670,644	10,283,469	-13.81%	-49.15%	-35.13%

Difference as % of provincial average

25% 26% 27%

Equalization Grant

Assessment per Household	178,087	166,667	154,881	142,108	6.85%	7.61%	8.99%
Provincial average assessment per Household	238,000	225,000	213,000	202,000	5.78%	5.63%	5.45%
Difference in City and Provincial average assessment	59,913	58,333	58,119	59,892	2.71%	0.37%	-2.96%
Total Households	33,958	33,773	33,735	33,685	0.55%	0.11%	0.15%
Total Assessment subject to grant	2,034,525,654	1,970,080,409	1,960,644,465	2,017,462,020	3.27%	0.48%	-2.82%
Divide by 10,000	203,453	197,008	196,064	201,746	3.27%	0.48%	-2.82%
Provincial Subsidy per \$10,000 of assessment	37	42	47	48	-11.90%	-10.64%	-2.08%
Equalization Grant	7,527,745	8,274,338	9,215,029	9,683,818	-9.02%	-10.21%	-4.84%

OMPf Comparison with Other Northern Ontario Municipalities

	Variance from SSM 2012	2012	2011	2010	2009	2012 / 2011 Increase (Decrease)	2011 / 2010 Increase (Decrease)	2010 / 2009 Increase (Decrease)	2012 / 2011 Increase % (Decrease)	2011 / 2010 Increase % (Decrease)	2010 / 2009 Increase % (Decrease)
Total Grant per Household											
Timmins	26	568	540	670	748	26	(130)	(77)	5.2%	-19.4%	-10.3%
Thunder Bay	(17)	526	522	571	597	4	(48)	(27)	0.7%	-8.5%	-4.5%
Greater Sudbury	(60)	483	531	629	749	(48)	(98)	(119)	-9.0%	-15.6%	-16.0%
North Bay	(189)	354	358	474	612	(3)	(116)	(138)	-1.0%	-24.5%	-22.8%
Sault Ste. Marie		543	580	706	828	(38)	(125)	(122)	-6.5%	-17.8%	-14.7%
Total OMPF GRANT											
Timmins	11,035,800	10,401,500	12,833,800	14,370,000	634,300	(2,432,300)	(1,536,200)	6.1%	-19.0%	-10.7%	
Thunder Bay	26,241,800	25,849,800	28,133,900	29,434,200	392,000	(2,284,100)	(1,300,300)	1.5%	-8.1%	-4.4%	
Greater Sudbury	35,439,800	38,525,100	45,420,100	53,815,000	(3,086,500)	(6,895,000)	(8,394,900)	-8.0%	-15.2%	-15.6%	
North Bay	8,609,200	8,568,700	11,311,300	14,695,200	40,500	(2,742,600)	(3,283,900)	0.5%	-24.2%	-22.5%	
Sault Ste. Marie	18,431,700	19,603,400	23,813,600	27,883,300	(1,171,700)	(4,210,200)	(4,069,700)	-6.0%	-17.7%	-14.6%	
Total OMPF Equalization Grant											
Timmins	5,385,200	4,917,900	5,365,500	5,591,000	467,300	(447,600)	(225,500)	9.5%	-8.3%	-4.0%	
Thunder Bay	10,918,900	10,306,100	9,080,800	7,534,800	612,800	1,225,300	1,546,000	5.9%	13.5%	20.5%	
Greater Sudbury	1,907,500	4,536,600	9,239,800	12,942,900	(2,629,100)	(4,703,200)	(3,703,100)	-58.0%	-50.9%	-28.6%	
North Bay	1,821,700	1,610,500	1,923,600	2,009,000	211,200	(313,100)	(85,400)	13.1%	-16.3%	-4.3%	
Sault Ste. Marie	7,527,800	8,274,400	8,215,100	9,683,800	(746,600)	(940,700)	(468,700)	-9.0%	-10.2%	-4.8%	
Total Assessment per Household											
Timmins	163,035	164,167	153,375	141,394	(1,132)	10,792	11,981	-0.7%	7.0%	8.5%	
Thunder Bay	178,847	175,420	173,812	170,148	3,427	1,608	3,664	2.0%	0.9%	2.2%	
Greater Sudbury	230,970	210,109	185,754	184,473	20,861	24,355	21,281	9.9%	13.1%	12.9%	
North Bay	217,744	206,997	195,853	184,447	8,747	13,144	11,406	4.2%	6.7%	6.2%	
Sault Ste. Marie	178,087	166,867	154,881	142,108	11,420	11,786	12,773	6.9%	7.6%	9.0%	
PROVINCIAL AVERAGE USED FOR GRANT CALCULATIONS											
Total Households											
Timmins	19,415	19,248	19,146	19,219	0.87%	167					
Thunder Bay	49,888	49,492	49,303	49,282	0.80%	396					
Greater Sudbury	73,335	72,536	72,155	71,854	1.10%	799					
North Bay	24,306	23,961	23,868	23,844	1.44%	345					
Sault Ste. Marie	33,958	33,773	33,735	33,685	0.55%	185					
Total Household Increases											
Timmins											
Thunder Bay											
Greater Sudbury											
North Bay											
Sault Ste. Marie											

Exhibit E

5(h)

Jerry D. Dolcetti, RPP
Commissioner

Madison Zuppa, MES
Environmental Initiatives Coordinator



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2012 02 06

Mayor Debbie Amaroso and
Members of City Council

RE: 20-Minute Sault Ste. Marie Makeover

PURPOSE

The purpose of this report is to request Council support for a 20-Minute Sault Ste. Marie Makeover, a litter clean-up in celebration of Earth Day, and to encourage community participation in the event.

BACKGROUND

Earth Day is observed on April 22, 2012, and each year many activities across the community are planned, including litter clean-ups, public movie screenings, and guest speakers. In an effort to coordinate the multiple clean-ups, a 20-Minute Sault Ste. Marie Makeover is proposed.

The 20-Minute Makeover has been held in several other communities, including London, Markham, Toronto, Vaughan and Waterloo. The intent is for citizens to clean up the litter at their home or business for at least 20 minutes, at a designated time during the day. A 20-Minute Sault Ste. Marie Makeover would be an excellent complement to the City's Celebrate 100! Campaign, as both are advancing civic pride. The litter clean-up is proposed for Friday April 20, 2012, which falls on the final day of Celebrate 100! Week.

ANALYSIS

The Environmental Initiatives Coordinator contacted staff from the City of London and the City of Waterloo regarding the 20-Minute Makeover in their respective communities. Consistent information was provided by both individuals contacted: the business community was a target group for the clean-up; external sponsorship was sought; promotional material was utilized to advertise the event; and the Municipality provided appropriate supplies (i.e. gloves, bags, flags, etc.) to registered participants.

With this information, an internal meeting was held with staff from Engineering and Public Works and Transportation to determine the role the City would play. Staff discussed many items, including coordination, promotion, liability, and health and safety. Staff felt that the overall impact of the event was positive and that the City could move forward with the initiative. Initial contact was made with community organizations, including the local school boards, Chamber of Commerce, and Clean North to discuss the idea, but no official requests have been made for participation.

IMPACT

The Environmental Initiatives Coordinator would be responsible for the organization and planning of the event with assistance from appropriate City staff. City staff would be invited to participate in the event, similar to the previous grounds clean-ups held. A planning committee would be required with representatives from the City of Sault Ste. Marie and participating organizations.

Sponsorship would be sought from community organizations and businesses. Minimal financial contribution is anticipated from the City; however, the Green Committee has \$1,000 identified in the 2012 budget to cover expenses, if required. Information about the proposed event was presented to the Green Committee at the January 26, 2012 meeting, and was supported by the group.

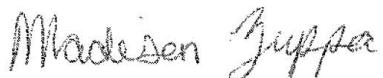
STRATEGIC PLAN

The Corporate Strategic Plan contains numerous references to environmental awareness and a reduction in CO₂ emissions; however, the 20-Minute Makeover is not included.

RECOMMENDATION

That the report of the Environmental Initiatives Coordinator concerning the 20-Minute Sault Ste. Marie Makeover be received and the recommendation that Council support the event and encourage community participation be approved.

Respectfully submitted,



Madison Zuppa, MES
Environmental Initiatives Coordinator

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer

5(j)

Jerry Dolcetti, RPP
Commissioner

Carl Rumiel, P. Eng.
Design & Construction Engineer



Engineering & Planning
Department

2012 02 06
Our File: 1.433

Mayor Debbie Amaroso and
Members of City Council

RE: MILLENNIUM COURT STORM WATER RETENTION POND REPAIR

PURPOSE

The purpose of this report is to obtain Council approval to retain the services of Avery Construction to repair the Storm Water Management ("SWM") pond that has eroded away at the storm sewer outfall at Millennium Court.

BACKGROUND

The Public Works and Transportation Department informed Engineering in 2011 that the retention pond at the storm outlet of Millennium Court has eroded away and is no longer serving its intended purpose. There is an existing Ministry of the Environment Certificate of Approval stating that the storm water management facility shall consist of a settling pond to provide enhancement of the storm runoff of the development and the upstream service area. The facility shall have approximately 350m³ of storage during storm events and an outlet structure comprising of a rubble stone weir with an emergency overflow discharging to the existing stream and eventually to the Fort Creek Reservoir.

ANALYSIS

The Engineering Department is proposing to reinstate the SWM pond and add some enhancements to the inlet and outlet of the pond. The work will consist of earth excavation and grading to reinstate the 350m³ of storage as well as adding sheet piling at the inlet and the stone weir to prevent erosion from reoccurring. Awarding this work to Avery Construction now will allow the project to commence in February of this year. It can be completed while frost conditions exist to minimize the impact to private property.

IMPACT

Quotations from two contractors were received and Avery Construction's bid of \$37,651.60 (excl HST) was the lowest. Funds from this project can be covered from the proposed 2012 Miscellaneous Construction budget. A \$50,000 allowance is being carried in the 2012 Miscellaneous Construction budget for this work.

STRATEGIC PLAN

Repairing these SWM facilities is consistent with Strategic Direction 1: Developing Solid Infrastructure. In particular Objective 1A, Environmental Leadership touching on the rehabilitation of aqueducts/ open channels is being partially met.

RECOMMENDATION

It is recommended that Avery Construction be retained to complete the work for the Millennium Court SWM Pond repair and that council approve the use of \$50,000 of the 2012 Miscellaneous Construction budget ahead of the overall budget being approved. By-law **2012-29** authorizing execution of the Contract has been placed on the Agenda for your consideration.

Respectfully submitted,



Carl Rumiell, P. Eng.
Design and Construction Engineer

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

CR/al

RECOMMENDED FOR APPROVAL


Joseph N. Fratesi
Chief Administrative Officer

5(k)

Fire Chief Marcel Provenzano

Division Heads

Suppression – Frank Brescacin
EMS – Robert Rushworth

Fire Prevention – Paul Milosevich
Support Services – Jim St. Jules



Emergency Direct – 911
Emergency Phone (705) 949-3333
Business Phone (705) 949-3335
Fire Prevention Phone (705) 949-3377
EMS (705) 949-3387

2012 02 06

Mayor Debbie Amaroso and
Members of City Council

RE: Open Air Burning – Follow Up Report

PURPOSE

The purpose of this report is to provide updated information obtained following recommendations put forth by Council's Resolution dated March 21, 2011. These recommendations were imposed as a result of an original resolution brought forward by Councillors Myers and Sheehan on Nov. 8, 2010.

"Whereas outdoor fireplaces are growing in popularity and often times present a nuisance to adjacent homeowners; and Whereas Sault Ste. Marie does not have a by-law addressing regulations around backyard burning within city limits, be it resolved that Fire Services and Legal Staff be requested to report back with recommendations to address this issue".

BACKGROUND

As described in the original report:

- Fire Services has a process in place through the Ontario Fire Code, Article 2.6.3.4 which regulates Open Air Burning within the municipality. (By-Law is not Required)
- Over the course of 2006 through 2010, Fire Services approved 4,014 new permits and renewed 9,538 existing permits for a total of 13,552. Of the 13,552 active permits during that time, Fire Services attended 971 complaints with 402 having a valid permit and 458 without any permit at all. When investigating these 971 complaints more than 90% were as a result of errant smoke migration.

ANALYSIS

In 2011, following recommendations covered in the March 21, 2011 resolution, Fire Services approved an additional 1,047 new permits and renewed 2,778 existing permits. This is a 36% increase of total active permits compared to 2010 in both areas. Despite the increase in active permits, Fire Services realized a 46% decrease in complaints. (See table below)

This positive result can be directly attributed to procedural changes made as a result of recommendations, mainly increased Public Education initiatives. Fire Services increased media opportunities, through sign board messaging, local cable TV and radio, announcing a "Zero Tolerance" approach towards violators. Fire Services also set up staffed displays in the malls and engaged patrons with pertinent information regarding open air burning.

Open Air Burning – Six Year Summary

(Bold indicates data collected after recommended changes in 2011)

Year	2011	2010	2009	2008	2007	2006
Total New Burn Permits	1,047	787	860	704	719	944
Total Burn Permits Renewed	2,778	2,038	2,009	1,907	1,848	1,736
Total number of Active Permits	3,825	2,825	2,869	2,611	2,567	2,680
Total Burning Complaint Calls	154	239	170	143	153	155

Existing permit holders must contact Fire Services to renew their permits. This provided an opportunity to remind 2,778 existing permit holders to strictly adhere to the guidelines of the approval, or face a minimum, automatic 90 day suspension of the permit.

Over the course of the 2011 burn season, Fire Services received 154 complaints. Of these 154 complaints, 102 received ninety day suspensions and two individuals were charged under the Provincial Offences Act.

IMPACT

Not Applicable

STRATEGIC PLAN

Not Applicable

RECOMMENDATION

Fire Services is satisfied that additional recommendations have significantly reduced the number of complaints regarding open air burning and recommends the following:

- Continue monitoring burning complaints to ensure these additional measures remain effective.
- Continued Public Education initiatives to ensure the community is aware of the requirements for "Open Air Burning" and the consequences for violating Fire Services approvals.
- Continue to utilize our enforcement tools as a deterrent, and a method of achieving compliance.
- Continue to impose on an "as needed" basis, additional restrictive guidelines addressing the time of year, and weather related conditions.

Respectfully Submitted,

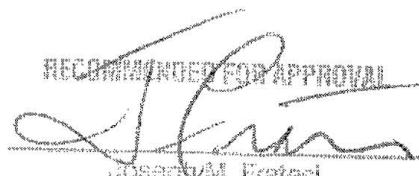


Paul Milosevich
Assistant Chief
Fire Prevention and Public Education

Recommended for Approval



Marcel Provenzano, Fire Chief
Sault Ste. Marie Fire Services



RECOMMENDED FOR APPROVAL
Joseph M. Fratesi
Chief Administrative Officer

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
ASSISTANT CITY SOLICITOR



LEGAL
DEPARTMENT

File No. A.3.6

2012 02 06

Mayor Debbie Amaroso and
Members of City Council

**RE: DESIGNATED FIRE ROUTES – 80 WELDON AVENUE AND 750
NORTH STREET, SAULT STE. MARIE**

PURPOSE

I have received a request from David Ervin, Supervisor of Facility Renewal & Capital Planning of the Plant Department of the Algoma District School Board to have a fire route designated at F.H. Clergue Public School, located at 80 Weldon Avenue. Mr. Ervin also requested that a fire route be designated for Superior Heights C. & V.S. located at 750 North Street.

BACKGROUND

I attach for your information, correspondence I received from Paul Milosevich, Assistant Fire Chief, Fire Prevention & Education of the Sault Ste. Marie Fire Department dated January 26, 2012 in relation to the above noted request. Mr. Milosevich states that fire routes for both properties were designed and designated by engineering consultants as per *Ontario Building Code* requirements. Attached to his correspondence are plans which set out the location of the fire routes that were reviewed and approved by the Building Division.

Accordingly, elsewhere on your agenda tonight you will find By-law 2012-33. The by-law first amends Fire Route By-law 81-404 to add F.H. Clergue Public School located at 80 Weldon Avenue to the Fire Route list located on Schedule "B". Second, By-law 2012-33 amends Property Number 27 of Schedule "B" by deleting the Property Identifier "Bawating Vocational School" and replacing same with "Superior Heights C. & V.S."

2012 02 06
Page 2

ANALYSIS

Not Applicable

IMPACT

There is no significant financial impact.

STRATEGIC PLAN

Not Applicable

RECOMMENDATION

By-law 2012-33 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor

Recommended for approval,



Nuala Kenny
City Solicitor

MBS/nm

attachment(s)

RECOMMENDED FOR APPROVAL

Joseph M. Pratol
Chief Administrative Officer

Fire Chief Marcel Provenzano

Division Heads

Suppression – Frank Brescacin

EMS – Robert Rushworth

Fire Prevention – Paul Milosevich

Support Services – Jim St. Jules



Emergency Direct – 911
Emergency Phone (705) 949-3333
Business Phone (705) 949-3335
Fire Prevention Phone (705) 949-3377
EMS (705) 949-3387

January 26, 2012

Re: Fire Routes for the following addresses:

80 Weldon Ave. – F.H. Clergue

750 North St. – Superior Heights C& VS

Mrs. Borowicz-Sibenik

With regard to the above noted properties. In both instances, the Fire routes were designed and designated by the Engineering consultant per Ontario Building Code requirements:
Access Route, Location and Design - 3.2.5.4, 3.2.5.5, & 3.2.5.6.

As a result, please find attached drawings, which define the location of the fire routes that were reviewed and approved by the Building Division.

With reference to appropriate signage location,

Per Sentence 3.(1) of By-Law 81-404 the Fire Route Signs shall be located as follows:

“....the owner of the property shall, erect and display, one or more fire route signs in such a manner and numbers as reasonably required to inform the entrants onto such property that a fire route has been established and that parking thereon is prohibited”

Per Sentence 1.(2) All signs shall conform with “Schedule A” of By-Law 81-404

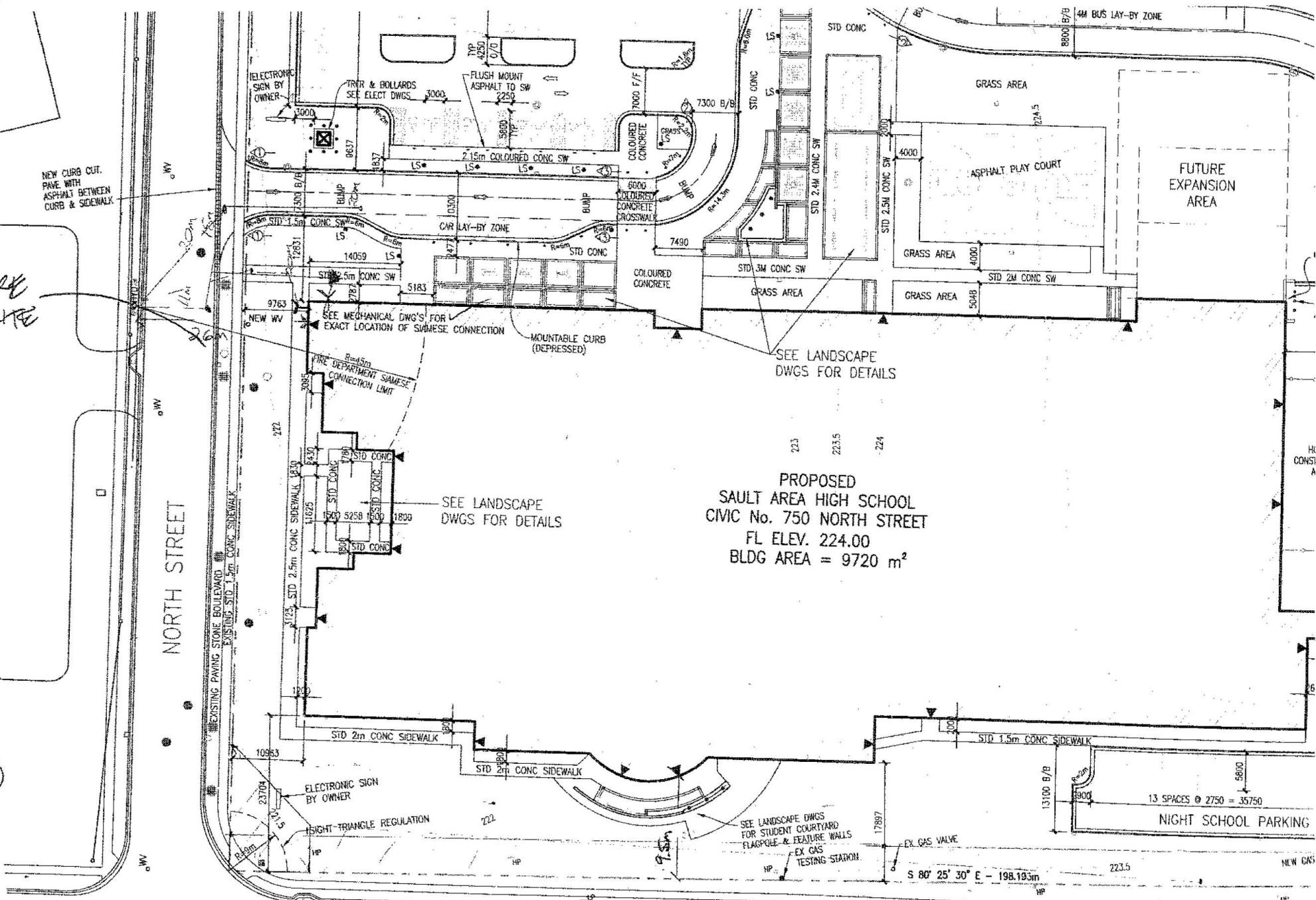
“Fire Route Sign” means a sign in the form shown in Schedule “A” to this by-law”

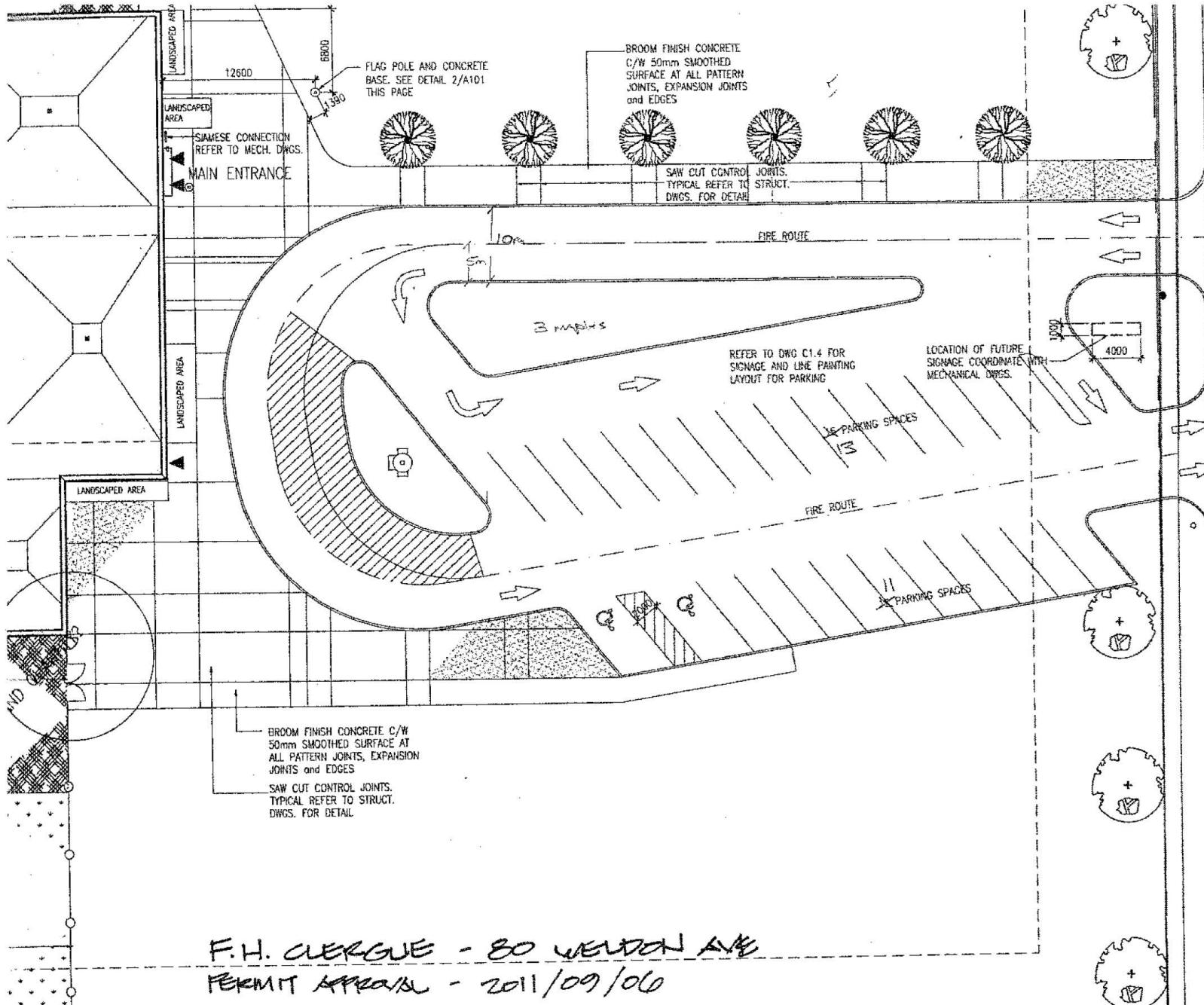
Regards,

Paul Milosevich

Assistant Chief – Inspection Division
(attachments)

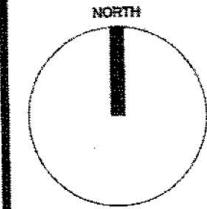
三





F.H. CLEGGUE - 80 WENDON AVE
 PERMIT APPROVAL - 2011/09/06

PARKING:



project no: DE/0838;1

scale:
drawn by:
reviewed by:
date:

David ELLIS arcl

477 queen street east, suite 210, toronto, ontario
ph: 705 323-4323 fax: 705 323-4323

Teeple Architect

511

6(b)(a)

Jerry D. Dolcetti, RPP
Commissioner

Donald B. McConnell, MCIP, RPP
Planning Director



ENGINEERING & PLANNING DEPARTMENT

Planning Division

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

Celebrate 100!
1912 ~ 2012

2012 02 06

Mayor Debbie Amaro and
Members of City Council

RE: Application No. A-7-12-Z – filed by Fiorenzo Merlino

PURPOSE

The applicant, Fiorenzo Merlino, is requesting to rezone the subject property from "R2" (Single Detached Residential) zone to "R3" (Low Density Residential) zone, for the purpose of constructing a semi-detached dwelling or a double duplex (4 units).

Subject Property:

- Location – E1/2 Lt 6, Plan 441, Located on the north side of Sydenham Road approximately 110m west of Korah Road, civic no. 390 Sydenham Road
- Size – Approximately 19.8m (65') frontage x 35m (114.8'); 0.07 ha (0.17 acres)
- Present Use – Vacant, Single Detached Residential
- Owner – Fiorenzo and Elisa Merlino

BACKGROUND

The subject property is currently vacant. It is the intention of the applicant to construct a semi-detached dwelling unit or a double duplex (i.e. 4 units). To permit this, the property needs to be rezoned to "R3" (Low Density Residential) zone, as this zone permits both semi-detached and duplex dwellings. This type of proposal would be considered low to medium density housing.

There have been no previous rezoning applications for this property.

ANALYSIS

Conformity with the Official Plan

The subject property is designated Residential on Schedule "C" of the City's Official Plan and as such, the proposal conforms to the existing land use designation.

The Residential policies of the Official Plan encourage a mixture of housing types and diversity of ownership and tenure forms in all new development. As well, the policies also support small scale intensification in all residential areas, subject to appropriate servicing and infrastructure. Specifically, the Official Plan supports the integration of medium density residential dwellings into low density areas subject to zoning approvals.

The subject property is currently vacant and the surrounding area is characterized by single-detached dwelling units. The level of intensification being introduced into this area is minimal and as such, Planning staff are of the opinion that either a semi-detached or a double duplex would be compatible with the surrounding dwellings, and would not compromise the character of the area.

As well, the proposal provides an opportunity to provide a range of housing types to meet both the present and future needs, not only within the neighbourhood, but for the community as well. This is consistent with the Housing policies outlined in the Official Plan.

As residents age, housing needs change and many residents require smaller, yet independent living arrangements. The opportunity for either a semi or a duplex dwelling provides this opportunity, especially for a neighbourhood resident wanting to "downsize" and remain in the neighbourhood.

In addition, the proposal encourages affordable housing and compact urban form by supporting development within the existing urban area, where appropriate services and infrastructure exist. This mitigates the demand to develop in areas outside the urban settlement area where services and infrastructure would need to be extended.

It should also be noted that the Provincial Policy Statement (2005) encourages planning authorities to identify and promote opportunities for intensification, compact form and a mix of densities. Being a vacant lot within the existing urban area, Planning staff are of the opinion that the proposal represents appropriate intensification in a manner that is compatible with the surrounding area and allows for a mix of densities within the existing neighbourhood.

Comments

The subject property is zoned "R2" (Single Detached Residential) zone. To facilitate the construction of a semi-detached dwelling, or a double duplex, a rezoning to "R3" (Low Density Residential) zone is required.

The property has a frontage of approximately 19.8m (65') which can accommodate the minimum frontage of 18m (59') required for a semi-detached or duplex dwelling in an "R3" zone. The applicant has also provided a preliminary site plan which shows the minimum required 3m side yard set backs. The required side yard set backs for a semi-detached dwelling are approximately double of that required for a single detached dwelling.

Given the size of the lot, it appears that a semi-detached or a double duplex can be accommodated without the need for any variances. However, the final size of the development and the number of proposed units will be dependant on meeting all the required setbacks, parking and other related provisions outlined in Zoning By-law 2005.

Consultation

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

- See attached letters – Engineering, Building, PUC
- No objections/comments – CSD, Municipal Heritage Committee, Fire Services, Conservation Authority, Accessibility Advisory Committee, PWT

Engineering Division has commented that servicing will be required for both sides of the semi-detached unit. A servicing plan must be submitted as part of the building permit process for the second lateral. Similarly, PUC has stated that service charges will be required for the additional units.

Building Division has indicated that there was a building on the property that has since been demolished. However, there is no evidence that the sewer line has been properly capped at the street. If the former sewer cap is not used for the new unit(s), then it will need to be capped. This issue may resolve itself once the new services are installed to facilitate the new semi-detached dwelling.

As well, if a 4 unit (double duplex) is developed, barrier free access requirements will need to be determined as part of the building permit process.

As part of the public notice process, one letter of concern was received by the adjacent neighbour at 394 Sydenham Road. The neighbour would like the area to remain exclusively single-detached residential and is concerned that the lot is not large enough to support a semi-detached or a double duplex, and the required parking associated with the dwelling units.

Planning staff are of the opinion that precluding alternative housing types and densities would be counter to the Housing and Residential policies of the Official Plan and would not be consistent with the Provincial Policy Statement.

IMPACT

The impact of this proposal is seen as positive as the proposed development is within the existing urban settlement area and can take advantage of existing services and infrastructure.

SUMMARY

The applicant is seeking to rezone the subject property from "R2" (Single Detached Residential) zone to "R3" (Low Density Residential) zone, for the purpose of constructing a semi-detached dwelling or a double duplex (4 units).

The proposal is consistent with both the Official Plan and Provincial Policy Statement in that it encourages a mix of housing types and densities, promotes compact form and is an appropriate form of intensification.

With either a semi-detached or double duplex dwelling, the proposal provides an opportunity for a neighbourhood resident wanting to "downsize" and remain in the neighbourhood, or assist with the community wide demand for this type of housing.

In addition, the proposal encourages affordable housing and compact urban form by supporting development within the existing urban area, where appropriate services and infrastructure exist. This mitigates the demand to develop in areas outside the urban settlement area where services and infrastructure would need to be extended.

STRATEGIC PLAN

The proposed development is consistent with the Corporate Strategic Plan requirement to develop a long term municipal housing plan.

RECOMMENDATION

That the subject property be rezoned from "R2" (Single Detached Residential) zone to "R3" (Low Density Residential) zone to permit a maximum of four units.

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

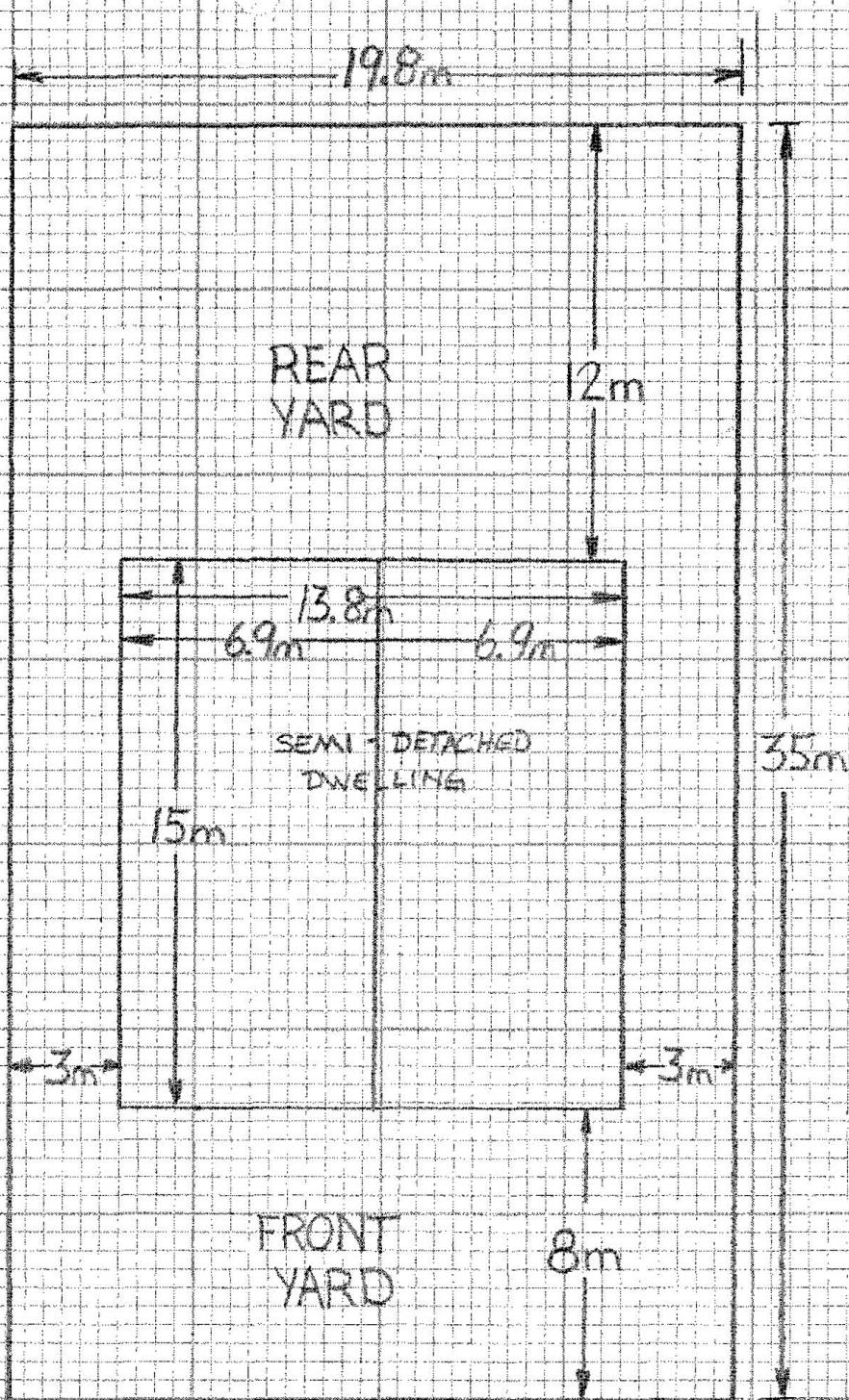
attachments

G:\PLANDIV\DATA\APPL\REPORT\V-12-Z.doc

RECOMMENDED FOR APPROVAL

Joseph M. Pratesi
Chief Administrative Officer

6(b)(a)



390 SYDENHAM RD.

1:2
1mm = 2m

(b)(6)(A)

RECEIVED
CITY CLERK

JAN 25 2012

NO. 52266

DISTRICT Planning

REGARDING APP. # A-7-12
TO REZONE 390 SYDENHAM RD. TO ALLOW
BUILDING OF A DUPLEX OR FOURPLEX.
MY NAME IS KURT SCHAYER AND
ONLY THIS PAST SUMMER I
PURCHASED 394 SYDENHAM RD, RIGHT
NEXT DOOR TO 390 SYDENHAM.

I PURCHASED THIS HOME SPECIFICALLY
BECAUSE IT IS A QUIET DEAD-END
STREET, WITH ONLY SINGLE FAMILY
RESIDENCES.

I STRONGLY DISAGREE WITH THIS
REZONING APPLICATION. 390 SYDENHAM
IS NOT LARGE ENOUGH TO SUPPORT
A DUPLEX AND THE PARKING SPACE THAT
WILL BE REQUIRED MUCH LESS A
FOURPLEX. THESE APARTMENTS WILL
BE RENTED AND THE YARD WILL NOT BE
AS WELL TENDED AS THE REST OF
THE NEIGHBORHOOD, WHICH IS MADE UP
OF OWNERS. IT WILL DECREASE THE
PROPERTY VALUES AND THE SECURITY
OF THE NEIGHBORHOOD.
390 SYDENHAM SHOULD REMAIN
ZONED FOR A SINGLE RESIDENCE ONLY!



SINCERELY

KURT SCHAYER

K.S.

FEB 1 2012

394 Sydenham Rd
PBC 2X8

6(6)(a)

Jerry D. Dolcetti, RPP
Commissioner

Daniel Perri
Junior Engineer



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2012 01 10
Our File: A-7-12-Z

Via email

Donald B. McConnell, MCIP, RPP
Planning Director
Engineering and Planning Department
City of Sault Ste. Marie

Dear Mr. McConnell:

**RE: A-7-12-Z – 390 SYDENHAM ROAD
REQUEST FOR AN AMENDMENT TO THE ZONING BY-LAW**

The Engineering Department has reviewed the above noted application and requests the following information prior to re-zoning:

- A newly constructed semi-detached residential dwelling unit requires servicing for both sides of the building. A servicing plan is required with proposed sanitary connections. There is currently one sanitary lateral to the subject property. A second lateral permit will be required.

Yours truly,

Daniel Perri
Junior Engineer

c: Jerry Dolcetti, Commissioner, Engineering & Planning (via email)
Susan Hamilton Beach, P. Eng., Deputy Commissioner, PWT (via email)
Steve Turco, Planner, Planning Division (via email)

(6)(a)

Pat Schinners

From: Steve Turco
Sent: January 24, 2012 3:29 PM
To: Pat Schinners
Subject: FW: Rezoning Application A-7-12-Z 390 Sydenham Road

Hi Pat, please print the comments below. Thanks. Steve.

From: Don Maki
Sent: January 24, 2012 3:29 PM
To: Steve Turco
Subject: FW: Rezoning Application A-7-12-Z 390 Sydenham Road

Hi Steve
Further to my comments. If the owners want to develop a 4 unit building it would have to have barrier free access.
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!

From: Don Maki
Sent: January 06, 2012 11:19 AM
To: Don McConnell; Pat Schinners
Subject: Rezoning Application A-7-12-Z 390 Sydenham Road

Hi Don
I have the following comments on the above noted application. We have had numerous complaints about the condition of the dwelling that was on site as well as the condition of the garage that was on site. Both buildings have been removed. We have also received complaints about the general condition of the unmaintained lot. When the house was demolished there is no evidence that the sewer line has properly capped at the street line.
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!



PUC SERVICES INC.
ENGINEERING DEPARTMENT
765 QUEEN STREET EAST, P.O. Box 9000
SAULT STE. MARIE, ONTARIO, P6A 6P2

January 16, 2012

Donald B. McConnell, MCIP, RPP
Planning Director
The Corporation of The
City of Sault Ste. Marie
P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

FAXED: (705) 541-7165

Dear Sir:

Re: Application A-7-12-Z
390 Sydenham Road

PUC has no objections to the proposed zoning change to permit construction of semi or duplex homes for the above application.

PUC wishes to advise that the present lot service is only for a single residential unit. Added service charges will be required for additional units.

Yours truly,

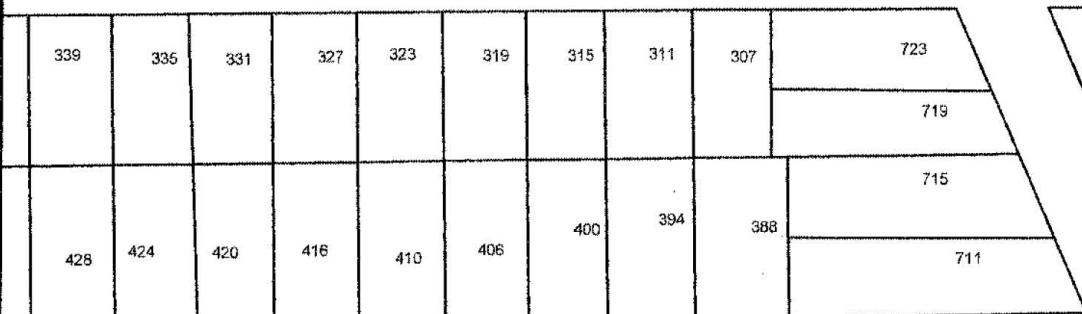
PUC SERVICES INC.

A handwritten signature in black ink, appearing to read "K. Bell".

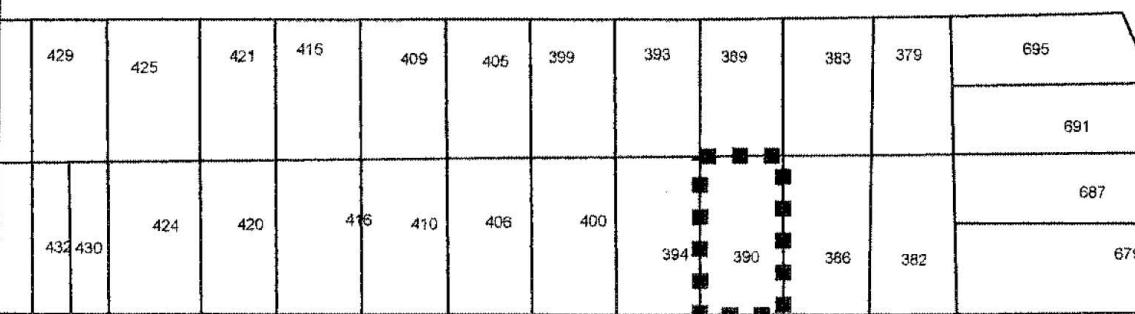
Kevin D. Bell, P. Eng.
Manager of Engineering

KB*jf

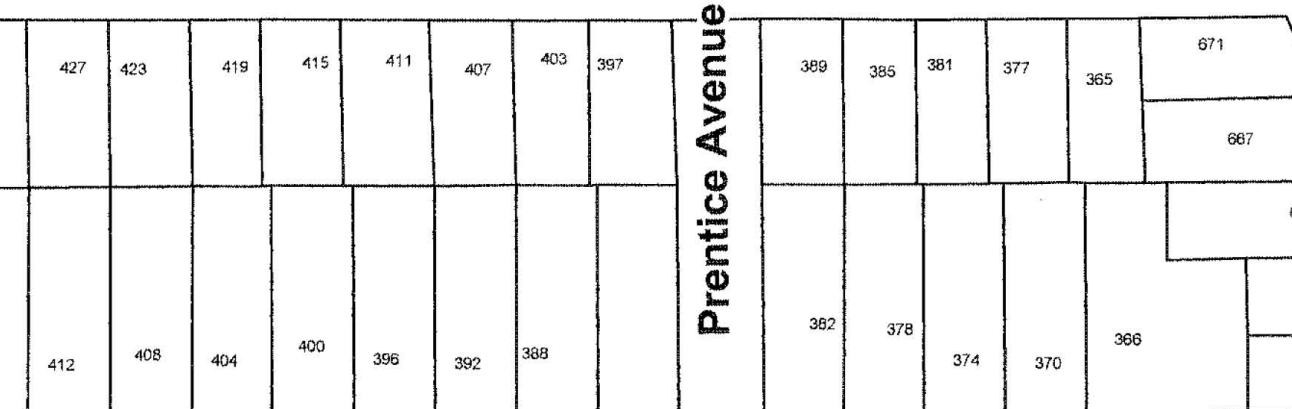
Rossmore Road



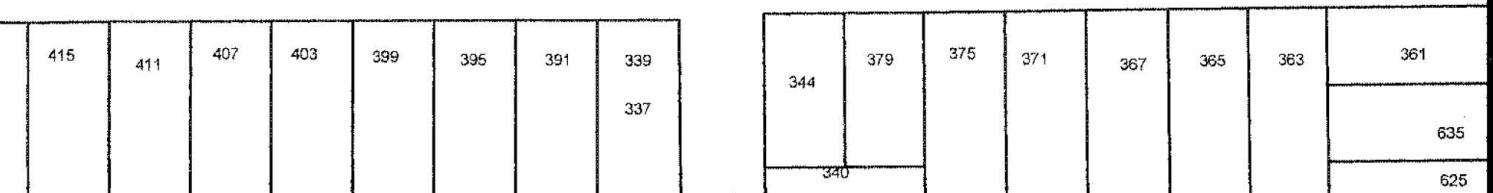
Langdon Road



Sydenham Road



Henry Street



SUBJECT PROPERTY MAP

390 Sydenham Road

Planning Application: A-7-12-Z



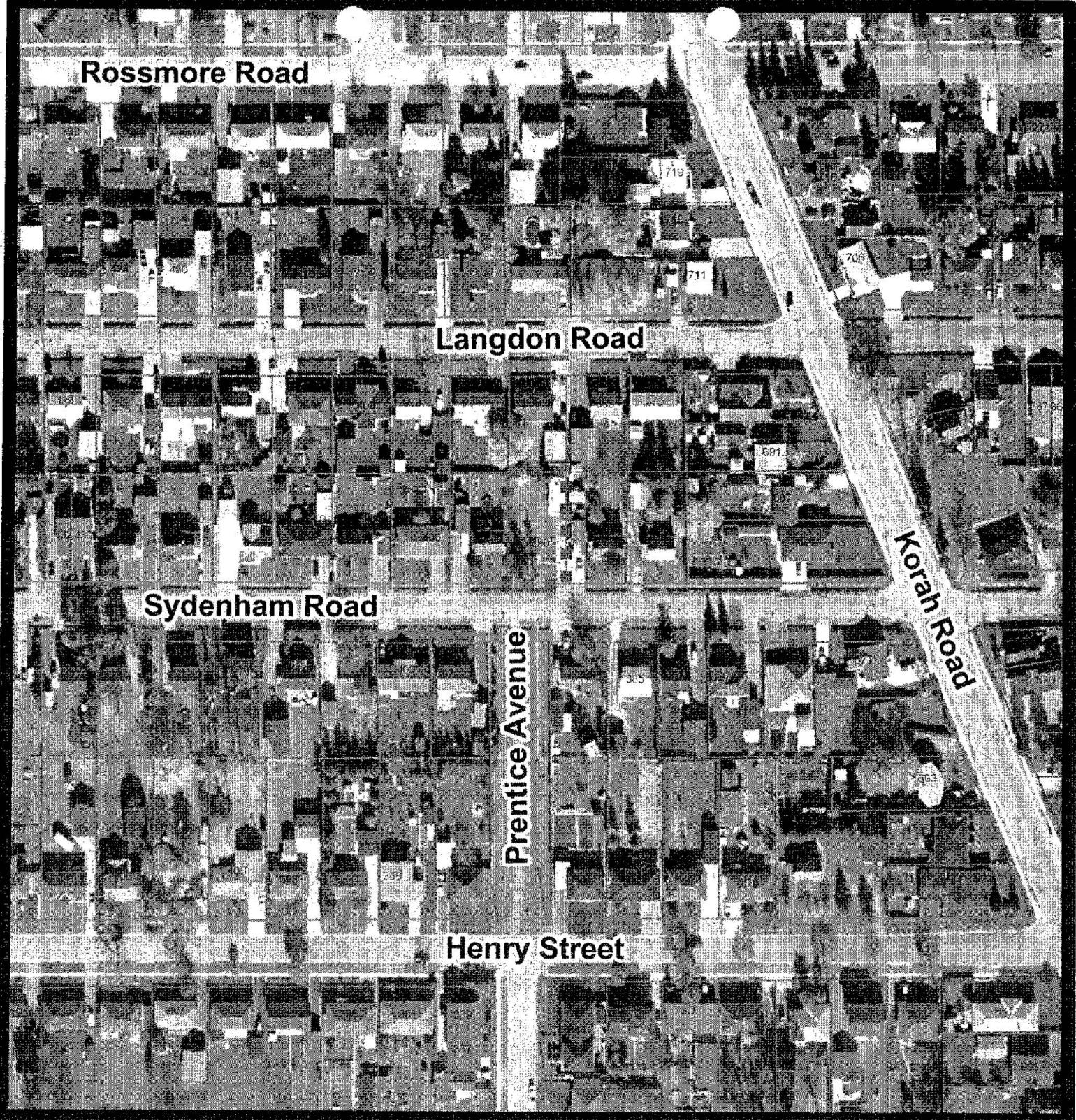
Metric Scale
1 : 1800

Maps
80 & 1-89

Mail Label ID
A-7-12-Z



Subject Property = 390 Sydenham Road



2008 ORTHO PHOTO

390 Sydenham Road

Planning Application: A-7-12-Z



Metric Scale
1 : 1800

Maps
80 & 1-89

Mail Label ID
A-7-12-Z

Subject Property = 390 Sydenham Road

R2

R3

R2

Rossmore Road

R2

Langdon Road

R2

R3

R2

Sydenham Road

R2

Prentice Avenue

R2

Korah Road

R3

Henry Street

R2

R3

R2

SUBJECT PROPERTY MAP**390 Sydenham Road****Planning Application: A-7-12-Z**

**Metric Scale
1 : 1800**

**Maps
80 & 1-89**

**Mail Label ID
A-7-12-Z**

Subject Property = 390 Sydenham Road

R2 - Single Detached Residential Zone

R3 - Low Density Residential Zone

PR - Parks and Recreation Zone

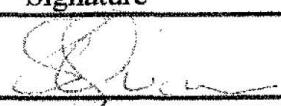
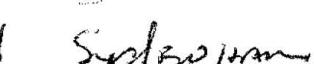
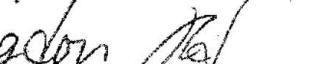
RECEIVED
CITY CLERK

(66)(a)

JAN 30 2012

We the following people wish to register our collective disagreement to Application number A-7-12-Z- A request to amend Zoning bylaw 2005-150- filed by Fiorenzo Merlino.

If approved this amendment would change the subject property from "R2" (Single Detached Residential) zone to "R3" (Low density Residential) for the purpose of constructing a semi-detached or a double duplex (4 units).

Name	Address	Signature
Sharon Dunn	430 Sydenham Rd	
Vic & Marie Thines	438 Sydenham	
Henry Lamer	440 Sydenham	
Mick Porter	431 Sydenham	
John & Elaine Dimichale	388 Langdon Rd	
Lou Della-Savia	400 Langdon Rd	
Susan Belisito	406 Langdon Rd	
W Podolski	410 "	
Ergysard	416 Langdon Rd	
L Gaffett	420 Langdon Rd	
Connie Siriani	409 Langdon Rd	
Castor Celine Nechimphus	405 Langdon Rd	
Janet Lessard	393 Langdon Rd	
Alli McLean	407 Sydenham Rd	
K.M. Dean	407 Sydenham Rd	
Melanie Hyde	416 Sydenham Rd.	
Tom Hyde	416 Sydenham Rd	

(6)(a)

We the following people wish to register our collective disagreement to Application number A-7-12-Z- A request to amend Zoning bylaw 2005-150- filed by Fiorenzo Merlino.

If approved this amendment would change the subject property from "R2" (Single Detached Residential) zone to "R3" (Low density Residential) for the purpose of constructing a semi-detached or a double duplex (4 units).

Name	Address	Signature
Leduck DeSorbo	420 Sydenham Rd	<u>Le Leduck</u>
Jain Govat	436 Sydenham Rd	<u>Jain Govat</u>
J. DiLango	1103 Sydenham	
D. DiLango	403 Sydenham	<u>D. DiLango</u>
F. STPLBERT	409	<u>PLBERT</u>
E. BECSITO	382 Sydenham Rd	<u>E. BECSITO</u>
Karim McIndoe	383 Longdon Rd	<u>Karim McIndoe</u>
J.R. Bunn	887 KORAH	<u>J.R. Bunn</u>
T.M. FOWLER	691 KORAH RD	<u>T.M. FOWLER</u>
Michelyn LACASSE	439 Sydenham Rd.	<u>Michelyn LACASSE</u>

RECEIVED CITY OF GALT	
JAN 30 2012	
NO.:	
DIST.:	

We the following people wish to register our collective disagreement to Application number A-7-12-Z- A request to amend Zoning bylaw 2005-150- filed by Fiorenzo Merlino.

If approved this amendment would change the subject property from "R2" (Single Detached Residential) zone to "R3" (Low density Residential) for the purpose of constructing a semi-detached or a double duplex (4 units).

Name	Address	Signature
Tony DiLorenzo	410 Sydenham Rd	Tony DiLorenzo
Gerard R Smith	386 Sydenham Rd.	Gerard R Smith
David Scott	383 Sydenham Rd.	David Scott
Georgette Laliberte	385 Sydenham Rd	Georgette Laliberte
Craig Allen	381 Sydenham Rd	Craig Allen
Melissa Royale	377 Sydenham Rd	Melissa Royale
KURT SCHRYER	394 Sydenham Rd.	KURT SCHRYER
Angela Parker	394 Sydenham Rd	Angela Parker
C. Christian	406 Sydenham Rd	C. Christian
Zola Konrad	406 Sydenham	Zola Konrad
Mary Freeman	424 Sydenham	Mary Freeman
Hazel Freeman	424 Sydenham	Hazel Freeman
Rose D'Amato	411 Sydenham Rd	Rose D'Amato
Gray Bestolo	379 LANGDON RD.	Gray Bestolo
Darla Bestolo	379 LANGDON RD.	Darla Bestolo
Denorion Bestolo	379 LANGDON RD.	Denorion Bestolo
		CITY CLERK
		JAN 30 2012
	NO.	
	DIST.	

(b)(a)

RECEIVED
CITY CLERK

JAN 30 2012

NO.:

DIST.:

M. White
City Clerk
Sault Ste. Marie

I would like to register my opposition to amending the Zoning bylaw for Sydenham road requested by Mr Merlino.

This area was rezoned only 6 years ago to single residential. It was done so for a reason and approved by the council at that time. Has anything changed such as developing the street with sidewalks and proper drainage to warrant changing back again.

The area has seen development in the past with the building of the 6 Low rental units on the street and recently a habitat for humanity home. These houses fit the neighbourhood as they are single residential homes. With the development of these home the traffic on the street has increased to the point that it is concerning to me for the safety of all the children who reside here. Adding a four unit home would further endanger the kids!

There are presently 28 homes on this street. Adding 4 more living units would bring the total to 32. Of those 32, 6 are low rental units plus the 4 proposed by Mr Merlino would mean that 31% would be rental. Obviously would change the dynamics of this street substantially.

I feel that I would not have invested my money in this area if I knew that someday someone was going to change it so drastically from what it was when I bought it in 1974. At that time and after it was a quiet area where homeowners raised our children on a safe and quiet street.

As A long time resident of this street I hope you will take My thoughts and feelings into account when making your decision.

Sincerely yours


Tony Di Pasquo

(a)(4)

RECEIVED
CITY CLERK

JAN 30 2012

NO.:

DIST.

M. White, City Clerk

P.O. Box 580, Sault Ste. Marie, Ont P6A 5N1

Please accept this letter as a record of my opposition to the proposed Official Plan Amendment to the Zoning bylaw 2005-150 filed by Fiorenzo Merlini.

I have owned my home on this street for 22 years. I bought it knowing the neighborhood.

My objection is based on several issues such as changing the neighborhood to a rental area. We presently have 6 homes on the street that are geared towards Low income families. The families in these homes must have a Minimum of 4 kids to be eligible to rent this single residential home. This means there are a minimum of 24 kids in those homes alone. When you add the kids from the other homes on the street we have a disporportionate amount of kids in the neighborhood. Adding a multi family unit on the street would further increase the numbers of kids. I have kids and grandchildren and do not want to imply that kids are bad or objectionable but an overabundance of kids from any income group creates problems.

I also am concerned about the property value of my home. Having a multi residential rental building next to mine would affect the resale value. There would be less potential buyers as I know I would not want to buy a house which is next to a multi family dwelling. I would look elsewhere and find one in a quiet area.

I am also concerned about the extra traffic which would result in a multi family unit being built. We seem to already have a lot of traffic considering it is a dead end street. There are no sidewalks and only ditches for water runoff. As I mentioned earlier with the amount of kids in the neighborhood and the lack of sidewalks adding extra traffic at this time would be negligent.

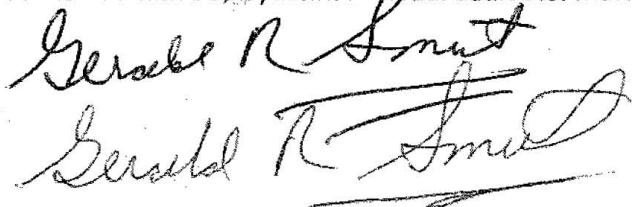
I also don't understand how a multi family unit can be built on such a small lot. It would be all house and parking for the tenants. Their visitors would obviously have to park on the road which would create more issues with visibility of children walking on the road (No sidewalks) and the already large volume of traffic on this street.

With a multi family dwelling of up to 4 units there would also come extra noise. These lots are only 65 feet wide. 4 families living on such a small area and because of the size of the building that would be required to be built to house them would mean that it would be extremely close to the property lines significantly increasing the noise. This would lessen the enjoyment I presently enjoy.

If someone wants to build a multi family dwelling why would they not buy property in an area that is properly zoned? To buy property that is not zoned for what you want to build and then expect the neighborhood and the city to conform to your wants is offensive.

Thank you for allowing me to voice my concerns and issues with this proposed zoning change.

Gerald R. Smith 386 Sydenham Road, Sault Ste. Marie 705 946 4836



ENGINEERING & PLANNING DEPARTMENT

Jerry D. Dolcetti, RPP
Commissioner

Donald B. McConnell, MCIP, RPP
Planning Director



Planning Division

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

Celebrate 100!
1912 - 2012

2012 02 06

Mayor Debbie Amaroso and
Members of City Council

RE: RENEWABLE ENERGY PROJECT APPROVALS

PURPOSE

From time to time, both City Council and City staff have received enquiries from the public on the City's role in approving renewable energy projects. This report has been prepared to provide City Council with information on recent changes to the approvals process for renewable energy projects in Ontario. Renewable energy projects include wind, solar and bio-energy generating facilities.

This report also recommends an approach for municipal consultation and proposed changes to the City's Zoning By-law that are consistent with current legislation.

BACKGROUND

In October 2005, City Council approved a new Zoning By-law (By-law 2005-150) for the community. This by-law replaced the previous 1968 version.

In August 2006, City Council approved an amendment to the Zoning By-law to permit commercial wind generating power installations in the Medium Industrial (M2), Heavy Industrial (M3) and Rural Area (RA) zones. Accessory use wind turbines were defined as facilities where the primary purpose of the generation of electricity is for on-site consumption. Accessory use wind turbines tend to be much smaller and were permitted in all zones. City Council also imposed a minimum setback from any property line of not less than 110 percent of the overall turbine height for all wind turbines. This setback was increased to not less than 200 percent of the overall height where the property abuts a residential zone.

In April 2007, City Council approved another amendment to the Zoning By-law to permit commercial solar power installations in the Light Industrial (M1), Medium Industrial

(M2), Heavy Industrial (M3), Rural Area (RA) and Airport Development (AIR) zones. Accessory use solar power installations were permitted in all zones.

ANALYSIS

On May 14th, 2009 the Government of Ontario passed the Green Energy and Green Economy Act. The stated purpose of this Act is to "green" Ontario's energy sectors through increased energy conservation and renewable energy generation.

In summary, the effect of the Green Energy and Green Economy Act was to remove municipal planning approvals from the development of renewable energy generation facilities.

Previously, renewable energy generation projects had to conform to municipal Official Plans and Zoning By-laws. The Green Energy and Green Economy Act exempt's renewable energy projects from these requirements and other planning controls such as demolition control, site plan approval, part lot control restrictions and subdivision requirements.

This has also eliminated public notice procedures that are required under the Planning Act and the public's ability to appeal a Municipal Council decision to the Ontario Municipal Board.

In addition, renewable energy projects are now, with limited exceptions, no longer subject to the Provincial Policy Statement which is the provincial framework for land use planning in Ontario. However, other federal and provincial requirements which include legislation and policies designed to protect the environment remain in effect.

The Province has created a new Provincial approval process for renewable energy projects known as renewable energy approval or REA. The REA replaces municipal approvals with a municipal consultation process.

The REA requires that energy developers engage in meaningful consultation with municipalities, and that raised concerns be reasonably addressed.

On February 9, 2010 Ontario put in place additional regulations that exempted roof or wall mounted solar systems and ground source heat pumps from the REA process along with most municipal regulations affecting these facilities. Some local municipal bylaws such as those designating heritage properties continue to apply.

Attached is a chart from the Province showing which renewable energy projects are subject to the REA process and a two page summary of this process. Energy developers are required to consult with the municipality and hold two public meetings as part of the consultation process. Also attached is a copy of the Municipal Consultation Form that energy developers are required to use.

Approach to Municipal Consultation

Given that the REA process requires the energy developer to hold a minimum of two public meetings; public comment and concerns will be provided without municipal involvement. As shown on the Municipal Consultation Form, municipal involvement relates more to technical issues such as access, traffic concerns, servicing requirements, lighting, landscaping, etc.

City staff is recommending that future renewable energy projects requiring a REA be considered in a similar fashion to other major development projects in the community. Upon receiving the draft Project Description Report from the energy developer, Planning Staff will circulate this information to affected municipal departments and outside agencies for comment. These comments and any recommendations will be compiled into a written report for City Council's information and consideration. Upon approval of an appropriate resolution, this report will be forwarded to the Environmental Assessments and Approvals Branch of the Ministry of Energy and the energy developer.

The City Zoning By-law currently permits both commercial and accessory wind generating and solar power facilities in various zones subject to regulations. The City's ability to regulate this type of use has been removed by the Green Energy and Green Economy Act and our Zoning By-law should be amended to reflect this.

Staff is recommending that renewable energy uses be deleted as part of the next annual review of the City's Zoning By-law.

IMPACT

The REA permits energy developers and municipalities to enter into agreements to cover actual costs incurred by the municipality as a result of a renewable energy project. In practice, these costs would likely be minimal as the larger impact to the municipality is the loss of property taxation that would be generated if the properties were developed for other uses.

The municipality is still entitled under the Building Code Act to charge building permit fees; however these fees tend to be minimal as most installations are comprised of equipment which is exempt from the building permit process.

The review and completion of the Municipal Consultation Form requires a staff effort that is similar to an Official Plan or Zoning By-law amendment. Staff is recommending that a \$1,200 fee be charged for this service which is the same as a rezoning application.

STRATEGIC PLAN

Although the Corporate Strategic Plan contains numerous references to environmental awareness and a reduction in CO₂ emissions; items relating to the regulation of private sector renewable energy projects are not included.

SUMMARY

Previously, renewable energy projects such as wind and solar power generating facilities had to conform to various municipal regulations including the Zoning By-law. In 2009, the Green Energy and Green Economy Act came into effect which removed municipal approvals from the development of these facilities.

This report recommends an approach to municipal consultation that deals with technical issues associated with these projects as required by the provincial approval process and the requirement of a \$1,200 fee for this service.

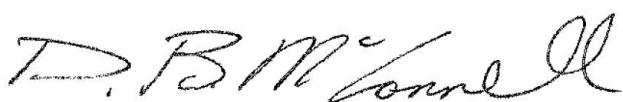
This report also recommends deleting all references to renewable energy projects as part of the next annual review of the City's Zoning By-law.

This report and the recommendations have been reviewed and endorsed by the City's Planning Advisory Committee.

RECOMMENDATION

That City Council accept this report as information; adopt the recommended approach to municipal consultation, require the payment of a \$1,200 fee to complete the required Municipal Consultation Form and direct staff to remove all references to renewable energy uses in the City's Zoning By-law.

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

PT/ps

attachment(s)



RECOMMENDED FOR APPROVAL
Joseph M. Furey
Chief Administrative Officer



Approvals: What Renewable Projects Require an REA?

REA Required	REA <u>Not</u> Required
Wind Facilities Over 3kW but less than 50kW (streamlined requirements) Over 50kW (including setbacks)	Wind Facilities Equal or less than 3kW (may require municipal building permits)
Solar Facilities Ground mounted over 12kW Prime agricultural land restrictions within the FIT contract	Solar Facilities No approval required for rooftop or wall mounted of any size
Bio-energy Facilities Facilities defined in the REA regulation as biomass, biogas, bio-fuel, anaerobic digestion or thermal treatment facilities	Bio-energy Facilities No approval required for farm-based operations addressed under the Nutrient Management Act
Waterpower Facilities N/A	Waterpower Facilities Do not require an REA; existing Class EA and Ministry of Environment (MOE) / Ministry of Natural Resources (MNR) approvals still apply



Approvals: REA Process

1. Developer contacts municipality for pre-consultation
2. Developer provides copy of draft Project Description Report to MOE and obtains list of Aboriginal communities to be consulted throughout the REA process
3. Developer provides notice of first public meeting at least 30 days in advance:
 1. By mail to local municipality(ies), specified Aboriginal communities and specified landowners;
 2. Published in local newspaper, its website, and in public postings
4. Developer provides copy of Municipal Consultation Form to local municipality, at least 30 days before first public meeting and provides draft Project Description Report for all to review
5. Developer holds first public meeting and collects comments and concerns
6. Developer, taking feedback from initial meeting into account, begins refining project plans and doing studies to ensure that the project meets health, environmental and safety standards. Developer may negotiate Amenities Agreement with municipality; hold additional public meetings; pursue additional approvals (as applicable)



Approvals: REA Process, cont.

7. Developer contacts the municipality (and others) to gather information about a) natural heritage features and water bodies near the project location and b) cultural heritage and archaeological records (developers are strongly encouraged to initiate this contact as early as possible in the development process)
8. Developer provides municipal consultation form and draft reports (except the Consultation Report) to municipality, at least 90 days before final public meeting
9. Developer publishes notice of final public in local newspaper, its website, and in public postings and provides, at least 60 days before final public meeting, all draft reports for public review (except the Consultation Report)
10. Developer holds final public meeting and finalizes reports; submits application
11. If application is accepted as complete, notice of the application is posted on EBR. Within 10 days of the EBR notice, the developer posts all application materials on its website until MOE makes its decision. The developer must also publish notice of its application in a newspaper
12. Municipality has 30 days to provide additional comments via the EBR
13. Notice of REA decision is posted on EBR (six month review window)

Appendix 4. Consultation Form: Municipalities, Local Authorities



Ministry of the Environment

Renewable Energy Approval Consultation Form: municipalities, local authorities ss. 18(2) Ontario Regulation 359/09

Ce formulaire est disponible en français

PART A: TO BE COMPLETED BY THE APPLICANT BEFORE SUBMITTING TO MUNICIPALITY OR LOCAL AUTHORITY

Section 1 - Project Description

1.1 - Renewable Energy Project					
Project Name (<i>Project identifier to be used as a reference in correspondence</i>)					
Project Location					
Same as Applicant Physical Address? <input type="checkbox"/> Yes <input type="checkbox"/> No (If no, please provide site address information below)					
Civic Address- Street information (<i>includes street number, name, type and direction</i>)			Unit Identifier (<i>i.e. apartment number</i>)		
Survey Address (<i>Not required if Street Information is provided</i>)					
Lot and Conc.: used to indicate location within a subdivided township and consists of a lot number and a concession number.			Part and Reference: used to indicate location within unorganized territory, and consists of a part and a reference plan number indicating the location within that plan. Attach copy of the plan.		
Lot	Conc.	Part	Reference Plan		
Location Information (<i>includes any additional information to clarify physical location</i>)(e.g. municipality, ward/ township)					
Geo Reference (e.g. southwest corner of property)					
Map Datum	Zone	Accuracy Estimate	Geo Referencing Method	UTM Easting	UTM Northing
Project Phasing (outline construction, operation and decommissioning activities)					

1.2 - Environmental Context			
<p>Describe any negative environmental effects that may result from engaging in the project (<i>consider construction, operation and decommissioning activities.</i>)</p>			
<p>Propose early avoidance/prevention/mitigation concepts and measures.</p>			
1.3 - Renewable Energy Generation Facility			
<p>Type of Facility / Operation (<i>select all that apply & complete all appropriate sections</i>)</p>			
<input type="checkbox"/> Wind Facility (Land Based) <input type="checkbox"/> Wind Facility (Off-Shore) <input type="checkbox"/> Biogas Facility (Anaerobic Digesters) <input type="checkbox"/> Biomass Facility (Thermal Treatment)		<input type="checkbox"/> Biofuel Facility <input type="checkbox"/> Solar Photo Voltaic Facility <input type="checkbox"/> Other Describe : _____ <input type="checkbox"/> Class (if applicable) : _____	
Name Plate Capacity	Expected Generation	Service Area	Total Area of Site (hectares)
<p>Provide a description of the facilities equipment or technology that will be used to convert the renewable energy source or any other energy source to electricity.</p>			
1.4 – Renewable Energy Generation Activities			
<p>Describe the activities that will be engaged in as part of the renewable energy project</p>			

Section 2 – Supporting Documents

2.1 – Requirement	Name of Draft documents distributed for consultation	Date available to Municipal or Local Authority Contact
DRAFT Project Description Report		
DRAFT Design and Operations Report		

DRAFT Construction Plan Report		
DRAFT Decommissioning Plan Report		
List of other Documents		
Location where written draft reports can be obtained for public inspection (physical location for viewing and the applicants project website if one is available): <div style="height: 40px; border: 1px solid black; margin-top: 10px;"></div>		

Section 3 – Applicant Address and Contact Information

3.1 - Applicant Information (Owner of project/facility)				
Applicant Name (<i>legal name of individual or organization as evidenced by legal documents</i>)	Business Identification Number			
Business Name (<i>the name under which the entity is operating or trading - also referred to as trade name</i>) <input type="checkbox"/> same as Applicant Name				
Civic Address- Street information (<i>includes street number, name, type and direction</i>) Unit Identifier (<i>i.e. apartment number</i>)				
Survey Address (<i>Not required if Street Information is provided</i>)				
Lot and Conc.: used to indicate location within a subdivided township and consists of a lot number and a concession number.	Part and Reference: used to indicate location within an unsubdivided township or unsurveyed territory, and consists of a part and a reference plan number indicating the location within that plan. Attach copy of the plan.			
Lot	Conc.	Part	Reference Plan	
Municipality	County/District	Province/State	Country	Postal Code

PART B: TO BE COMPLETED BY THE MUNICIPALITY OR LOCAL AUTHORITY

Section 4 - Municipal or Local Authority Contact Information (check the one that applies)

Local Municipality (<i>include each local municipality in which project location is situated</i>) <input type="checkbox"/> Yes <input type="checkbox"/> No					
Name of Municipality	Address	Phone	Clerk's Name	Clerk's Phone/Fax	E-Mail Address
Upper Tier Municipality (<i>include each upper tier municipality in which project location is situated</i>) <input type="checkbox"/> Yes <input type="checkbox"/> No					
Name of Municipality	Address	Phone	Clerk's name	Clerk's Phone/Fax	E-Mail Address
Local roads area (<i>include each local roads area in which project location is situated</i>) <input type="checkbox"/> Yes <input type="checkbox"/> No					
Name of local roads board	Address	Phone	Secretary-treasurer's Name	Secretary-treasurer's Phone/Fax	E-Mail Address
Board Area (<i>include each board area in which project location is situated</i>) <input type="checkbox"/> Yes <input type="checkbox"/> No					
Name of Local Service Board	Address	Phone	Secretary's name	Secretary's Phone/Fax	E-Mail Address

Section 5: Consultation Requirement

5.1 - Project Location
Provide comment on the project location with respect to infrastructure and servicing.
5.2 – Project Roads
Provide comment on the proposed project's plans respecting proposed road access.
Identify any issues and provide recommendations with respect to road access
Provide comment on any proposed Traffic Management Plans

Identify any issues and provide recommendations with respect to the proposed Traffic Management Plans
5.3 – Municipal or Local authority Service Connections Provide comment on the proposed project plans related to the location of and type of municipal service connections, other than roads.
Identify any issues and provide recommendations with respect to the type of municipal service connections, other than roads.
5.4 – Facility Other Identify any issues and recommendations with respect to the proposed landscaping design for the facility
Provide comment on the proposed project plans for emergency management procedures / safety protocols.
Identify any issues and recommendations with respect to the proposed emergency management procedures / safety protocols.
Identify any issues and recommendations with respect to any Easements or Restrictive Covenants associated with the Project Location
5.5 Project Construction Identify any issues and recommendations with respect to the proposed rehabilitation of any temporary disturbance areas and any municipal or local authority infrastructure that could be damaged during construction.

Identify any issues and recommendations with respect to the proposed location of fire hydrants and connections to existing drainage, water works and sanitary sewers
Identify any issues and recommendations with respect to the proposed location of buried kiosks and above-grade utility vaults
Identify any issues and recommendations with respect to the proposed location of existing and proposed gas and electricity lines and connections
Provide comment on the proposed project plans with respect to Building Code permits and licenses.
Identify any issues and recommendations related to the identification of any significant natural features and water bodies within the municipality or territory.
Identify any issues and recommendations related to the identification any archaeological resource or heritage resource.

6(8)(a)

February 6, 2012

Mayor Debbie Amaroso and
Members of Council

Re: Regional Harbour Initiative

As previously confirmed by Council, the development of an international shipping harbour has been identified as the highest infrastructure priority for Sault Ste. Marie. These efforts are being led by the Transportation Infrastructure Committee.

The engagement of a consultant to conduct a Market Assessment and Feasibility Study was identified as the first step. Funding for the study has been secured through FedNor as well as contributions from Essar Steel Algoma and the City of Sault Ste. Marie.

Attached is a resolution asking for Council's endorsement of the agreement with KPMG to complete a Market Assessment and Feasibility Study and also to confirm the City's \$50,000 contribution towards the Study. By-law 2012-34 authorizing execution of the agreement can be found elsewhere on this evening's agenda.


Trevor Woods
Coordinator
Transportation Infrastructure Committee

TW/bb
Attach.

Sault Ste. Marie's Smart Energy Strategy

Prepared for the Sault Ste. Marie Innovation Centre

Nicholas Parker, Melissa Felder and Julie Molinaro
Parker Venture Management Inc.



Executive Summary

In recent years, Sault Ste. Marie (SSM), or the Sault, has enjoyed significant growth in renewable energy projects including wind and solar farms, as well as the development of cogeneration and proposed waste to energy plant. With current and future alternative energy projects, the Sault and surrounding area is expected to produce about 670 megawatts (MW) of electricity, enough to power from 300,000 to 600,000 homes across the province. Currently, just over 200 MW of this generating capacity is made up of new wind and solar, with another 400 MW contributed by small hydroelectric facilities and waste to energy projects.

In 2008, the City recognized the renewable project developments it has made in this area and set a bold goal to be recognized as the "Alternative Energy Capital of North America".

In keeping with this momentum, in 2011 the SSM Innovation Centre, as lead for the Destiny Energy Committee, commissioned a Community Alternative Energy Strategy for SSM. This strategy was prepared by Parker Venture Management and represents the culmination of four stakeholder consultation sessions convened in the community from June to December 2011 as well as concurrent regional interviews, discussions, additional research, and analysis of clean technology trends as per CleanTech Venture data.

Major findings are highlighted as follows and elaborated within this report. A heat map of community assets is also included herein.

Global trends are pointing towards growing urbanization, resource consumption, and supporting energy requirements. Emerging markets, as in the BRIC countries (Brazil, Russia, India, and China), and the nascent N11 (Bangladesh, Egypt, Indonesia, Iran, Korea, Mexico, Nigeria, Pakistan, Philippines, Turkey and Vietnam), are expected to drive economic growth and raise the bar for innovation and reduced costs at all levels. Other expected trends will include greater demand for and pressure on water resources, and increased frequency of unpredictable climate-driven events.

Energy is the primary underpinning element to all these trends, meaning that regions worldwide are placing increased focus on solutions that result in energy autonomy, price stability, and reduced disruptions. This trend is supported by global clean technology investment data that illustrates a continuing interest in renewable energy investments and more recently, the potential inherent in energy efficiency, energy storage, and smart grid deals now make up one-third of the total amount invested in this area globally (30%), followed by renewable technology investments in solar and wind (23%).

One area of great promise is the concept of the regional smart grid, or microgrid, as this can help bridge the confluence between renewable generation assets, information technology, and electricity distribution grid and manage emergency situations. Between now and 2015, it is expected that over 3.1GW of new microgrid capacity will come online worldwide, representing a total market value of \$7.8B.

Community and Regional Context

In July 2010, community stakeholders were canvassed as to thoughts on their ideal vision for Sault Ste. Marie by 2020. In general, participants were supportive of a renewed vision for the community that included elements of economic, environmental, and social prosperity.

Stakeholders were also supportive of guiding principles common to Community Energy Strategies, including improving efficiency, optimizing exergy¹, managing heat, reducing waste, using renewable resources, and using grids strategically.

The bulk of the Sault's immediate neighbours (Hearst, Wawa, Blind River, etc.) also appear to be moving forward in further capitalizing their inherent alternative energy resources with varying degrees of success. There is a consistent recognition that local success will depend on regional cooperation and integration. Overall, the idea of further developing regional networks to present a "coherent whole" is enjoying traction, in that there would be regional benefit should the Sault develop critical mass in renewable energy expertise (or similarly, another kind of progressive energy focus).

Lastly, the *Growth Plan for Northern Ontario* also recognizes that in the North there are several communities that function as economic and service hubs, and that "these hubs should help to identify environmental sustainability objectives, as well as develop policies and programs for achievement in water conservation, energy conservation, air quality protection, and integrated waste management". The Sault has been identified as one such hub.

Community Strengths...

Community Momentum: The Sault is a rejuvenated northern community with increasing employment rates, an excellent recreational lifestyle and a renewed focus on community, environmental, and human health. The community and City have provided fertile ground for new ideas as well as an open and supportive attitude to project development and to development of this strategy. City Council has also set the goal to be recognized as the "Alternative Energy Capital of North America" – marking both the support and drive to further capitalize and leverage these strengths.

Horn of (Energy) Plenty: The region is unusual in that it is one of the few areas in North America that has created a generation system made up primarily of renewable energy assets, and further, one of the very few places in the province where it is feasible to operate off the grid in emergency situations as it has an independent transmission system. The Algoma region exports up to 150 MW of power south and in peak seasons the municipality of SSM consumes less than a quarter of the total power generated in the region.²

North has its Benefits: Companies recently active in SSM renewable energy project development are newcomers to the local landscape, and have taken advantage of funds available through the NOHFC, FedNOR and the Ontario FIT program to move forward. The former two funding pools are exclusive to activity in Northern Ontario. Local companies such as

¹ Avoid using high-quality energy in low-quality applications

² To be clear, the region (including the Sault) generates 670 MW of power, the municipality uses approximately less than a quarter of this power, and the bulk remainder is used by industrial sources and the surrounding area. The excess power (up to 150 MW) is exported south.

Tenaris and Essar also offer investment grants to towards community initiatives that have environmental or social development themes.

Utility Support: The SSM PUC has been progressive in its support for local alternative energy projects ranging from energy efficiency activity as well as renewable energy deployment, and in past work in Broadband over Powerline. This represents a major asset as the community seeks to broaden its development of the smart energy sector.

IT Capacity: The SSMIC has also been active in further developing the IT capacity in the region, with initiatives in health informatics, video gaming, and in particular, the Community Geomatics Centre. This latter initiative provides a sophisticated software solution for mapping and maintaining data for a wide variety of community assets and attributes.

Educational Assets: The community is home to two key post-secondary educational institutions, Sault College and Algoma University. Sault College in particular provides curriculum specific to emerging private sector directions in the community and hosts the Brookfield Power Renewable Energy Training Centre. The College now has one of 20 applied research centres in Ontario and has recently gained access to NSERC funding.

.... And considerations

Manufacturing? For Canada, continued manufacturing presence on a global level is becoming increasingly challenging – this situation has been exacerbated as manufacturing activity has traditionally been a prime source of technological progress and R&D domestically. Significant opportunities in traditional and large-scale renewable energy manufacturing opportunities, compared to giants such as China, Germany, and Israel, is questionable.

(This said, the opportunity to deploy novel energy solutions that can withstand not only geopolitical disruptions but also mitigate against the frequency of climate driven natural disasters – and manage the increased exposure of energy-related risk and costs - is possibly becoming more relevant.)

What about Biomass? The state of the forest industry in the North is the worst it has been in decades, and the operation of the proposed St. Marys Paper Combined Heat and Power (CHP) mill is also unknown as the mill went into receivership in late 2011. This hampers clear direction on using allocated biomass resources and progress in this area. Although the question of what to do with regional biomass resources has been ongoing throughout the project process, and varied in terms of the degree of support for this direction, the major market demand for resources such as pellets are set on macro-levels beyond the influence of any one community (i.e. European pellet policy, BC mountain pine beetle infestation, OPG Nanticoke and Atikokan pellet demand, etc.).

We know, but do others? Despite significant positive changes that have occurred over the last twenty years, the Sault still has a “steel town image” to external stakeholders. This image will take time, effort, and support to change. Although Council has set the bold goal to be recognized as the “Alternative Energy Capital of North America”, simply having a number of renewable energy assets in the region is not enough to catapult the community onto the world stage for recognized innovation in energy solutions – something more is needed that will set the

Sault Ste. Marie Smart Energy Strategy

community apart from the many other areas that have also focused on alternative energy development.

What about financing and community involvement? The Sault does not have its own investment vehicle that can aggregate local sources of capital and wealth to take positions in emerging regional business opportunities related to smart and alternative energy. Like many other northern communities, SSM offers somewhat limited access to venture, angel, and institutional investment mechanisms to acquire equity, debt financing and operating capital for entrepreneurs – this is critical.

An aging grid... PUC Distribution remains an essential service provider of electricity, and one that is facing multiple challenges given its aging grid infrastructure as well as the need to accommodate increasing distributed generation units. A sizable part of the company's electrical infrastructure is currently beyond its expected life, leading to an estimated annual capital requirement of \$10M (as opposed to \$8.1M in 2010).

.... and constrained transmission. Regional transmission lines have recently approached capacity and the construction of new transmission lines will take significant investment and time to materialize. This impedes the creation of substantive new generation assets (as has been indicated by at least one major renewable energy developer in the region) which brings into question whether the Sault's sole focus should be on more renewable electricity generation development - as opposed to innovation with what is already in place.

Recommended Smart Energy Strategic Priorities for SSM

SSM has been open to renewable energy development and taken advantage of opportunities made available through the original Renewable Energy Standard Offer (RESOP) and later Feed In Tariff (FIT) programs offered by the Ontario government, which has led to some larger projects in the area. This said, siting future projects is blocked by transmission capacity constraints, projects to date have not been designed so as to offer long-term community benefit, nor leveraged to maximize value-added opportunities and augment existing community resources (i.e. education, skilled workforce, community support, existing IT capacity, etc.).

We believe opportunities exist to further link and connect synergies between renewable projects and area attributes that would create a value proposition unique to Sault Ste. Marie; and allow the community to move forward aggressively to capitalize on its momentum without waiting for the long-term planning horizon of expanding provincial transmission capacity. Further, significant opportunities exist to engage the community, tap into local resources and assets, and stimulate local investment.

With this in mind, we propose SSM focus on the following four strategic priority areas and associated activities:

1. Accelerated Activity in Conservation, Energy Efficiency, and Heat Recovery
2. Alternative Energy and Development of an Intelligent Regional Grid (Smart Microgrid)
3. Creation of a Community Investico
4. Community Branding and Outreach

Each of these is further elucidated below – please note that recommendations are *not* listed by order of priority.

Strategic Priority #1: Accelerated Activity in Conservation, Energy Efficiency, and Heat Recovery

Global cleantech trends indicate that investment into energy efficiency, energy storage, and smart grids are outpacing renewable energy investment. This demonstrates the growing role conservation and efficiency applications are playing worldwide. For the Sault, we suggest that a continued focus on conservation, efficiency and heat recovery will have multiple benefits, including:

- Enabling greater grid stability in peak times and assisting the PUC to meet provincial mandates in energy conservation;
- Increasing capacity, expertise, and employment in local community energy efficiency projects; and,
- In the future, allow for expanded potential for new generation and/or the sale of existing renewable generation (as the community will have taken steps to minimize its total draw on electricity resources). This is important given longer-term plans to develop transmission infrastructure resources in Ontario and the growing power needs of the province and neighbouring markets.

Recommendation #1: Develop An Energy Use, Efficiency and Heat Recovery Strategy

We recommend that consideration be given to forecasting the energy demand in SSM and mapping energy efficiency activities and opportunities so as to examine the feasibility of applying comprehensive strategies similar to Guelph's *Community Energy Plan* to the Sault.

Secondly, the Sault has untapped potential in the areas of cogeneration, district heating, and in use of thermal energy overall. Excess thermal energy is being generated which is dissipated at the moment, as opposed to the considerable energy savings that can accrue from capturing this 'waste heat'. Essar's 70 MW cogeneration plant is a prime example of this opportunity, having reduced the plant's reliance on "external" electricity by 50%.

Stakeholders (including the PUC Services, Essar, the City, and others) have also indicated interest in furthering district-heating opportunities that are based on the cogeneration potential in the downtown core, in addition to biomass and other possible inputs. We feel that tangible activity in this area – i.e. exploring current initiatives as well as the development of new projects – should be accelerated. Among other benefits, such projects will lead to increased construction, manufacturing, and project management activity in the short and long term.

Recommendation #2: Evaluation of SSM Cogeneration and District Heating Project

We suggest a principal cornerstone of the proposed *Energy Efficiency and Heat Recovery Strategy* examine in detail the acceleration of cogeneration projects and district-heating potential for the businesses located in the industrial and government office cluster along the St. Marys River, among other similar options and projects.

Sault Ste. Marie Smart Energy Strategy

Although biomass has been a large driver for the Sault's economy for decades, the current reality is that when it comes to energy, SSM has a wide mix of potential options available. The question is what is the best way to employ these options and in what configuration – an ongoing and consistent theme throughout the local consultation process. Although a study of the use of biomass was beyond the scope of the *Community Alternative Energy Strategy* project, opportunities may exist in the near-medium term given innovations under development in the bio-economy sector.³ This sector is in transition and the community would be advised to continue to monitor and position itself to take advantage of new industries/markets in this space.

Opportunities for agriculture and for further developing local farming cooperatives and capacity is also of great interest, as is the optimal use of organic waste resources.

Strategic Priority #2:

Alternative Energy and the Development of an Intelligent Regional Grid (Smart Microgrid)

For renewable generation technology and for the siting of projects, the future looks promising. Although transmission capacity is a current constraint to sizeable new generation projects in the SSM, the fact remains that the region has a significant amount of renewable energy resources on hand and is rich in additional wind, solar, and biomass resources. These assets may well become instantly appealing to energy project developers depending on the prevailing winds of provincial policy, market directions, international trends, and other factors yet to unfold. At this point it seems prudent to initiate work on showcasing these assets in a manner that maximizes regional interests, benefits, and environmental considerations, given that over the longer term transmission will eventually expand.

The benefits of doing so will enable not only international prospecting and project/economic development as transmission lines develop over the Algoma region, but also encourage and expedite local prospecting and project/economic development.

<p><u>Recommendation #3: Enable Prospect Mapping of Northern Ontario's Renewable Energy Assets</u></p> <p>Showcasing regional capability in solar, water, wind, and biomass would enable international prospecting for projects and other opportunities, similar to the types of forestry inventories already available through the Ministry of Natural Resources, and readying the region for action given favourable economic, policy, and market conditions for development. Further, this could also encourage the development of locally-owned energy projects throughout the region. This will ready the community to act quickly and in an informed manner once transmission capacity expands.</p>
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³ For example, a recent study by the Forest Product Association of Canada (FPAC – BioPathways Project) and work by organizations like FP Innovations and the Centre for Research and Innovation in the Bio-Economy (CRIBE) are looking towards future novel uses of the forest bio-products.

Globally, investment in energy efficiency, storage technologies, and smart grids is nearly a third of total cleantech investment. Interest will only continue to grow given the pressure that global trends – population growth, urbanization, resource consumption, water stress, and climate stress – will have on energy use and potential exposure to energy risk (financial or otherwise) at all levels, from nation-states to local governments, from multinationals to small to medium-sized enterprises - and even for the average citizen.

As mentioned, one very promising area that offers a comprehensive solution to energy risk exposure is the concept of a smart regional grid, or microgrid, which enables better local control over energy assets and strengthens and stabilizes regional grids. Microgrids also stimulate “hyper-innovation” as they allow for convergence between several rapidly changing sectors: IT, energy distribution networks, telecommunications, and distributed generation assets.

As the SSM region is technically capable of decoupling from Ontario’s macrogrid (as in emergency situations), the community already has the means to explore sophisticated management of electricity generation assets from integrating distributed generation to embedding virtual power plants and “negawatts” into the utility system.⁴ Done at scale, this would make the Sault one of the first jurisdictions in North America, outside of the US military and a few isolated projects under development, to implement a cutting edge project on a community-wide level that has global resonance.

A microgrid is a modern, small-scale version of the centralized electricity system. Basically a microgrid “groups” local electricity generation, energy storage, and loads that would otherwise normally connect to the centralized grid (the macrogrid). What is unusual is that this single point of common coupling with the macrogrid can be technically disconnected, meaning that the microgrid can then function autonomously.

Benefits include but are not limited to the opportunity to capitalize on global trends in IT and smart grid applications, create immediate and long-term project management, electrical and mechanical engineering, construction, manufacturing, and maintenance jobs, and create a unique value proposition for regional renewable, IT, and utility assets that will attract global attention. A smart grid will also improve reliability and reduce outages for the local distribution system.

Recommendation #4: A Smart Microgrid for the Sault

The SSM region is already a leader in clean, intermittent power. It also has a world-class GIS information system. It can build off Ontario’s smart meter and smart grid initiatives and has its own transmission and distribution capacity. These strengths position the Sault to develop one or more microgrids, enabling the region to be both self-sufficient and resilient while enhancing community wealth (i.e. as in IP, patent developments, technology innovation, etc.).

In order to create and sustain momentum and yet move these critical areas forward, we suggest that SSM consider creating a **microgrid pilot project** by beginning with an initial energy storage

⁴ A virtual power plant is a cluster of distributed generation installations which are collectively run by a central control entity. Negawatt power is a theoretical unit of power representing an amount of energy saved. The energy saved is a direct result of energy conservation or increased efficiency. The concept of negawatt power is being implemented in several states in the United States and is emerging as an international strategy to reduce energy consumption. (Wikipedia).

and smart grid demonstration pilot with research and industrial partners. This will be an important starting point to gain traction with the community and necessary stakeholders while concomitantly exploring the development of a larger regional project and the required partnerships, support, and technological capacity required.

Strategic Priority #3: Creation of a Community Investico

At present, there is little community or local ownership of alternative energy generating and transmission assets in SSM. What really matters is ensuring as much of the operating costs of each asset are spent in the Sault and ensuring the free cash flows generated remain in the region for future investment. Our consultations suggest there is enough local capital in the Algoma region to create a majority, locally-owned investment company.

The benefit of doing so would: (1) create a vehicle for local influence on and engagement with energy and renewable projects; (2) ensure cash flows and investments remain in the region and benefit the community; and (3) augment the financing and capital pool available to entrepreneurs.

Recommendation #5: Creation of a Community Investment Company

We believe an investment company with up to \$50M in capital would make a significant contribution to the Sault's smart energy goals and create a substantial vehicle for community involvement. The investment company could be an "evergreen" vehicle with proceeds from successful exits being redeployed into new projects. Investors would also benefit from periodic dividend payments.

Capital could be sourced from retail investors and local entrepreneurs, former residents with a connection to SSM, as well as financial institutions, be they public or private, as long as voting control is in regional hands.

A number of projects were discussed and identified in the course of writing this study that would have potential for a local investment company (including Community Power Projects).

Strategic Priority #4: Community Branding and Outreach

Recreating the identity of SSM, for example through creating a reputation of prowess in clean energy deployment, or as an exemplary model of an economically and environmentally resilient northern community, will require internal as well as external communication and buy-in. There is consistent recognition that local success will also depend on regional cooperation and integration, and that differentiation and outreach is critical for external success.

In terms of internal engagement, the interest demonstrated by long-standing and relative newcomers to the Sault in the health, viability, and future of the region is unusual, as also evidenced by the degree of stakeholder interest and local involvement throughout the project

Sault Ste. Marie Smart Energy Strategy

process. This degree of energy, enthusiasm, and emotional investment in community outcomes provides an unprecedented starting point for a community energy strategy and much more can be accomplished if this momentum is maintained and augmented.

Done well, a marketing strategy focused on community engagement and buy-in would have several benefits, including capitalizing on the enthusiasm and capacity illustrated to date, potentially building new skill sets in social media and IT, and allowing for increased engagement with companies seeking “green and clean power” for their operations.

Recommendation #6: Community Smart Energy Marketing Strategy.

Strengthening community enrollment and investment in SSM’s *Clean Energy Strategy* is critical – we recommend that a concurrent and dedicated public relations and media campaign be launched to articulate the objectives, goals, and benefits of the strategy to the community. This campaign should employ social media and innovative messaging to dynamically engage the community and create excitement and momentum around the Sault’s proposed future energy directions.

While the subject of cities and sustainability is currently trending with major conferences being held almost weekly around the world, focus is almost exclusively on mega urban areas. Scant attention is paid by organizations such as the C40 or the Clinton Global Initiative to smaller and more remote cities. Second or third tier cities have their own challenges relating to scale, migration, economic competitiveness, service delivery, tax base and so on that are often different from those of large conurbations.

We believe a significant opportunity exists with in developing an agenda exclusive to smaller cities. As noted throughout this report, SSM has reasons to be proud of the assets it has assembled to date with respect to alternative energy and its aspiration to be a North American leader. This positioning should be wrapped within a broader brand of urban renewal and next generation management.

To be clear, the Sault has a story to tell with the way it has brought in or revitalized industries and developed smart systems, such as the GIS, to manage the region sustainably. In short, SSM should position itself as the leading pioneer of urban sustainability for second tier cities. We recommend that SSM become the world center for research and ideas relating to smaller cities, particularly in northern climates, and their sustainability challenges and opportunities.

Sault Ste. Marie Smart Energy Strategy

This could be energized by the two following initiatives, which would help position and brand SSM as a knowledge-intensive hub for practical solutions to the sustainability challenges faced by smaller cities. This would help attract economic development and investment, directly and indirectly, and reinvigorate notions about where economic vibrancy can be found.

Recommendation #7: Creation of a Bi-Annual Smaller Cities Sustainability Symposium

We feel there is great opportunity for the creation of a Symposium that generates awareness, inspiration, and momentum around solutions and advancements applicable to smaller and remote urban centres. Sault Ste. Marie could lead this initiative and in so doing put itself on the world map as far as “the gatherer” for innovations and solutions in this area.

Recommendation # 8: Development of a Smaller Smart Cities Sustainability Thinktank

An academically-focused Smaller Smart Cities Sustainability Thinktank specifically geared to deploying energy, distributed generation, and microgrid solutions particular to remote locations would sustain interest and generate added R&D momentum in the Sault region, build important research partnerships and augment existing academic capacity, and focus international attention on the exploration of the smart microgrid.

Organizations are already in place that can implement the recommended activities although additional resources (human, financial) will be required to complete the tasks. We estimate the startup costs for the recommendations to range from \$1.1M -\$1.4M – funds range from initial one to two years of activity and over several years in select cases. Note that this does not include capital costs for larger projects in district-heating or microgrid roll-out which could exceed \$40M.

If executed correctly, we conservatively estimate the *Smart Energy Strategy* could create from ~300 to over 600 jobs for the City of Sault Ste. Marie and region.

Note Bene: Outside of this strategy, it will be important for SSM to consider a concerted effort to initiate and maintain a presence with provincial energy policymakers, in terms of informing the Province of innovative activities underway, remaining abreast and involved on transmission line discussions and developments, and allow for increased activity in other areas such as preferential power rates for the Northern region.

Towards A Community Action Plan: The following table identifies important actions suggested to further develop the priorities and activities recommended in this Clean Energy Strategy, including treatment of core infrastructure required, required capacity and capability, and communications activity. Supporting detail and added information on costs and specific outcomes is provided in **Section 8.0** of this report.

Recommendation	Timeline & Length	Lead and Partners	Proposed Activities	Outcomes and Long Term Benefits
#1. Energy Use, Efficiency and Heat Recovery Scoping Study	Immediate. Approx. 1 year study	City of SSM, with PUC Distribution, PUC Services, CGC	<ul style="list-style-type: none"> ❖ Gain funding for project (OPA's Conservation Fund or FCM's Green Municipal Funds) ❖ Map energy use and projected energy demand in region ❖ Apply Guelph CEP principles to identify and assess efficiency opportunities ❖ Engage Sault College capacity in the study 	<ul style="list-style-type: none"> ❖ Comprehensive community energy use assessment and long-term energy planning capacity ❖ Assist PUC Distribution meet provincial mandates in energy conservation ❖ Increased energy efficiency activity and projects ❖ Increased opportunity for Sault graduates and workforce in energy efficient retrofitting and new construction
#2. SSM Cogeneration and District Heating Project Potential Subset to #1 above, in that funding for the study portion will be rolled into the submission above	Immediate. Approx. 1 year study	PUC Services, with Essar Steel Algoma, Sault College, Tenaris, the City of Sault Ste. Marie, Lake Superior Power, CGC	<ul style="list-style-type: none"> ❖ Survey the community and buildings to assess heating space and required heating pipe network (scope and fuel type) ❖ Research and identify management structure (i.e. utility, coop) ❖ Research leading edge district heating systems, involve experts ❖ Solicit <u>project</u> funding support, i.e. FCM's Green Municipal Funds, NOHFC, CMHC's Municipal Infrastructure Lending Program, Infrastructure Ontario's Loan Program, public/private partnerships (P3s). 	<ul style="list-style-type: none"> ❖ District Heating Project(s) for downtown core ❖ Increased construction, manufacturing, and project management activity in the short and longer term ❖ Optimal use of waste heat and reduced energy costs in the long term ❖ Application of local product (i.e. Tenaris) ❖ Energy resilience for community – ability to switch between least cost and most available fuel sources ❖ Ability to utilize biomass resources and leverage cogeneration opportunities

Recommendation	Timeline & Length	Lead and Partners	Proposed Activities	Outcomes and Long Term Benefits
#3. Prospect Mapping of Northern Ontario's Renewable Energy Assets	2 to 3 years	SSM co-lead with regional partners, CGC, City of SSM, SSMIC, SSMEDC, Tier 1 and 2 GIS communities.	<ul style="list-style-type: none"> ❖ Secure large scale funding through FedNor and assemble project team ❖ Build upon model of Tier 1 and 2 GIS communities previously conceived via the RIUN network model ❖ Leverage and replicate data management sophistication of CGC ❖ Involve First Nations and remote communities – ensure first priority access to opportunities 	<ul style="list-style-type: none"> ❖ Showcase regional resources in solar, water, wind, biomass ❖ Enable and expedite local prospecting and project/economic development over the Algoma region ❖ Enable international prospecting and project/economic development as transmission lines develop over the Algoma region
#4. An Energy Storage and Smart Grid Demonstration Pilot	2 - 3 years	PUC, Sault College, with SSMIC, SSMEDC and private sector partners	<ul style="list-style-type: none"> ❖ Secure pilot/demonstration funding through SDTC, OCE, and/or NOHFC, others ❖ Identify and gather companies in Ontario that would have interest in adapting and deploying their solutions in this area ❖ Develop key partnerships and explore synergies with the GE Innovation Centre, others ❖ Research and develop project plan and roll-out ❖ Initiate larger-scale planning for an SSM microgrid and build on capacity and partnerships acquired in the pilot to date 	<ul style="list-style-type: none"> ❖ Leverage to develop a Smart Regional Grid, or Microgrid for the Sault ❖ Capitalize on global trends in IT and smart grid applications ❖ Gain international recognition and interest in SSM's smart energy activities ❖ Create <u>unique</u> value proposition for regional renewable, IT, and utility assets ❖ Create immediate and long-term project management, engineering, construction, manufacturing, and maintenance jobs ❖ Create exciting and cutting edge opportunities in IT and energy management

Recommendation	Timeline & Length	Lead and Partners	Proposed Activities	Outcomes and Long Term Benefits
#5. Create a Community Investment Company	Immediate. 1 – 2 years	SSMIC, Investico Board of Directors, SSMEDC	<ul style="list-style-type: none"> ❖ Investigate gaining project development funds from NOHFC, ICCI ❖ Establish share capital investment company majority owned by Sault representatives ❖ Recruit board of directors ❖ Assess investment prospect pipeline ❖ Develop programs specific to small retail investors ❖ Source capital from retail investors, local entrepreneurs, financial institutions 	<ul style="list-style-type: none"> ❖ Aggregate and leverage local capital ❖ Creating a vehicle for local influence on and engagement with energy and renewable projects ❖ Ensure cash flows and investments remain in the region and benefit the community ❖ Augment the financing and capital pool available to entrepreneurs
#6. Community Smart Energy Marketing Strategy	Immediate. 1 year	SSMIC, Algoma Games for Health, Algoma University, Sault College, SSMEDC	<ul style="list-style-type: none"> ❖ Develop dedicated public relations and social media campaign to articulate the objectives, goals, and benefits of the clean energy strategy to the community ❖ Consider development of Apps, games, or interactive user tools to communicate messaging ❖ Tap students into the SIFE competition (i.e. media/ marketing submissions relating to the Clean Energy Strategy) ❖ Consider providing a cash award for the best app or social media strategy developed. Funding may be available through the Essar and/or Tenaris Community Grants Funds. ❖ Further connect synergies between renewable projects and area attributes to create unique value proposition - and market this aspect to industries seeking 'green' power in their operations 	<ul style="list-style-type: none"> ❖ Capitalize on and augment community enthusiasm for the Sault's clean energy directions ❖ Employ social media and innovative messaging to dynamically engage the community in new ways ❖ Build skill sets of youth active in areas of IT and gaming to have real-world applications and influence ❖ Showcase and celebrate innovative applications and approaches through national and international competition and through Recommendation #7 (below) ❖ Increased engagement with companies seeking "green power" for operations

Recommendation	Timeline & Length	Lead and Partners	Proposed Activities	Outcomes and Long Term Benefits
#7. Host Bi-Annual Smaller Cities Sustainability Symposium	Immediate, ongoing.	SSMEDC with SSMIC and City of SSM.	<ul style="list-style-type: none"> ❖ Bringing together international leading thinkers, urban practitioners, investors, technology providers and government officials in invitation-only event ❖ Build dynamic agenda that catalyzes discussion and ideas relating to smaller city resilience ❖ Explore Tedx model; partnerships with C40 ❖ Include other neighbouring communities ❖ Secure sponsorship from FedNor, NOHFC, possible Essar and Tenaris funds. 	<ul style="list-style-type: none"> ❖ Help position SSM as the world center for research and ideas relating to smaller cities ❖ Help stimulate economic development and investment, directly and indirectly ❖ Acquire maximum exposure and support for the community energy strategy
#8. Smaller Smart Cities Sustainability Thinktank	Immediate, ongoing.	SSMIC, SSMEDC	<ul style="list-style-type: none"> ❖ Create academically-focused Thinktank specifically geared to deploying energy, distributed generation, and microgrid solutions ❖ Partner with MaRS institute, the Ontario Centres for Excellence, the Perimeter Institute, and others ❖ Explore sistering with new Centre for Green Cities at the Evergreen BrickWorks in Toronto as a satellite campus ❖ Gain funding via federal and provincial resources, and possibly Cisco and IBM who have a major interest in urban sustainability systems 	<ul style="list-style-type: none"> ❖ Sustain interest and generate added R&D momentum in the Sault region ❖ Build important research partnerships that will help grow the R&D attraction and capacity of the region, increasing enrollment as well as capacity for the Sault's academic institutions ❖ Focus international attention on the collective exploration of the Sault's smart microgrid

Acknowledgements

Many thanks to Tom Vair and David Deyoe of the SSMIC for their help and guidance throughout the project process. We also wish to acknowledge the contributions of the Destiny Sault Ste. Marie Framework Advisory Team, as well as the assistance of the following individuals who gave generously of their time to provide us with insights: Mayor Debbie Amaro, Jim Carter, Denis Turcotte, Aldo Greco, Brian Curran, Colin Kirkwood, John Febraro and Madison Zuppa.

The many individuals have contributed to the development of this report either in person or via interviews are included in Appendix A – thank you.

We'd also like to acknowledge the representatives who provided their feedback in the community consultation workshop, hosted in tandem with the Sault's 2011 Green Days event.

Report Authors

This report was written by Nicholas Parker and Melissa Felder, with assistance from Julie Molinaro, Parker Venture Management.

Consultations

Led by Julie Molinaro and Melissa Felder.

SSM Electricity Generation Infographic

Concept by Melissa Felder

Concept development and graphic design by Carla Weinberg

7(b)

July 22, 2011.

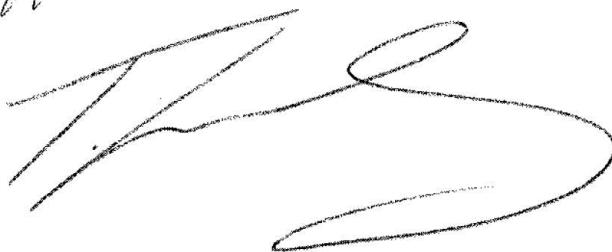
To Whom It May Concern,

We are the immediate
neighbour of Mr. & Mrs. Fred
Gordon of 1425 Old Garden
River Rd. We are on the east
side of their property.

We do not have any issue
with the stone on their property.

We inadvertently cut down
some of the vines on their fence.
We have witnessed Mr. Gordon
working on the buffer on both
the side and front fence.

As immediate neighbours
we support Mr. Gordon and
his efforts.



TYLER KENNEDY

7(b)

January 29, 2012

To Whom It May Concern:

We live next door to Fred and Sandra Gordon, our address is 1451 Old Garden River Road.

We are satisfied that the trees and vines that have been planted by the Gordon's next to our property adequately conceal and block any view of their property that borders on our property line.

Thank You

Jo-Ann, Robert Kennedy and

Tyler Kennedy

Jo-Ann Kennedy
Robert Kennedy
Tyler Kennedy



Great Lakes Power

Great Lakes Power
Great Lakes Power Limited
2 Sackville Road
Sault Ste. Marie, Ontario P6B 6J6

Tel +1 (705) 759-7600
Fax +1 (705) 759-2218
www.glp.ca

August 12, 2008

D.P. Irving, City Clerk
P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

Re: Application No. A-17-08-Z
Subject Property: 1425 Old Garden River Rd owned by Fred & Sandra Gordon

We have reviewed the subject property in relation to our right of way (ROW) which consists of two 230,000 volt lines that cross the southern part of the subject property.

Great Lakes Power has no issues with the subject property being used for the outdoor storage of landscaping stone.

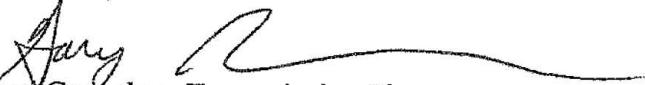
Our biggest concern is that the lane/trail/road on the east edge of the property from Old Garden River Road to the GLP ROW be left open or accessible for our heavy equipment to reach the lines.

This lane is the only access to our ROW, and Fred & Sandra Gordon have always been very gracious in allowing GLP access.

Each time we use this lane, we get complaints from the neighbour to the east who try to block, erect barriers or interfere with this access. If possible we request that our name (Great Lakes Power Limited and their contractors) be added to this zoning application to allow us access to our ROW.

If you have any questions, please contact Bernard Mobach, Transmission Tech at extension 553 or e-mail: bmobach@glp.ca

Yours truly,


Gary Gazankas, Transmission Planner
Great Lakes Power



7(b)



Personal Injury Law Firm

629 Queen Street East
Sault Ste. Marie, ON, P6A 2A6
Tel: (705) 945-8901 | Fax: (705) 945-9139

Elliot Lake Office:
9 Saskatchewan Road
Elliot Lake, ON, P5A 2Y5
Tel: (705) 848-8500

fbg@soolaw.ca
www.soolaw.ca

William E. Brown: Law Clerk
Legal Assistant: Robin
E-Mail: Robin@soolaw.ca
Reply to: Sault Ste. Marie Office

August 3, 2011

Frederick and Sandra Gordon
1425 Old Garden River Road
Sault Ste. Marie, Ontario
P6A 5K9

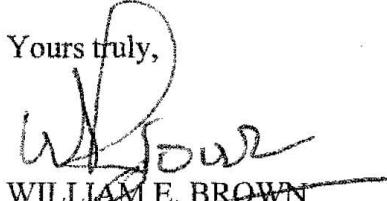
Dear Fred and Sandra:

**RE: COMPLAINTS FROM BUILDING DEPARTMENT OF THE
CITY OF SAULT STE. MARIE REGARDING THE BUFFER ZONE**

It is my understanding that you have everything resolved regarding your zoning pursuant to our discussions, telephone calls and personal attendance. I am enclosing herewith a copy of Tyler Bertrand's email to Matthew Caputo informing Matthew Caputo that you are now in compliance with the zoning bylaw and that any proceedings against you should be withdrawn.

Our office was pleased to assist you in your attempt to avoid litigation. Should you require anything further from us, please feel free to contact us.

Yours truly,



WILLIAM E. BROWN

*rrg
Enclosure

Bill Brown

From: Tyler Bertrand [t.bertrand@cityssm.on.ca]
Sent: Tuesday, July 26, 2011 11:19 AM
To: Matthew Caputo
Cc: Bill Brown
Subject: 1425 Old Garden River Road

Matt,

I visited 1425 Old Garden River Road yesterday. Frederick Gordon File# 17775. This property is on tomorrow's court docket. Mr. Gordon is now in compliance. Can we please have this matter withdrawn? I have no further issues with Mr. Gordon.

Yours truly,

Tyler A. Bertrand

Tyler A. Bertrand CBCO, CPSO, MLEO(c)

By-Law Enforcement Officer ~ Property Standards Inspector
The Corporation Of The City Of Sault Ste. Marie
P.O. BOX 580 ~ 99 Foster Drive
Sault Ste. Marie, ON P6A 5X6
TEL: (705) 759-5414 ~ FAX: (705) 541-7165
CELL: (705) 946-9122 ~ E-MAIL: t.bertrand@cityssm.on.ca

VISIT www.cityssm.on.ca TODAY!

 Please don't print this e-mail unless you really need to.

7(b)



TYLER A. BERTRAND, CBCO, CPSO, MLEO(C)
Building Inspector - By-Law Enforcement Officer - Building Division

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BOX 580 • 99 FOSTER DRIVE • SAULT STE. MARIE, ON, CANADA P6A 5X6
TEL: (705) 759-5414 • FAX: (705) 541-7165 • EMAIL: t.bertrand@cityssm.on.ca
Cell: (705) 946-9122

KICE#

17775

Fred Gordon

7(b)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
ASSISTANT CITY SOLICITOR



LEGAL
DEPARTMENT

Celebrate 100!
1912 - 2012

File P.2.7.1.B

2012 01 25

Fredrick and Sandra Gordon
1425 Old Garden River Road
Sault Ste. Marie, ON
P6A 6J8

Dear Mr. & Mrs. Gordon:

Re: Civic No 1425 Old Garden River Road
Zoning of Property – RA – EM
Special Exception 275 of zoning By-law 2005-151

We have been advised by our By-law Enforcement Officer that he inspected the above property on December 21, 2011. He determined that again, the property is not in compliance with section 2 of Special Exception 275 of the City Special Exceptions By-law 2005-151, since a required 1.83 meter visually solid cedar or other vegetative buffer has not been planted along the front and the east side lot lines. The deadline for the installation of the vegetative buffer was extended until December 21, 2011. For ease of reference, I enclose Special Exception 275 of By-law 2005-151.

In order to comply with By-law 2005-151 it is necessary that you install the vegetative buffer along the front and east lot line of this property. By-law 2008-202 was passed on November 17, 2008 I give you notice that this matter has been outstanding since then. Planting a vegetative buffer has been a condition of the Special Exception by-law since its implementation.

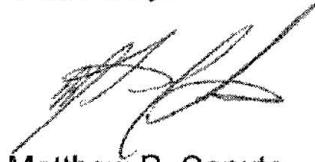
Page 1 of 2

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2012 01 24
Page 2 of 2

I give you notice that the By-law Inspector will give an additional 14 days from the date of this letter before the next inspection of your property. Should you have your property in compliance before then, please advise by calling 705-759-5414. If compliance has not been achieved, we will have no alternative but to prosecute this matter.

Yours truly,



Matthew R. Caputo
Student-At-Law

MRC/nm

Enclosure

June 9th, 2008

To whom it may concern;

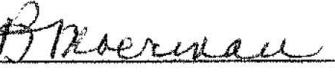
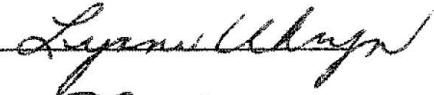
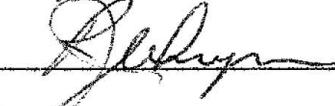
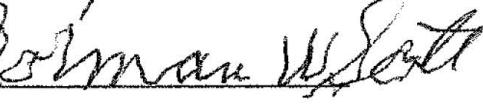
We, the undersigned neighbours in proximity of Fred and Sandra Gordon of 1425 Old Garden River road, Sault Ste. Marie, Ont., P6A 6J8, have no objections to the stone storage on this said property. It has been used for this purpose with no issues or complaints for approximately five years. We hereby support the above in maintaining this use.

NAME	ADDRESS	SIGNATURE
Larry Webb	1387 Old Garden River Rd	Larry Webb
Bill Webb	1387 OLD GARDEN RIVER RD	Bill Webb
Paul Daehn	1453 Old Garden R.Rd	P. Daehn
GABE GIULIETTI	1458 Old Garden River Rd.	Gabe Giulietti
Sarah Creedon	1375 Old Garden River Rd	Sarah Creedon
Michael Creedon	1375 Old Garden R.Rd	Michael Creedon
AUDREY BRENCH	1379 old garden r.e.	Audrey Banch
Michel French	1379 old garden River Rd	Michel French
DON PALMER	1285 OLD GARDEN R.Rd.	Don Palmer
Wayne McDermid	1299 Old Garden River Rd	Wayne McDermid

June 9th, 2008

To whom it may concern;

We, the undersigned neighbours in proximity of Fred and Sandra Gordon of 1425 Old Garden River Road, Sault Ste. Marie, Ont., P6A 6J8, have no objections to the stone storage on this said property. It has been used for this purpose with no issues or complaints for approximately five years. We hereby support the above in maintaining this use.

NAME	ADDRESS	SIGNATURE
Ed Nowick	1292 Old Garden River Rd.	
Nancy Holmes.	1292 Old Garden River Rd.	
BETTY MOERMAN	80 CASE RD	
ART Moerman	80 CASE RD	
LYNNE UHRYN	48 CASE RD	
Ron UHRYN	48 CASE RD	
MARY Scott	1357 Old Garden River Rd	
MARY Scott	1357 OLD GARDEN RIVER RD	
TAMMY KARNAKASH	1357 Old Garden River Rd	
KENNETH A/SCOTT	1357 OLD GARDEN RIVER	
JIM COURT	1492 old greene Rd	

7(b)

June 9th, 2008

To whom it may concern;

We, the undersigned neighbours in proximity of Fred and Sandra Gordon of 1425 Old Garden River road, Sault Ste. Marie, Ont., P6A 6J8, have no objections to the stone storage on this said property. It has been used for this purpose with no issues or complaints for approximately five years. We hereby support the above in maintaining this use.

NAME	ADDRESS	SIGNATURE
Linda McDermid	1299 Old Garden River Rd	Linda McDermid
BILL BOOTH	1533 OLD GARDEN RIVER RD.	Bill Booth
Natalie Giulietti	1458 Old Garden River Rd.	N Giulietti
JOEL MUNCASTER	1369 OLD Garden River Rd.	Joel Muncaster
GAIL QUINTON	26 Case Rd. ssm	Gail Quinton
Douglas Quinton	26 Case Rd ssm	Douglas Quinton
DAVE THOMAS	1474 OLD GARDEN R.R.D.	Dave Thomas
Linda Dennis	1474 OLD Garden River Rd	Linda Dennis
Chris McGrath	1494 Old Garden River Rd	Chris McGrath
Helen McGrath	1494 Old Garden River Rd.	Helen McGrath
Denise Booth	1533 OLD GARDEN R.R.D.	Denise Booth

June 9th, 2008

To whom it may concern;

We, the undersigned neighbours in proximity of Fred and Sandra Gordon of 1425 Old Garden River Road, Sault Ste. Marie, Ont., P6A 6J8, have no objections to the stone storage on this said property. It has been used for this purpose with no issues or complaints for approximately five years. We hereby support the above in maintaining this use.

NAME

ADDRESS

SIGNATURE

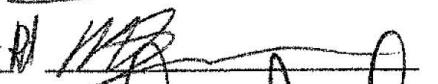
Juliette Speers

1492 Old Garden R.R.



Megan Speers

1492 Old Garden River Rd.



Andy Ilyneke

1364 Old Garden River Rd.

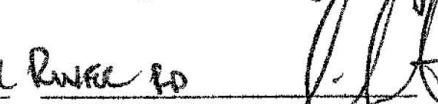


Lois Mealey

1245 Old Garden River Rd. Lois Mealey.

MATT MUNCASTER

1321 Old Garden River Rd.



Paul Milosevich

1298 Old Garden River Rd.

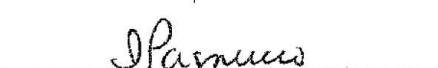


Dency Milosevich

1298 Old Garden River Rd. Dency Milosevich

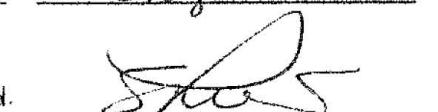
Irene Pagnucco

1310 Old Garden River Rd.



Sheila Garson

1286 Old Garden River Rd.



76)

June 9th, 2008

To whom it may concern;

We, the undersigned neighbours in proximity of Fred and Sandra Gordon of 1425 Old Garden River Road, Sault Ste. Marie, Ont., P6A 6J8, have no objections to the stone storage on this said property. It has been used for this purpose with no issues or complaints for approximately five years. We hereby support the above in maintaining this use.

NAME	ADDRESS	SIGNATURE
MARIA TREMBLAY	301 CASE ROAD	MR Tremblay
Bratton	231 Case Road	MD Bratton
LINDA SCARFONE	275 CASE RD	Linda Scarfone
PETER SCARFONE	275 CASE RD	Peter E Scarfone
Jane Scarfone	231 Case Rd	Jane Scarfone
RICHARD TREMBLAY	301 CASE RD	RD Tremblay



Ageing and Life Course

WHO Global Network of Age-friendly Cities and Communities

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WHO has been overwhelmed by positive responses to the Age-Friendly Cities and Communities Project, with new cities around the world wishing to join this global movement. To support cities wishing to follow this approach, and to ensure the quality of the tools and interventions they use, WHO has now established the WHO Global Network of Age-friendly Cities and Communities.



©HelpAge International

The network will serve as a mechanism to link cities and communities, and to ensure that the label "Age-friendly city and community" reflects a common global understanding.

Goals of the Network

- To provide technical support and training;
- To link cities and communities to WHO and each other;
- To facilitate the exchange of information and best practices; and,
- To ensure that interventions taken to improve the lives of older people are appropriate, sustainable and cost-effective.

Membership to the WHO Global Network of Age-friendly Cities and Communities

To become a member of the Network a city or community must commit to undertake a process of continually assessing and improving their age-friendliness. It is essential that older residents are involved in a meaningful way throughout the process.

The city must also complete the online application form below and submit, through that form, a letter from the Mayor and municipal administration indicating a commitment to undertake the WHO Global Network of Age-friendly Cities and Communities process. Please read the form carefully before you begin filling it out.

Advantages of membership

A city or community that becomes a member of the network is able to use the designation "Member of the WHO Global Network of Age-friendly Cities and Communities". Membership also allows:

- Connection to a global network of ageing experts, including senior officials, programme managers, researchers and older people themselves.
- Receipt of the latest news and material on Age-friendly City and Community projects, meetings and events.
- Guidance on approaches for developing and implementing Age-friendly City and Community approaches.
- Participation in discussions of best practices for implementing and overcoming challenges to building an age-friendly city or community.
- Facilitation of partnerships or collaborative activities between cities.
- Dissemination and sharing of project results.

Related links

[WHO Age-friendly Environments Programme](#)

[Information brochure WHO Global Network of Age-friendly Cities and Communities English](#)

 [Information brochure WHO Global Network of Age-friendly Cities and Communities French](#)
 pdf, 2.02Mb

 [Information brochure WHO Global Network of Age-friendly Cities and Communities Spanish](#)
 pdf, 364kb

[Network cycle of continual improvement](#)

[A guide for Global Age-friendly Cities](#)

 [Checklist of essential features of age-friendly cities and communities](#)
 English
pdf, 228kb

 [Checklist of essential features of age-friendly cities and communities](#)
 French
pdf, 236kb

 [Checklist of essential features of age-friendly cities and communities](#)
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pdf, 272kb

[Application form to joint the WHO Global Network of Age-friendly Cities and Communities English](#)

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[Application form to joint the WHO Global Network of Age-friendly Cities and Communities Spanish](#)

[Questions and answers](#)



Ageing and Life Course

Questions and answers

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For the purposes of the WHO Global Network of Age-friendly Cities and Communities, what is a city, what is a community?

For the purposes of this network, a city, a community are any identifiable entities with adequate authority to implement the changes needed to improve its age-friendliness.

What is the role of WHO in the WHO Global Network of Age-friendly Cities and Communities?

WHO Headquarters, Regional and Country Offices will provide a leadership role that includes:



©HelpAge International

- Coordination of the Age-friendly Cities and Communities programme
- Identification and dissemination of good practices
- Development of implementation guidelines
- Technical support and training
- Reviewing progress and plans

How do national programmes link to the WHO Global Network of Age-friendly Cities and Communities?

Some WHO Member States are taking the initiative to establish their own programmes to create national or state-wide age-friendly city or community initiatives. Countries are encouraged to work with WHO to ensure that cities and communities participating in these programmes gain automatic membership to the Network.

How will WHO take into account the differences between cities and communities around the world in determining membership and reviewing action plans?

The Network process is flexible and allows for the vast differences in cities and communities across the world. Assessment of action plans and progress will take account of each city's and community's financial and social circumstances.

How long does membership to the WHO Global Network of Age-friendly Cities and Communities last?

A city or community can remain a member of the Network for as long as they can demonstrate continual improvement against developed indicators. In other words, once a city / community demonstrates evidence of progress against its original plan of action (usually 5 years after becoming a member) it is expected that that a city / community will develop a new plan of action with a duration of up to 5 years along with associated indicators. On approval of this plan of action by WHO, membership will be maintained. Progress against this plan will be assessed at the end of this second implementation period, and cities can enter into further implementation cycles to ensure membership continuity.

If a city joins the WHO Global Network of Age-friendly Cities and Communities what happens to existing "age friendly-type" programmes that may have already been planned or implemented at the local or national level?

Participation in the Network does not replace either the planning or implementation of other age-friendly city initiatives. Rather, countries are encouraged to work with WHO to ensure that cities participating in these programmes gain automatic membership to the Network. Furthermore, participation in the network will provide the opportunity for municipalities to assess their current age-friendly approaches to the needs of their older residents in a systematic and holistic way that identifies and responds to remaining gaps. Inclusion of, or linkage to, other initiatives within a city's/community's action plan for improving age-friendliness is therefore encouraged.

Is membership to the WHO Global Network of Age-friendly Cities and Communities open to anyone other than a city/community?

In some cases, WHO will negotiate affiliation of similar national level programmes with Member States? These programmes will need to be consistent, but not necessarily identical, with the process outlined below. They will be administered and supported by Member States, and cities / communities participating in these national programmes, and meeting agreed criteria may also participate as members of the Network.

Will the establishment of WHO Global Network of Age-friendly Cities and Communities result in the development of benchmarks or standards for age-friendly cities/communities?

The Network does not yet include standards or benchmarking between cities. However, these measures are planned for the future and cities will be

encouraged to identify indicators that are routinely collected, measurable and comparable. Where this occurs, WHO will be able to give confidential feedback to cities / communities on how they are situated compared to similar cities from similar regions.

What are the future plans for the WHO Global Network of Age-friendly Cities and Communities?

A further and later step may be to identify Age-friendly city / community standards that would allow cities that reach a particular level to receive a relevant award. For example, cities/communities where all public transport is accessible, has reduced fares for older people, has priority seating and where drivers are trained in assisting older people may be eligible for a transport award. It may also be possible to identify cities/communities that are exceptional in their progress towards age-friendliness for an overall award. But these standards will only be identifiable when more information from cities/communities that have been involved in the programme becomes available. WHO is also interested in exploring similar approaches in different settings, for example hospitals and workplaces.

The Age-friendly Cities and Communities Sharepoint is open to all members of the Network (member-only access)

- Sharing approaches
- Enhancing access to knowledge
- Linking experts
- Facilitating collaboration
- Promoting learning
- Strengthening partnerships

The Community of Practice can be accessed at www.who.int/ezcollab/AFC

Related links

[WHO Age-friendly Environments Programme](#)

[WHO Global Network of Age-friendly Cities and Communities](#)

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Sharepoint access for member cities and communities

10(a)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-29

AGREEMENT: (E.3.4.) A by-law to authorize a contract between the City and Avery Construction Limited for the Millennium Court Storm Water Management ("SWM") Pond repair.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to the Municipal Act, S.O. 2011, c.25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

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 contract in the form of Schedule "A" attached hereto, dated February 6, 2012 and made between the City and Avery Construction Limited for the Millennium Court Storm Water Management ("SWM") Pond repair.

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 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

da \LEGAL\STAFF\BYLAWS\2012\2012-29 AUTHORIZES CONTRACT MILLENIUM COURT STORM WATER.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)

SCHEDULE "A"

CORPORATION OF THE CITY OF SAULT STE. MARIE

QUOTATION-STORM WATER RETENTION

FORM OF AGREEMENT

This Agreement made (in triplicate) this 6th day of February in the year 2012 by and between Avery Construction Limited hereinafter called the "Contractor"

AND

The Municipal Corporation of the City of Sault Ste. Marie, Ontario hereinafter called the "Corporation".

WITNESSETH: That the Contractor and the Corporation undertake and agree as follows:

1. The Contractor will provide all the materials and all the works shown and described in the contract documents entitled:

MILLENNIUM COURT STORM WATER RETENTION POND REHABILITATION

Which have been signed in triplicate by both parties and which were prepared under the supervision of Jerry D. Dolcetti, RPP, Commissioner of Engineering & Planning acting as and herein entitled, the Owner.

2. The Contractor will do and fulfill everything indicated by the Agreement, the General Conditions, the Specifications, the Special Provisions and the Drawings.
3. The Contractor will complete all the work to the entire satisfaction of the Owner within the period of time specified.
4. The Corporation shall pay to the Contractor the contract price as set forth in the Quotation in accordance with the provisions as set forth in the General Conditions and the Specifications. The quantities contained in the Quotation are approximate only and the final payment shall be made for the actual quantities that are incorporated in or made necessary by the work covered by the contract.
5. The Corporation shall pay the Contractor for work that is ordered in writing by the Owner and that cannot be classified as coming under any of the contract units and for which no unit price, lump sum, or other basis can be agreed upon, on a time and material basis as set out in the General Conditions.
6. The Contractor shall indemnify and save harmless the Corporation, its officers, employees and agents, from all loss, damages, costs, charges and expenses of every nature and kind whatsoever which may be made or brought against the Corporation, its officers, employees and agents, by reason or in consequence of the execution and performance or maintenance of the work by the Contractor, its employees, agents or officers.

10(a)

7. All communications in writing between the Corporation, the Contractor and the Owner shall be deemed to have been received by the Addressee if delivered to the individual, a member of the firm or an officer of the Corporation for whom they are intended or if sent by post or by facsimile as follows:

THE CORPORATION: The Corporation of the City of Sault Ste. Marie
P.O. Box 580
Civic Centre
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1

THE CONTRACTOR: Avery Construction Limited
940 Second Line West
Sault Ste. Marie, ON P6C 2L3

THE OWNER: Mr. Jerry D. Dolcetti, RPP
Commissioner, Engineering & Planning
P.O. Box 580
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1
Facsimile 705-541-7165

IN WITNESS WHEREOF the parties hereto have executed this Agreement by the day and year first above written.

Signed, Sealed and Delivered
in the presence of

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

MAYOR - DEBBIE AMAROSO

(seal)

CITY CLERK - MALCOLM WHITE

THE CONTRACTOR

COMPANY NAME

(seal)

SIGNATURE

10(b)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-34

AGREEMENT: (P.2.1.) A by-law to authorize an Agreement between the Corporation of the City of Sault Ste. Marie and KPMG, dated February 6, 2012.

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 to affix the seal of the Corporation for the Agreement between the City and KPMG to complete a Market Assessment and Feasibility Study for the development of an international shipping harbour.

2. SCHEDULE "A"

Schedule "A" hereto forms a 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 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

cf LEGAL\STAFF\BYLAWS\2012\2012-34 AGRMT KPMG

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(b)



Schedule A

KPMG LLP
Chartered Accountants
Cleridge Executive Centre
144 Pine Street PO Box 700
Sudbury ON P3E 4R6

Telephone (705) 675-8500
Fax (705) 675-7586
In-Voice (1-800) 461-3551
Internet www.kpmg.ca

PRIVATE AND CONFIDENTIAL

Mr. Trevor Woods

Chair/Manager

Sault Ste. Marie Transportation Infrastructure Committee

c/o City of Sault Ste. Marie

99 Foster Drive

Sault Ste. Marie, Ontario P6A 5X6

January 13, 2012

Dear Mr. Woods

We are writing to confirm the terms of our engagement to assist the City of Sault Ste. Marie (the "City") with the development of a market assessment and feasibility study for a proposed harbour facility.

OBJECTIVE OF THE ENGAGEMENT

Based on our discussions and the information contained in the City's request for proposal document, we understand that the City is seeking the services of advisors to assist in assessing the following:

- The current and future demand for an expanded harbour facility, based on the needs of international users (local, regional and in the Great Lakes area) and the extent to which these are sufficient to allow for commercial sustainability.
- Interconnection and linkages with other transportation assets in Northeastern Ontario and the level of support that could potentially be provided by the expanded harbour
- The potential benefits arising from a harbour expansion or conversely, the costs of not proceeding. These benefits will encompass economic, employment, competitiveness and environmental considerations.
- Potential First Nation interests and possible strategies for consideration by the City.
- Possible environmental issues, including the requirement for environmental screening, and possible strategies for consideration by the City.
- Potential frameworks for the development, building, financing and operating of a facility that are consistent with the estimated level of current and future demand.



Page 2

Mr. Trevor Woods, Chair/Manager
Sault Ste. Marie Transportation Infrastructure Committee
January 13, 2012

METHODOLOGY

The work performed on this engagement is based on the inception report dated December 19, 2011, which has been summarized in Appendix A.

CLIENT SERVICE TEAM

This engagement will be lead by Oscar Poloni, a partner in KPMG's Sudbury office. Oscar will be assisted on this project by the following individuals:

- Robert Friend, RGF Consultants (transportation subcontractor)
- Paul Levelton, KPMG Vancouver (transportation specialist)
- Chris Kynicos, KPMG Toronto (public-private partnership specialist)
- Brad Watson, KPMG Toronto (engagement quality control review)
- Chas Anselmo, KPMG Sudbury (analyst)
- Martin Bayer, Weaver Simmons LLP (Aboriginal issues subcontractor)
- Rodger Todhunter, Todhunter Associates Inc. (environmental subcontractor)

PROJECT TIMING AND FEES

We are prepared to commence work on this project immediately and anticipate providing a draft of our report to the City on or before March 19, 2012.

Our professional fees for this engagement, inclusive of disbursements and HST, will be \$113,429.00.

RESTRICTIONS

This engagement is subject to KPMG's standard terms and conditions which have been included as Appendix B to this letter. For greater clarity, references to the Client in the terms and conditions refer to the City of Sault Ste. Marie. Any work undertaken in advance of the date of this engagement letter will be governed by the terms and conditions of this engagement letter.

KPMG consents to the release of our report to third parties by the City of Sault Ste. Marie.

* * * * *



Page 3

Mr. Trevor Woods, Chair/Manager
Sault Ste. Marie Transportation Infrastructure Committee
January 13, 2012

We trust the above is satisfactory for your purposes and appreciate the opportunity to be of assistance to the City. Should you have any questions concerning this or any other matter, please do not hesitate to contact us at your convenience.

If you are in agreement with the content of this letter, please indicate so by signing in the space designated below and returning a copy to us.

Yours very truly

KPMG LLP

Per Oscar Poloni, CA, CBV

The City of Sault Ste. Marie agrees with the terms of the engagement as set out above.

By **Mayor - Debbie Amaroso**

February 6, 2012

Date

By **City Clerk - Malcolm White**

February 6, 2012

Date



Page 4
*Mr. Trevor Woods, Chair/Manager
 Sault Ste. Marie Transportation Infrastructure Committee
 January 13, 2012*

APPENDIX A PROPOSED WORKPLAN

1. Review and summarize available data concerning freight movements to and from Northeastern Ontario, including volumes, mode of transportation, commodity and origin and destination. Sources of information to be reviewed include Statistics Canada, Canada Border Services Agency, Ontario Ministry of Transportation, Transport Canada, U.S. Bureau of Transportation Statistics, U.S. Census Bureau and U.S. Customs and Border Protection.
2. Review and summarize data relating to existing freight movements through Great Lakes ports to identify types of commodities, service area and potential opportunities for diversion.
3. Review and summarize data relating to existing freight movements through the current Sault Ste. Marie harbour.
4. Review and summarize previously commissioned reports relating to harbour development in Sault Ste. Marie.
5. Conduct interviews with existing users of the harbour to ascertain:
 - Historical freight movements, including commodity type, volumes, origin and destination and mode of transportation.
 - Key determinants in the selection of transportation modes and routes.
 - Perceptions on the current harbour facility, including constraints or obstacles to utilization.
 - Key requirements for future marine movements, including the potential for differing harbour infrastructure (available area, ancillary facilities, water depth) or differing ship requirements.
 - Future anticipated marine movements (including potential diversions from other modes of transportation) under differing scenarios.

The project manager for the City will be invited to participate in key interviews conducted in connection with this project.

6. Develop an inventory of potential users of the harbour:
 - Summarize major industrial and commercial activities in Northeastern Ontario, including potential activities not currently present in the region but under consideration.
 - Develop criteria for the identification of potential customers of the proposed harbour facility, including location, commodity type and origin and destination.
 - Undertake a screening of the identified industrial and commercial activities based on these criteria in order to identify potential users of the proposed harbour.
7. Conduct interviews with the identified potential users to ascertain:
 - Key determinants in the selection of transportation modes and routes.
 - Potential interest in the use of the proposed harbour facility, including specific requirements (ship type, capacity, service levels, cargo handling equipment).
 - Potential obstacles to the utilization of the harbour.
 - An overall probability of the customer utilizing the harbour and the associated anticipated freight volumes.



Mr. Trevor Woods, Chair/Manager
Sault Ste. Marie Transportation Infrastructure Committee
January 13, 2012

8. Develop freight movement forecast scenarios that consider differing freight volumes, commodity types, ship types, cargo handling equipment and other variables as identified during the course of our review.
9. Assess infrastructure and other requirements associated with the forecast scenarios, including the impact of varying water depths, materials handling equipment and ship types.
10. Undertake an in-person site inspection of the existing harbour facilities and waterfront areas that could support the proposed harbour development.
11. Develop financial forecasts for each freight movement forecast scenario that considers capital expenditures as well as operating costs.
12. Quantify the direct, indirect and induced economic and employment impacts associated with the financial forecasts based on input-output multipliers provided by Statistics Canada.
13. Assess the anticipated environmental benefits associated with the harbour for each freight movement forecast scenario through a comparison of the difference in emissions associated with (i) the use of marine transportation; and (ii) the use of an alternative mode of transportation.
14. Conduct interviews with senior government representatives to ascertain the degree of congruence with government programs and priorities.
15. For each freight movement forecast scenario, assess the potential utilization of other transportation infrastructure and comment on potential constraints and benefits.
16. Identify traditional Native land use in the Sault Ste. Marie area and First Nations that could potentially be impacted by the harbour project.
17. Review and summarize First Nation and Aboriginal consultation requirements based on both minimum standards and best practices.
18. Meet with affected First Nations (as identified) to ascertain their initial perspectives on the harbour development. Included in these meetings will be discussions concerning their potential interest in actively participating in the harbour development, both as a partner in implementation and as a customer.
19. Review and summarize CEAA requirements, including filings and approvals. Identify any environmental issues or concerns.
20. Identify and evaluate potential governance models for the proposed harbour facility.
21. Develop an overall project implementation framework that outlines implementation requirements and timing and aligns with the requirements of potential funding agencies.

1. TERMS AND CONDITIONS.

- a. The Terms and Conditions are an integral part of the accompanying Proposal or Engagement Letter from KPMG that identifies the engagement to which they relate.
- b. In the event of conflict between the Proposal or Engagement Letter and the Terms and Conditions, the Terms and Conditions shall prevail unless specific reference to a provision is made in the Proposal or Engagement Letter. Other capitalized words in the Terms and Conditions shall have the meanings given to them in the Proposal or Engagement Letter.

2. SERVICES.

KPMG will use reasonable efforts to complete the performance of the services within any agreed-upon time-frame. It is understood and agreed that KPMG's services may include advice and recommendations; but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and made by, Client. KPMG will not perform management functions or make management decisions for Client. Nothing in the Terms and Conditions shall be construed as precluding or limiting in any way the right of KPMG to provide services of any kind or nature whatsoever to any person or entity as KPMG in its sole discretion deems appropriate.

3. CLIENT RESPONSIBILITIES.

- a. Client agrees to cooperate with KPMG in the performance of the services under the Engagement Letter and shall provide or arrange to provide KPMG with timely access to and use of the personnel, facilities, equipment, data and information to the extent necessary for KPMG to perform the services under the Engagement Letter. To the extent that KPMG employees are on Client premises, Client will take all reasonable precautions for the safety of KPMG partners and employees at Client premises. Client shall be responsible for the performance of its employees and agents and for the accuracy and completeness of all data and information provided to KPMG for purposes of the performance by KPMG of its services hereunder. The Proposal or Engagement Letter may set forth additional responsibilities of Client in connection with the engagement. Client acknowledges that Client's failure to perform these obligations could adversely impact KPMG's ability to perform its services.
- b. Client agrees that Client, and not KPMG, shall perform the following functions: (i) make all management decisions and perform all management functions; (ii) designate an individual who possesses suitable skill, knowledge and experience, preferably within senior management, to oversee the performance of the services under the Engagement Letter, and to evaluate the adequacy and results of such services; (iii) accept responsibility for the results of such services; and (iv) establish and maintain internal controls over the processes with which such services are concerned, including, without limitation, monitoring ongoing activities.
- c. Client acknowledges and agrees that KPMG will, in performing the services, base its conclusions on the facts and assumptions that Client furnishes and that KPMG may use data, material, and other information furnished by or at the request or direction of Client without any independent investigation or verification and that KPMG shall be entitled to rely upon the accuracy and completeness of such data, material and other information. Inaccuracy or incompleteness of such data, material and other information furnished to KPMG could have a material effect on KPMG's conclusions.
- d. Client acknowledges that information made available by it, or by others on Client's behalf, or otherwise known to partners or staff of KPMG who are not engaged in the provisions of the services shall not be deemed to have been made available to the individuals within KPMG who are engaged in the provision of the services hereunder. Client undertakes that, if anything occurs after information is provided by Client to KPMG to render such information untrue, unfair or misleading, Client shall promptly notify KPMG.

4. REPORTING.

- a. During the performance of the services, KPMG may supply oral, draft or interim advice, reports or presentations but in such circumstances KPMG's written advice or final written report shall take precedence. No reliance should be placed by Client on any oral, draft or interim advice, reports or presentations. Where Client wishes to rely on oral advice or oral

presentation, Client shall inform KPMG and KPMG will provide documentary confirmation of the advice concerned.

- b. Subsequent to the completion of the engagement, KPMG will not update its advice, recommendations or work product for changes or modification to the law and regulations, or to the judicial and administrative interpretations thereof, or for subsequent events or transactions, unless Client separately engages KPMG to do so in writing after such changes or modifications, interpretations, events or transactions.

5. WORKING PAPERS AND USE OF REPORTS.

KPMG retains all rights in all methodologies, know-how, knowledge, applications and software developed by KPMG either prior to or during the engagement. KPMG also retains all rights (including copyright) in all reports, written advice and other working papers and materials developed by KPMG during the engagement. Unless contemplated by the Engagement Letter, all reports and written advice are intended solely for Client's internal use and, where applicable, government taxation authorities, and may not be edited, distributed, published, made available or relied upon by any other person without KPMG's express written permission. If such permission is given, Client shall not publish any extract or excerpt of KPMG's written advice or report or refer to KPMG without providing the entire advice or report at the same time. Subject to the restrictions of Section 6, KPMG is entitled to use or develop the knowledge, experience and skills of general application gained through performing the engagement.

6. CONFIDENTIALITY.

- a. Except as described in section 5 above, Client will treat in confidence any KPMG methodologies, know-how, knowledge, application or software identified by KPMG as confidential information of KPMG, and will not use or disclose such confidential information of KPMG to others.
- b. KPMG will treat as confidential all proprietary information and personal information obtained from Client in the course of the engagement.
- c. The above restrictions shall not apply to any information that: (i) is required by law or professional standards applicable to KPMG to be disclosed; (ii) that is in or hereafter enters the public domain; (iii) that is or hereafter becomes known to Client or KPMG, as the case may be, without breach of any confidentiality obligation; or (iv) that is independently developed by Client or KPMG, as the case may be.
- d. KPMG shall be entitled to include a description of the services rendered in the course of the engagement in marketing and research materials and disclose such information to third parties, provided that all such information will be rendered anonymous and not subject to association with Client.
- e. KPMG shall be entitled to share all information with all other member firms of KPMG International Cooperative ("KPMG International"). KPMG may also use such information to offer services that may be of interest to Client. KPMG may retain and may disclose to other member firms of KPMG International, subject to terms of this section, such information required for compliance with applicable professional standards or internal policies or quality reviews or share best practices.
- f. Professional standards require KPMG personnel performing any audit or assurance services for clients to discuss or have available to them all information and materials that may affect the audit or assurance engagement. Client authorizes, if Client is or becomes an assurance Client, KPMG personnel performing services under the engagement to make available to the KPMG assurance engagement team and other KPMG personnel, the findings, observations and recommendations from the engagement and agrees that KPMG may use all such findings, observations and recommendations in KPMG's assurance engagement.

7. PERSONAL INFORMATION CONSENTS AND NOTICES.

Any collection, use or disclosure of personal information is subject to KPMG's Privacy Policy available at www.kpmg.ca. KPMG may be required to collect, use and disclose personal information about individuals during the course of this engagement. Client represents and warrants that: (i) it will obtain from individuals all consents required by law to permit KPMG to collect, use and disclose all personal information reasonably required in the course of the engagement, and (ii) it has provided notice of KPMG's potential processing of information outside of Canada (as described in paragraph 8 below) to all individuals whose personal information is disclosed to KPMG. Client consents to KPMG sending to Client, its officers, directors and employees, as applicable, electronic

messages including emails) relating to KPMG products and services and other matters of interest to Client.

8. INFORMATION PROCESSING OUTSIDE OF CANADA.

Personal and/or confidential information collected by KPMG during the course of this engagement (e.g. entries into KPMG's time and billing system and into KPMG's conflicts database) may be processed and stored outside of Canada by KPMG, KPMG International member firms providing services hereunder or third party processors. Such personal and/or confidential information may be subject to disclosure in accordance with the laws applicable in the jurisdiction in which the information is processed or stored, which laws may not provide the same level of protection for such information as will Canadian laws. KPMG's Privacy Officer noted in KPMG's Privacy Policy is able to answer any individual's questions about the collection of personal information required for KPMG to deliver services hereunder.

9. TAXES/BILLING/EXPENSES/FEES.

a. All fees and other charges do not include any applicable federal, provincial, or other goods and services or sales taxes, or any other taxes or duties whether presently in force or imposed in the future. Any such taxes or duties shall be assumed and paid by Client without deduction from the fees and charges hereunder.

b. Bills, including, without limitation, a charge on account of all reasonable expenses, including travel, meals, accommodations, long distance, telecommunications, photocopying, delivery, postage, clerical assistance and database research will be rendered on a regular basis as the engagement progresses. Accounts are due when rendered. Interest on overdue accounts is calculated at the rate noted on the invoice commencing 30 days following the date of the invoice.

c. Without limiting its rights or remedies, KPMG shall have the right to halt or terminate entirely its services until payment is received on past due invoices.

d. In the event that the engagement is terminated and Client proceeds to complete the transaction or financing within 18 months from the termination date, then the full amount of any Completion Fee shall be payable on closing of the transaction or the completion of financing, regardless of whether KPMG provided further service.

10. LIMITATION ON WARRANTIES.

THIS IS A SERVICES ENGAGEMENT. KPMG WARRANTS THAT IT WILL PERFORM SERVICES HEREUNDER IN GOOD FAITH WITH QUALIFIED PERSONNEL IN A COMPETENT AND WORKMANLIKE MANNER IN ACCORDANCE WITH APPLICABLE INDUSTRY STANDARDS. KPMG DISCLAIMS ALL OTHER WARRANTIES, REPRESENTATIONS OR CONDITIONS, EITHER EXPRESS OR IMPLIED, INCLUDING, WITHOUT LIMITATION, WARRANTIES, REPRESENTATIONS OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

11. LIMITATION ON LIABILITY.

a. Client agrees that KPMG shall not be liable to Client for any actions, damages, claims, liabilities, costs, expenses, or losses in any way arising out of or relating to the services performed hereunder for an aggregate amount in excess of the fees paid by Client to KPMG under the engagement. On a multi-phase engagement, KPMG's liability shall be based on the amount actually paid to KPMG for the particular phase that gives rise to the liability.

b. In the event of a claim by any third party against KPMG that arises out of or relates to the services performed hereunder, Client will indemnify KPMG from all such claims, liabilities, damages, costs and expenses, including, without limitation, reasonable legal fees, except to the extent finally determined to have resulted from the intentional, deliberate or fraudulent misconduct of KPMG.

c. In no event shall KPMG be liable for consequential, special, indirect, incidental, punitive or exemplary damages, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs). In any action, claim, loss or damages arising out of the engagement, Client agrees that KPMG's liability will be several and not joint and several. Client may only claim payment from KPMG of KPMG's proportionate share of the total liability based on degree of fault.

d. For purposes of this section, the term KPMG shall include its associated and affiliated entities and their respective partners, directors,

officers and employees. The provisions of this section shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss, whether in contract, statute, tort (including, without limitation, negligence) or otherwise.

12. LEGAL PROCEEDINGS.

a. Client agrees to notify KPMG promptly of any request received by Client from any court or applicable regulatory authority with respect to the services hereunder, KPMG's advice or report or any related document.

b. If KPMG is required by law, pursuant to government regulation, subpoena or other legal process or requested by Client to produce documents or personnel as witnesses arising out of the engagement and KPMG is not a party to such proceedings, Client shall reimburse KPMG at standard billing rates for professional time and expenses, including, without limitation, reasonable legal fees, incurred in responding to such requests.

c. Client acknowledges that KPMG may from time to time receive requests or orders from professional, securities or other regulatory, judicial or governmental authorities (both in Canada and abroad) to provide them with information and copies of documents in KPMG's files including working papers and other work-product relating to Client. Except where prohibited by law, KPMG will advise Client of the request or order. Client hereby acknowledges that KPMG will provide these documents and information without further reference to, or authority from Client.

When such an authority requests access to KPMG's working papers and other work-product relating to Client's affairs, KPMG will, on a reasonable efforts basis, refuse access to any document over which Client has expressly informed KPMG at the time of delivery that the Client asserts privilege, except where disclosure of documents is required by law. Client must mark any document over which it asserts privilege as "privileged". If and only if the authority requires such access to privileged documents pursuant to the laws of a jurisdiction in which express consent is required for such disclosure, then Client hereby provides its consent.

Where privileged Client documents are disclosed, KPMG is directed to advise the authority that Client is permitting disclosure only to the extent required by law and for the limited purpose of the authority exercise of statutory authority. KPMG is directed to advise the authority that Client does not intend to waive privilege for any other purpose and that Client expects its documents to be held by the authority as privileged and confidential material (held securely, limited distribution, etc.). For greater certainty, Client and KPMG hereby agree that this acknowledgement (and, if required, consent) does not negate or constitute a waiver of privilege for any purpose and Client expressly relies upon the privilege protections afforded under statute and otherwise under law.

13. LIMITATION PERIOD.

No action, regardless of form, arising under or relating to the engagement, may be brought by either party more than one year after the cause of action has accrued or in any event not more than five years after completion of the engagement in the case of an advisory services engagement and not more than eight years after completion of the engagement in the case of a tax services engagement, except that an action for non-payment may be brought by a party not later than one year following the date of the last payment due to such party hereunder. For purposes of this section, the term KPMG shall include its associated and affiliated entities and their respective partners, directors, officers and employees.

14. TERMINATION.

Unless terminated sooner in accordance with its terms, the engagement shall terminate on the completion of KPMG's services hereunder, which completion shall be evidenced by the delivery by KPMG to Client of the final invoice in respect of the services performed hereunder. Should Client not fulfill its obligations set out herein or in the Engagement Letter and in the absence of rectification by Client within 10 days, KPMG may, upon written notice, terminate its performance and will not be responsible for any loss, cost or expense resulting. The engagement may be terminated by either party at any time by giving written notice to the other party not less than 30 calendar days before the effective date of termination. Upon early termination of the engagement, Client shall be responsible for the payment to KPMG for KPMG's time and expenses incurred up to the termination date, as well as reasonable time and expenses to bring the engagement to a close in a prompt and orderly manner.

15. E-MAIL COMMUNICATION.

Client recognizes and accepts the risks associated with communicating by Internet e-mail, including (but without limitation) the lack of security, unreliability of delivery and possible loss of confidentiality and privilege. Unless Client requests in writing that KPMG does not communicate by Internet e-mail, Client assumes all responsibility or liability in respect of risk associated with its use.

16. POTENTIAL CONFLICTS OF INTEREST.

Except as otherwise set out herein, Client should be aware that it is not uncommon for KPMG to be auditors and/or advisors of more than one of the parties involved in a transaction. In such situations, KPMG takes appropriate measures to ensure that strict confidentiality is maintained in all respects. If these circumstances are identified, KPMG will advise Client of that fact, subject to confidentiality requirements, and will consider with Client what further measures, if any, are appropriate. Client further acknowledges that at some point KPMG may act contrary to Client's interest on unrelated matters.

17. FORCE MAJEURE.

Neither Client nor KPMG shall be liable for any delays resulting from circumstances or causes beyond its reasonable control, including, without limitation, fire or other casualty, act of God, strike or labour dispute, war or other violence, or any law, order or requirement of any governmental agency or authority.

18. INDEPENDENT CONTRACTOR.

It is understood and agreed that each of the parties hereto is an independent contractor and that neither party is, nor shall be considered to be, an agent, distributor or representative of the other. Neither party shall act or represent itself, directly or by implication, as an agent of the other or in any manner assume or create any obligation on behalf of, or in the name of, the other.

19. SURVIVAL.

Sections 1 to 16 and 19, 20, 24, 25 and 29 hereof shall survive the expiration or termination of the engagement.

20. SUCCESSORS AND ASSIGNS.

The Terms and Conditions and the accompanying Proposal or Engagement Letter shall be binding upon the parties hereto and their respective associated and affiliated entities and their respective partners, directors, officers and employees and successors and permitted assigns. Except as provided below, neither party may assign, transfer or delegate any of the rights or obligations hereunder without the prior written consent of the other party. KPMG may assign its rights and obligations hereunder to any affiliate or successor in interest to all or substantially all of the assets or business of the relevant KPMG practice, without the consent of Client. In addition, KPMG may engage independent contractors and member firms of KPMG International to assist KPMG in performing the services hereunder.

21. SEVERABILITY.

The provisions of the Terms and Conditions and the accompanying Proposal or Engagement Letter shall only apply to the extent that they are not prohibited by a mandatory provision of applicable law. If any of these provisions shall be held to be invalid, void or unenforceable, then the remainder of the Terms and Conditions and the attached Proposal or Engagement Letter, as the case may be, shall not be affected, impaired or invalidated, and each such provision shall be valid and enforceable to the fullest extent permitted by law.

22. ENTIRE AGREEMENT.

The Terms and Conditions and the accompanying Proposal or Engagement Letter including, without limitation, Exhibits, constitute the entire agreement between KPMG and Client with respect to the engagement and supersede all other oral and written representation, understandings or agreements relating to the engagement.

23. GOVERNING LAW.

The Terms and Conditions and the accompanying Proposal or Engagement Letter shall be subject to and governed by the laws of the province in which KPMG's principal office performing the engagement is located (without regard to such province's rules on conflicts of law) and all

disputes arising hereunder or related thereto shall be subject to the exclusive jurisdiction of the courts of such province.

24. PUBLICITY.

Upon the closing of a transaction, KPMG will have the right (but shall not be obliged), at its expense, to publicize its association with the transaction by way of public announcement in "tombstone" or similar format, subject to prior review of the wording for any such announcement with Client.

25. KPMG INTERNATIONAL MEMBER FIRMS.

In the case of multi-firm engagements, all member firms of KPMG International performing services hereunder shall be entitled to the benefits of the Terms and Conditions. Client agrees that any claims that may arise out of the engagement will be brought solely against KPMG, the contracting party, and not against any other KPMG International member firms.

26. SARBANES-OXLEY ACT.

Except as set forth in the Engagement Letter, Client acknowledges that completion of the engagement or acceptance of KPMG's reports, advice, recommendations and other deliverables resulting from the engagement will not constitute a basis for Client's assessment of internal control over financial reporting or Client's evaluation of disclosure controls and procedures, or its compliance with its principal officer certification requirements under Section 302 of the Sarbanes-Oxley Act of 2002 (the "Act"). The engagement shall not be construed to support Client's responsibilities under Section 404 of the Act requiring each annual report filed under Section 13(a) or 15(d) of the Securities Exchange Act of 1934 to contain an internal control report from management.

27. NATIONAL INSTRUMENT 52-109.

Except as set forth in the Engagement Letter, Client acknowledges that completion of the engagement or acceptance of KPMG's reports, advice, recommendations and other deliverables resulting from the engagement will not constitute a basis for Client's evaluation of disclosure controls and procedures, or its compliance with its CEO/CFO certification requirements under National Instrument 52-109, *Certification of Disclosure in Issuers' Annual and Interim Filings*, including those related to the design of internal control over financial reporting.

28. SPECIFIC ACCOUNTING AND OTHER ADVICE.

Except as set forth in the Engagement Letter, the engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and facts and circumstances of Client. Such services, if requested, would be provided pursuant to a separate engagement. Client should consult with and/or engage legal counsel for the purpose of advising on legal aspects of matters on which KPMG provides its advice and drafting any legal documents and/or agreements that may be required. To the extent legal counsel or other professional service providers are required, Client is exclusively responsible for engaging and paying such service providers.

29. TAX SERVICES.

a. If tax work is specifically requested by Client, KPMG will perform the procedures in accordance with this section. KPMG will base its findings exclusively on the facts and assumptions provided to KPMG by Client and Client's personnel and advisors. KPMG will consider the applicable provisions of the relevant taxing statutes, the regulations thereunder, applicable tax treaties and judicial and administrative interpretations thereof. KPMG will also take into account all specific proposals to amend such statutes, regulations and treaties publicly announced prior to the date of KPMG's reports, based on the assumption that these amendments will be enacted substantially as proposed. These authorities are subject to change, retroactively and/or prospectively, and any such changes could affect the validity of KPMG's findings and may result in incremental taxes, interest or penalties. KPMG's findings will not otherwise take into account or anticipate any changes in law or practice, by way of judicial, governmental or legislative action or interpretation. Unless Client specifically requests otherwise, KPMG will not update tax work to take any such changes into account.

b. KPMG will use professional judgment in providing advice, and will, unless Client instructs otherwise, take the position most favourable to Client whenever reasonable. All returns are subject to examination by tax

authorities, and KPMG's advice may be audited and challenged by a tax authority. Client understands that KPMG's conclusions are not binding on tax authorities or the courts and should not be construed as a representation, warranty or guarantee that the tax authorities or courts will agree with KPMG's conclusion.

c. Client is also responsible for ensuring that KPMG's advice is implemented strictly in accordance with KPMG's recommendations. KPMG is not responsible for any penalties or interest assessed against Client as a result of a failure by Client to provide KPMG with accurate and complete information.

d. Unless expressly provided for, KPMG's services do not include representing Client in the event of a challenge by the CRA or other tax or revenue authorities.

30. LLP.

KPMG LLP is a registered limited liability partnership ("LLP") established under the laws of the Province of Ontario and, where applicable, has been registered extra-provincially under provincial LLP legislation. KPMG is a partnership, but its partners have a degree of limited liability. A partner is not personally liable for any debts, obligations or liabilities of the LLP that arise from a negligent act or omission by another partner or any person under that other partner's direct supervision or control. The legislation relating to limited liability partnerships does not, however, reduce or limit the liability of the firm. The firm's insurance exceeds the mandatory professional indemnity insurance requirements established by the various Institutes/Ordre of Chartered Accountants. Subject to the other provisions hereof, all partners of the LLP remain personally liable for their own actions and/or actions of those they directly supervise or control.

10(c)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-30

FEES: (P.2.2.) A by-law to amend Committee of Adjustment By-law 2010-87.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 69 of the Planning Act, R.S.O. 1990, Chapter P.13 and amendments thereto **ENACTS** as follows:

1. AMENDMENTS TO BY-LAW 2010-87

- (a) Section 1(1) (Minor Variance Application (Single Unit Residential) of By-law 2010-87 is amended by deleting "\$250.00" and inserting "\$300.00", and
- (b) Section 1(2) (Minor Variance Application (Multiple Unit <5 RA/R1 Zone) of By-law 2010-87 is amended by deleting "\$350.00" and inserting "\$400.00".
- (c) Section 1(3) (Minor Variance Application (Multiple Unit >4 & Other Zones) of By-law 2010-87 is amended by deleting "\$450.00" and inserting "\$500.00".
- (d) Section 1(5) (Consent Application - Lot Addition) of By-law 2010-87 is amended by deleting "\$350.00" and inserting "\$450.00", and
- (e) Section 1(6) (Consent Application – New Lot Creation) of By-law 2010-87 is amended by deleting "\$350.00" and inserting "\$400.00 + \$300.00/lot/app".

2. EFFECTIVE DATE

This by-law takes effect on February 1, 2012.

PASSED in open Council this 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

NOTICE

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CITY SOLICITOR

CITY CLERK – MALCOLM WHITE

10(d)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-33

FIRE ROUTE: (A.3.6.) A by-law to amend Fire Route By-law 81-404.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the Municipal Act, S.O. 2001 and amendments thereto ENACTS as follows:

1. **SCHEDULE "B" AMENDED**

Schedule "B" to By-law 81-404 is amended as follows:

- (a) by adding "52. F.H. Clergue Public School – 80 Weldon Avenue"; and
- (b) by deleting the Property Identifier "Bawating Vocational School" at Number 27 to Schedule "B" and replacing same with "Superior Heights C. & V.S."

2. **EFFECTIVE DATE**

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

PASSED in open Council this 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CLERK – MALCOLM WHITE

nm/Bylaws/2012/2012-33 fire route amend

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CITY SOLICITOR

10(e)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-28

PARKING: (P.1.2.4.) A by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305.

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

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

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

2. **EFFECTIVE DATE**

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

PASSED in open Council this 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK –MALCOLM WHITE

of Bylaws\2012\2012-28Parking Officers – Private lots

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CITY SOLICITOR

<u>BADGE NO.</u>	<u>SPECIAL CONSTABLE</u>	<u>EMPLOYER</u>	<u>PROPERTY LOCATION</u>
12	ROUSE,BRIAN	ALGOMA UNIVERSITY	1520 QUEEN ST E
26	MCLEOD,ROD	FLEMING & SMITH	379 QUEEN ST E.& APARTMENTS
30	RENDELL,VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
35	ORR,DEREK	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
59	BARONE,MARCELLO	ALGOMA UNIVERSITY	1520 QUEEN ST E
109	SEBECIC,JOHN,LUDVIC	DENTAL BUILDING	946 & 218 QUEEN ST E.
113	TAYLOR,GARY	ALGOMA UNIVERSITY	1520 QUEEN ST E
115	LEE,RICHARD,JOHN	ALGOMA UNIVERSITY	1520 QUEEN ST E
138	CAIN,JOSEPH	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
151	PARR,DEREK,RAYMOND	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
153	TASSONE,VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163	BUMBACCO,PHILIP,CARMEN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
178	D'AGOSTINI,ROSEMARY	DR RAYMOND CHO	71 & 131 EAST ST.
186	HARMAN,JASON	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
191	BROWN,STEVEN,GEORGE	SEP SCHOOL BOARD	SEPARATE SCHOOL BOARD PROPERTIES
196	SEABROOK,LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
240	MASON,STEPHEN	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
241	COGHILL,ROBIN	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
248	CHAN,GILBERT	DR. RAYMOND CHO	71 & 131 EAST ST./ 129 SECOND LINE W
249	CHO,LINDA	DR. RAYMOND CHO	71 & 131 EAST ST./ 129 SECOND LINE W
253	TRAVSON,TERRANCE(TERRY)	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN/MALLCHURCHILL&PINE PLAZA/TENARIS
267	CORBIERE,JOHN(TED)	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
274	DAVIDSON,JAMES	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
276	SMITH,DENNIS,ROBERT	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
297	SWIRE,WILLIAM,JAMES	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
314	AASEN,PAULINE	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE
321	LORENZO,COREY	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
334	MILLER,BRAD	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
335	GROSSO,DONALD	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
342	PICK,DENNY	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
343	CHILLMAN,JODI	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
344	HARPE,KENNEITH	DAYS INN	DAYS INN HOTEL
345	SETCHELL,RODDY	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
348	HAZELTON,MARGARET	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
354	STEEVES,ROBERT	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
366	TROIOW,VICTORIA	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
369	CARMICHAEL,MARY	ON FINNISH HOME ASS.	FINNISH REST HOME
370	HANSEN,LOUIS	ON FINNISH HOME ASS.	FINNISH REST HOME
371	LAKE,ROBERT	ON FINNISH HOME ASS.	FINNISH REST HOME
372	BENOIT,ALAIN	ON FINNISH HOME ASS.	FINNISH REST HOME
373	RISSANEN,ANJA	ON FINNISH HOME ASS.	FINNISH REST HOME
374	TAAVEL,ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
376	FINN,ROBERT	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
377	BADGERO,PAUL	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
384	BOREAN,RICK	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
389	SANDIE,KEVIN	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
391	MCLEOD,HEATHER	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
396	THOMAS,RANDELL	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
397	LAFRAMBOISE,YVON	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
400	JOHNSON,MICHAEL	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
404	HUDSON,BRIAN	CORPS OF COMM	22 BAY ST. (FEDERAL BUILDING)
405	MATCHETT,CASEY	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
406	LEBLANC,SERGE	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
410	POYNER,HAROLD	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
411	MOORE,ROBERT	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
413	HILL,MICHAEL	CORPS OF COMM	SAULT HOSPITAL
420	FABIANO,ANTONIO	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
423	VANDERKLIFT,DYLAN	CORPS OF COMM	SAULT HOSPITAL
428	DIAS,JASON	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
430	RUSCIO,DOMINIC	MAJOR CONST.	TRAVELOGUE
431	DICKSON,SHANE	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
433	MAJOR,ROBERT	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
435	TRUMBLE,GEORGE	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
436	COUTURIERE,NATASHA	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
439	LAMBERT,JOSEPH	STANDARD PARKING	ONTARIO REALTY CORP/ROBERTA BONDAR PLACE
440	HAMMERSTEDT,ERIC	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
441	WILSON,DAVID	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
442	MACLENNAN,MATTHEW	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
443	MARCIOL,MARK	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
444	MARSHALL,JONATHAN	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
446	HALLIDAY,DANA	SAULT COLLEGE	SAULT COLLEGE
447	FRIGAULT,ESSE	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
450	CHAPMAN,DANIEL	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
452	ROGERS,RICHARD	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
453	DERASP,RICHARD	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
455	BOYCHUK,BLAINE	NORPRO SECURITY	REGENT PRO/S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
456	CONEYBEARE,KEVIN	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALLCHURCHILL&PINE PLAZA/TENARIS
458	ROBINSON,GEORGE	CORPS OF COMM	SAULT AREA HOSPITAL
459	SLEEMAN,RAY	CORPS OF COMM	SAULT AREA HOSPITAL
460	BOUGIE,DAN	CORPS OF COMM	SAULT AREA HOSPITAL
461	DUNN,PATRICK	CORPS OF COMM	SAULT AREA HOSPITAL
462	GAUTL,JAMES	CORPS OF COMM	SAULT AREA HOSPITAL
463	MORIN,ALEX	CORPS OF COMM	SAULT AREA HOSPITAL

465	DELAVALLE,DON	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
466	LAFORCE,JULIE	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
467	BERNIER,JUNE	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
468	AGNEW,BRENDAN	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
469	SANTELLI,DOMINIC	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
470	WOODLEY,NATHANIEL	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
471	STOYCHEFF,CHRISTOPHER	NORTHEAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
472	BRUNETTA,ANGELO	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
473	MCCAIG,BRANDON	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
474	MANCUSO,ANTHONY	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
475	TORRANCE,RENEE	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER
477	BROWLEY,DAVID	CORPS OF COMM	SAULT AREA HOSPITAL
479	GROULX,VINCE	CORPS OF COMM	SAULT AREA HOSPITAL
480	TELFORD,JASON	CORPS OF COMM	SAULT AREA HOSPITAL
481	FORD,BRIAN	CORPS OF COMM	SAULT AREA HOSPITAL
482	LEWECHELLE,BRACE	CORPS OF COMM	SAULT AREA HOSPITAL
483	DARCY,ROY	CORPS OF COMM	SAULT AREA HOSPITAL
484	MCLEOD,VIRGINIA	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
485	ARMSTRONG,KENNETH	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
486	LONGO,NADIA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
487	ROUGEAU,MARISA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD
488	LEFLEUR,MARILYN	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
489	MCQUEEN,WANDA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD
490	LUXTON,JEFF	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
491	GRISDALE,KYLE	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
492	PARKER,MICHAEL	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
493	BROWN,FRASER	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
494	SHEWFELT,CODY	G4S SECURITY	CROSS-COUNTRY/SAULT HOSPITAL/SAULT AIRPORT
495	CASTELLANI,NINO	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
496	CAVICCHIOLI,MATTHEW	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
497	ALLEN,ROBERT	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
498	MARQUES,STEVEN	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
499	SCALI,NICOLA	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
500	EASBY,JOSHUA	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
501	QUARRELL,ROBERT	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
502	HAMEL,CHRIS	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
503	HAMEL,MELANIE	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
504	LAPRADE,DANIEL	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
505	JONES,CHELSEY	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL&PINE PLAZA/TENARIS
506	GREGORY,LEE	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
507	SMYTHE,RICHARD	BANK OF MONTREAL	556 QUEEN ST E
508	ALBERT,DESIREE	CORPS OF COMM	SAULT AREA HOSPITAL
509	MATTALO,JOE	CORPS OF COMM	SAULT AREA HOSPITAL
510	LAVALLEE,MEGAN	CORPS OF COMM	SAULT AREA HOSPITAL
511	ADAIR,BRENDAN	CORPS OF COMM	SAULT AREA HOSPITAL
512	DIMMA,JUSTIN	CORPS OF COMM	SAULT AREA HOSPITAL
513	MEINCKE,KEN	CORPS OF COMM	SAULT AREA HOSPITAL
514	BONIFERRO,BRIAN	CORPS OF COMM	SAULT AREA HOSPITAL
515	MANGONE,MATT	CORPS OF COMM	SAULT AREA HOSPITAL
516	GAY,JAMES	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
517	ROY,BRENDA	NORTH EAST SECURITY	A.UNIVERSITY/ESSAR CENTRE/CAMBRIAN MALL/CHURCHILL & PINE PLAZA/TENARIS
518	TREPASSO,GRANT	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
519	FRAGOMENI,JOSEPH	CORPS OF COMM	SAULT AREA HOSPITAL
520	THOMPSON,JOHN	CORPS OF COMM	SAULT AREA HOSPITAL
521	CRAWFORD,SYLVIA	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH

10(f)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-31

REGULATIONS (E.3.4.6): A by-law to amend By-law 2003-140 regarding fees for certain waste management services.

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

1. **BY-LAW 2003-140 AMENDED**

Section 3(b) of By-law 2003-140 is hereby amended as follows:

Section 3 (b) of By-law 2003-140 is amended by deleting the effective date "January 1, 2006" and inserting "February 1, 2012" and by deleting the gate fee "\$6.00" and inserting "\$10.00".

2. **EFFECTIVE DATE**

This by-law takes effect on February 1, 2012.

PASSED in open Council this 6th day of February 2012.

MAYOR – DEBBIE AMAROSO

CLERK – MALCOLM WHITE

nm/Bylaws\2012\2012-30 amend 2003-140 waste fees

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CITY SOLICITOR

10(g)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-32

STREETS: (S.2.1.) A by-law to amend Streets By-law 2008-131.

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

1. **AMENDMENTS TO BY-LAW 2008-131**

- (a) Section 13(7)(a) (Culverts) (Single Driveway) of By-law 2008-131 is amended by deleting "Nine Hundred and Fifteen Dollars (\$915)" and inserting "One Thousand Two Hundred Eight Dollars (\$1,208)", and
- (b) Section 13(7)(c) (Culverts) (Double Entrance Driveway) of By-law 2008-131 is amended by deleting Seventeen Hundred and Eighty-Five Dollars (\$1,785) and inserting "Two Thousand Three Hundred Fifty-Six Dollars (\$2,356)".

2. **EFFECTIVE DATE**

This by-law takes effect on February 1, 2012.

PASSED in open Council this 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

da \LEGAL\STAFF\BYLAWS\2012\2012-32 AMENDS STREETS BY-LAW 2008-131.DOC

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CITY SOLICITOR

10(h)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-26

ZONING: A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located at 15 Alpine Street.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the Planning Act, R.S.O. 1990, chapter P.13 and amendments thereto, ENACTS as follows:

1. **15 ALPINE STREET; LOCATED WEST OF THE INTERSECTION OF ALPINE STREET AND ARDEN STREET, APPROXIMATELY 500M NORTH OF SECOND LINE WEST; CHANGE FROM I (INSTITUTIONAL) ZONE TO R2 (SINGLE DETACHED RESIDENTIAL) ZONE.**

The zone designation on the lands having civic address 15 Alpine Street and shown on map 1-87 of Schedule "A" to By-law 2005-150 and also shown outlined and marked "subject property" on the map attached as Schedule "A" to this by-law is changed from I (Institutional) Zone, to R2 (Single Detached Residential) Zone.

2. **SCHEDULE "A"**

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

3. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 6th day of February, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

ZONING\4. ZONING\2012-26 Jeff Daniel Company Ltd (15 Alpine St)\2012-26 Zoning By-law.docx

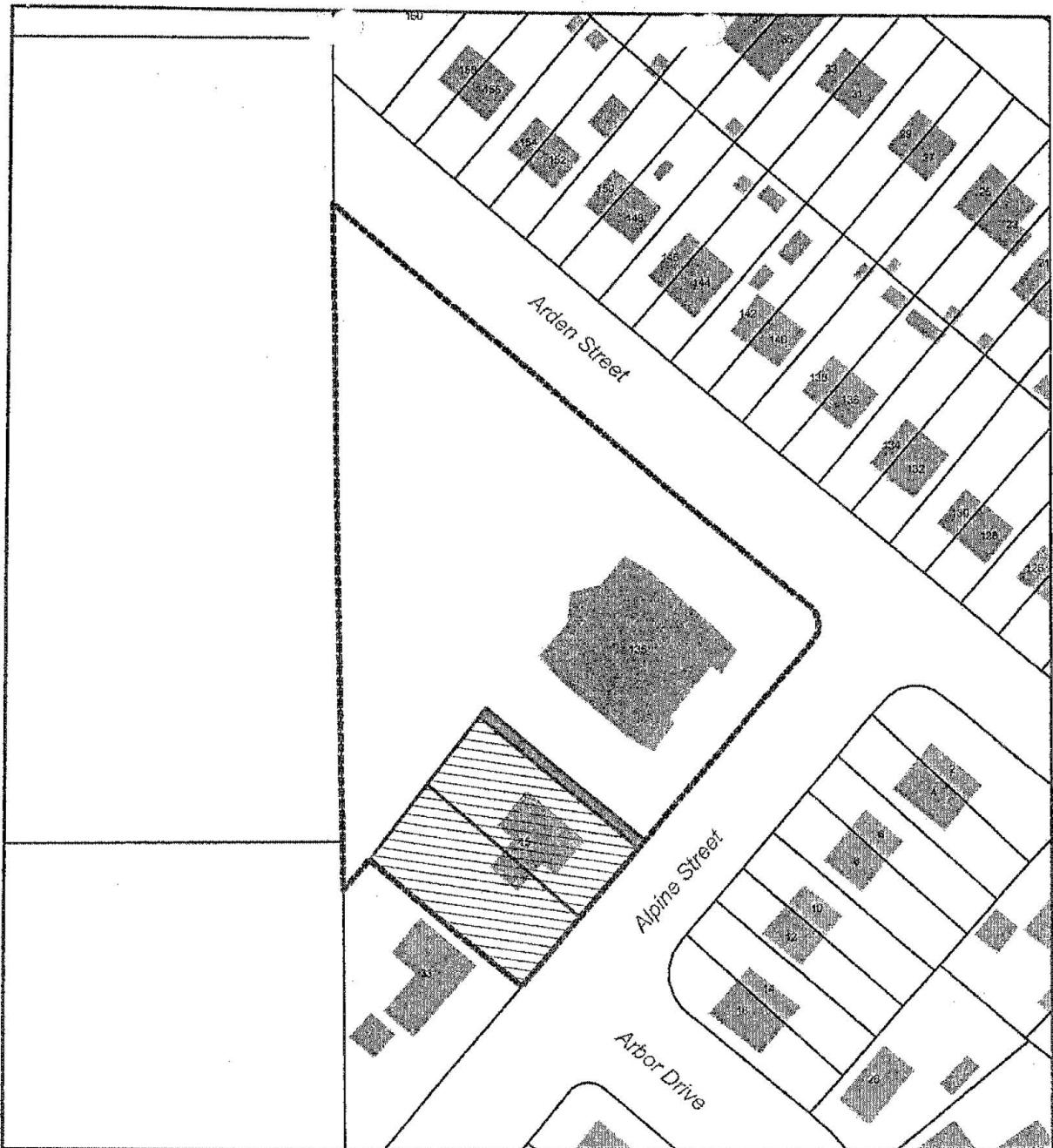
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CITY SOLICITOR

10(h)

SCHEDULE "A" TO BY-LAW 2012-26 OF THE CORPORATION OF THE CITY
OF SAULT STE. MARIE, BE PASSED IN OPEN COUNCIL THIS 6TH DAY OF
FEBRUARY, 2012.



15 Alpine Street

Application No.: A-6-12-Z

Applicant: Jeff Daniel Company Limited



Celebrate 100!
1912 - 2012*



Subject Property



Subject to Rezone



2.14m Conveyed to Church

Metric Scale 1:1,000 Maps 78 & 1-87 Mail Label ID - A-6-12-Z

Subject Property Map
December 20, 2011



10(i)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-27

ZONING: A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 and 2005-151 concerning lands located at 103 Asquith Street.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the Planning Act, R.S.O. 1990, chapter P.13 and amendments thereto, ENACTS as follows:

1. **103 ASQUITH STREET; LOCATED AT THE SOUTHWEST CORNER OF ASQUITH STREET AND DRYDEN AVENUE, APPROXIMATELY 147 M NORTH OF WALLACE TERRACE; CHANGE FROM R.2 (SINGLE DETACHED RESIDENTIAL) ZONE TO R2.S (SINGLE DETACHED RESIDENTIAL) ZONE WITH A "SPECIAL EXCEPTION".**

The zone designation on the lands described in Section 2 of this by-law, which lands are shown on Map 1-69 of Schedule "A" to By-law 2005-150, is changed from R.2 (Single Detached Residential) zone to R.2.S (Single Detached Residential) zone with a "Special Exception".

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by adding the following subsection 2(309) and heading as follows:

"2(309) 103 Asquith Street

Despite the provisions of By-law 2005-150 the lands located at the southwest corner of Asquith Street and Dryden Avenue, approximately 147 metres north of Wallace Terrace and having civic no. 103 Asquith Street and marked "subject property" on the map attached as Schedule 309 hereto is changed from R.2 (Single Detached Residential) zone to R.2.S (Single Detached Residential) zone with a "Special Exception" to permit in addition to those uses permitted in an R.2. zone, a triplex."

3. **SCHEDULE "A"**

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

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 6th day of February, 2012.

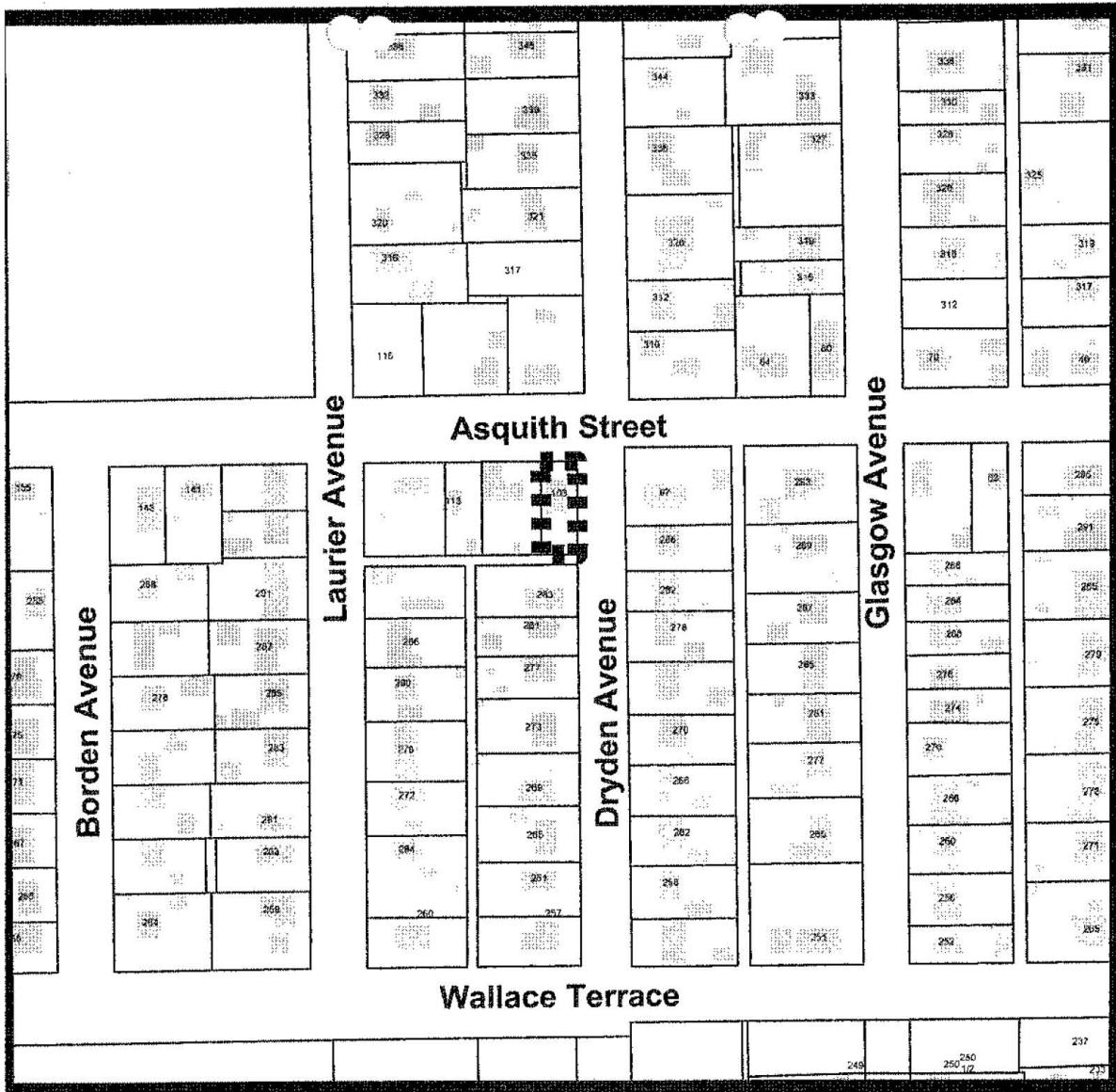
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CITY SOLICITOR

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A" TO BY-LAW 2012-27 AND SCHEDULE 309 TO BY-LAW 2005-151 OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE, BE PASSED IN OPEN COUNCIL THIS 6th DAY OF FEBRUARY, 2012.



SUBJECT PROPERTY MAP

PLANNING APPLICATION A-1-12-Z

103 Asquith Street

Legend



Subject Property = 103 Asquith Street



Metric Scale
1 : 2000

Mail Label ID
A-1-12-Z

Maps
53 & 1-69



SAULT STE. MARIE

PHYSICIAN RECRUITMENT and RETENTION

REPORT TO COUNCIL

Prepared by

Physician Recruitment & Retention Office

February 2012

COMMITTEE STRUCTURE

Sault Ste. Marie Physician Retention & Recruitment
Executive Committee Membership List January 2012

Member	Organization Represented	Address	Phone	Fax
Mayor Debbie Amaroso (Chair)	Ex-officio	99 Foster Drive - Civic Centre Sault Ste. Marie, ON P6A 5N1 mayoramaroso@cityssm.on.ca	705 759-5344	705 541-7171
Joe Fratesi (Bianca Berlingieri)	City/SSM	Chief Administrative Officer 99 Foster Drive - Civic Centre Sault Ste. Marie, ON P6A 5N1 j.fratesi@cityssm.on.ca b.berlingieri@cityssm.on.ca	705 759-5348	705 759-5952
Greg Punch (Laureen Reeves)	GHA	Interim Chief Executive Officer Group Health Centre 240 McNabb Street Sault Ste. Marie, ON P6B 1Y5 punch_g@ghc.on.ca reeves_l@ghc.on.ca	705 759-5508 (Laureen Reeves)	705 541-2249
Dr. Heather O'Brien (Alison Pook)	SAH	Vice President, Medical Affairs Sault Area Hospital 750 Great Northern Road Sault Ste. Marie, ON P6B 0A8 obrienh@sah.on.ca pooka@sah.on.ca	705 759-3434 ext 4121 (Alison Pook)	705 759-3651
Dr. David Fera (Debbie Sawatzky)	ADMG	Algoma District Medical Group 240 McNabb Street Sault Ste. Marie, ON P6B 1Y5 Fera_d@ghc.on.ca Sawatzky_d@ghc.on.ca	705 759-5540	705 759-7487
Dr. Tim Best	AWAM	504 - 421 Bay Street Sault Ste. Marie ON P6A 1X3 tjb@bestsurg.com	705 256-6012	705 256-7228
Dr. Al McLean (Lydia Foster)	SAH	Sault Area Hospital 750 Great Northern Road Sault Ste. Marie, ON P6B 0A8 mcleana@sah.on.ca fosterl@sah.on.ca	705 759-3434 ext 3604 (Lydia Foster)	705 759-3651
Christine Pagnucco	SSM - Recruitment Manager*	750 Great Northern Road Sault Ste. Marie, ON P6B 0A8 pagnuccoc@sah.on.ca	705 759-3720	705 256-3466
Carrie Jones	Administrative Assistant*	750 Great Northern Road Sault Ste. Marie, ON P6B 0A8	705 750-3725	705 256-3466

ADMG - Algoma District Medical Group

AWAM - Algoma West Academy of Medicine

SAH - Sault Area Hospital

GHA - Group Health Association

City/SSM - City of Sault Ste. Marie

* Non-Voting Members

Sault Ste. Marie Physician Retention & Recruitment Executive Committee

Membership List January 2012

Member	Organization Represented
Debbie Amaro (Chair)	Ex-officio
Joe Fratesi	City/SSM
Dr. David Fera	ADMG
Greg Punch	GHA
Dr. Heather O'Brien	SAH
Dr. Tim Best	AWAM
Dr. Al McLean	SAH
Christine Pagnucco*	Manager, Recruitment Program
Carrie Jones*	Administrative Assistant

ADMG - Algoma District Medical Group

AWAM - Algoma West Academy of Medicine

SAH - Sault Area Hospital

GHA - Group Health Association

City/SSM - City of Sault Ste. Marie

* Non-voting Member

Terms of Reference

SSM Physician Recruitment & Retention Committee

Purpose	<ol style="list-style-type: none"> 1. To receive a city-wide Medical Manpower Plan, from Sault Area Hospital, Group Health Association and Algoma West Academy of Medicine by November of each year, for family physicians and specialists, to meet community needs while incorporating the service requirements of the SAH and GHA. 2. To approve an annual city-wide Physician Recruitment & Retention Plan to include: <ul style="list-style-type: none"> • key recruitment priorities for the upcoming year • recruitment strategies and incentives • retention strategies and incentives • projected costs 3. To establish sub-committees to deal with specific issues as appropriate 4. To provide an annual report to the four participating organizations and the community at large on activities, accomplishments and future plans 5. To receive written and substantiated proposals for recruitment & retention. 6. To function in a policy-setting and overseeing capacity 7. To support ongoing retention strategies and initiatives 	
Membership	City of Sault Ste. Marie Sault Area Hospital Group Health Association Algoma District Medical Group Algoma West Academy of Medicine Mayor	1 - representative 1 - representative 1 - representative 1 - representative 1 - representative 1 - representative
<u>Non Voting Members</u>		
Manager Administrative Assistant		
Sub-Committees	Community Support Physician Advisory Retention	
Chair	Appointed by Committee	
Meetings	Monthly	
Quorum	Fifty percent of membership	

SAULT STE. MARIE PHYSICIAN RECRUITMENT & RETENTION COMMITTEE

CRITERIA FOR PROGRAM ACCEPTABILITY

- Distinction is made on basis of community need - not on basis of GP or specialist
- Candidates would include Fellows and Residents
- Candidates must be within three years of obtaining an Ontario Licence to practice
- Candidates must provide full-time medical services in the city of Sault Ste. Marie.
- Candidates must reside in the City of Sault Ste. Marie and environs.
- Candidate must obtain privileges at Sault Area Hospital for eligibility of recruitment grant monies.
- Exceptions to the above will be considered on a case-by-case basis by the Executive Committee.

ACTIVITY REPORT

Report to City Council
06 February 2012

Medical Manpower			
Physicians Recruited - April 1, 2011 to date			
Service	Contract Status	Office Location	Start Date
Diagnostic Imaging	Signed	Sault Area Hospital	01 Sept. 2011
Emergency Medicine	Signed	Sault Area Hospital	01 Oct. 2011
Intensive Care Medicine	Signed	Sault Area Hospital	01 March 2012
Family Medicine	Signed	To be determined	02 January 2012
Family Medicine	Contract out for signature	To be determined	01 July 2014
Psychiatry	Contract out for signature	To be determined	01 July 2017
Emergency Medicine	Contract in progress	Sault Area Hospital	01 March 2012
Pediatrics	Contract in progress	To be determined	01 July 2013

Potential Recruits

We have interest from a variety of residents and physicians and are currently working with them to arrange site visits. Among those interested are gastroenterologists, a hematologist and an intensivist. In addition, some family medicine residents who are currently completing their training here have expressed an interest in locating their medical practices here.

Community Assessment Visits

A list of community assessment visits from April 2012 to April 2013 is attached.

Planning for four community assessment visits is underway for two obstetrician & gynecologists, a respirologist and a neurology resident.

NOSM - Comprehensive Community Clerkship (CCC)

Nine CCC students have been in the city this year to complete their training with various local physicians for eight months. All nine students are from Sault Ste. Marie.

Retention Events

On Wednesday September 7th, in conjunction with Algoma West Academy of Medicine, we staged another very successful physician appreciation event. The weather cooperated this year for the annual Golf Tournament at Crimson Ridge. The attendees included local physicians, locum physicians, medical students and residents. Once again this event coincided with the orientation week for the students from NOSM who arrived in September to do their Comprehensive Community Clerkship (CCC).

Dr. Howard Tait and Dr. J.K. Mohamed, two recently retired physicians, were honoured during the event. Mary Jane Yorke was also recognized for her tireless efforts recruiting physicians to Sault Ste. Marie.

The Mayor's Reception was held on Wednesday, December 28th and many of the medical students and residents originally from the Sault and home for the Christmas holidays attended the event.

A dinner dance is scheduled at the Marconi Lounge in February. The event will be a good opportunity for one of the visiting physicians and her spouse to meet and socialize with many of the physicians in our community.

Recruitment Events 2012/2013

The events planned for 2012/2013 are attached. The list has been structured to reflect our current priorities for recruitment.

Summer Studentship Program

Applications for the Summer Studentship Program have been submitted to NOSM. We are expecting at least eight medical students from Sault Ste. Marie to participate in this year's program. Planning has already started for this program running from June 4th to June 28th, 2012.

Newsletter & Facebook Group

Preparations are underway for the Spring 2012 newsletter. Our Facebook group continues to grow with the addition of many “friends” not only from Sault Ste. Marie, but also other medical students and residents who have completed some of their training here.

We have over 80 medical students and residents in our database of Saultites studying medicine globally.

Marketing Magazine

The marketing magazine is being updated with a fresh new look and will be available for the recruitment events in February.

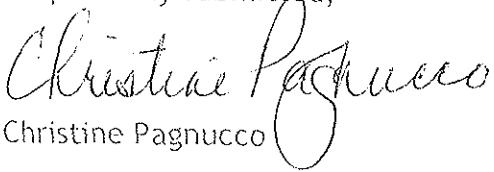
Medical Learners

During this past year, over 70 medical learners have spent time in the community being trained by our experienced local physicians. These learners are a combination of medical students, family medicine residents and specialty residents. Many of the learners are from the Northern Ontario School of Medicine, however many are enrolled at other medical schools from across Canada, from Australia, Poland and the Caribbean.

Recruitment Statistics

Statistical information for the Recruitment Program is included in the package for your information. Seventy one full-time physicians have been recruited since the inception of the Program in 2002. Based upon demographic information, we anticipate many physician retirements in the years to come.

Respectfully submitted,


Christine Pagnucco

/cp
Attachments



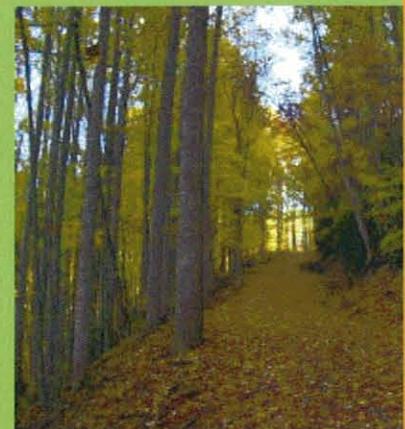
Mary Jane Yorke
Manager,
Physician
Recruitment and
Retention Program
705 759-3720
yorkemj@sah.on.ca



**Christine
Pagnucco**
Admin Assistant,
Physician Recruitment
Site Administrative
Coordinator, NOSM
705 759-3725
pagnuccoc@sah.on.ca

Retirement - Mary Jane

Well, I have decided to take the plunge and retire. I'm very pleased that Christine has agreed to take over as Manager of the Program. My years as the recruiter for the City have been enjoyable and I will miss you all. However, over 70 physicians have been recruited since the inception of the Program in 2003: exceptional young physicians to carry on the tradition of quality medical care so aptly set by the Sault physicians over the years. Hopefully, many of you who are currently in your medical training will also choose the Sault as a practice location. Cheers! MJ



CONGRATULATIONS!

Congratulations to Dr. Kwok-Lok Lam, Sault Ste. Marie pediatrician who received the Dr. William Hutchinson award at the June annual meeting of the Board of Directors of the Sault Area Hospital. Dr. Lam was featured in an article in the Northern Ontario Medical Journal in its Fall 2011 publication.

To read this article follow this link:

<http://www.nomj.ca/Articles/News/09-11-Pioneering-Pediatrician.aspx>

SUMMER STUDENTSHIP PROGRAM INFORMATION

The Summer Studentship Program (SSP) is offered to students from Sault Ste. Marie attending Canadian medical schools. This program is made possible through the volunteer supervision of the medical students provided by our local physicians and allied healthcare professionals. The SSP is organized by the SSM Physician Recruitment & Retention program in partnership with the Northern Ontario School of Medicine. This year's Program will run from June 4th through June 29th. For information, please contact Christine or log onto the NOSM website at:
<http://www.nosm.ca/education/general.aspx?id=528>

Application dates are from November 1st, 2011 to January 15th, 2012

ELECTIVES INFORMATION

The Northern Ontario Electives Program (NEP) is administered by the Northern Ontario School of Medicine (NOSM). The program provides a variety of high quality rural, remote, and small urban clinical learning opportunities in Northern Ontario. It is designed for undergraduate medical students and postgraduate residents from both family medicine and specialty programs. Medical trainees from all faculties of medicine can gain access to Northern community-based clinical learning opportunities by registering in the Electives Program. The duration of electives must be a minimum of four weeks. For inquiries regarding the possibility of electives less than four weeks in duration, please contact Christine.

Upcoming Events

Mayor's Reception
December 28, 2011
Hamilton Room
Civic Centre
6 p.m. - 9 p.m.
Hope to see you there!

CaRMS Interviews
Thunder Bay
February 4th - 6th, 2012

CaRMS Interviews
Sudbury
February 11th & 12th, 2012

Summer Studentship Program
2012 program dates
June 4 - June 29, 2012

Information Websites

**SSM Physician Recruitment and
Retention Program**
www.saultmed.ca

Sault Area Hospital
www.sah.on.ca

Group Health Centre
www.ghc.on.ca

City of Sault Ste. Marie
www.city.sault-ste-marie.on.ca

**Northern Ontario School of
Medicine**
www.nosm.ca

Community Assessment Visit Report

April 2011 to March 2012

Service	Date of Visit	Results
Family Medicine	March 11 - 14, 2011	Will locate his practice in Thunder Bay
Diagnostic Imaging	April 9 - 11, 2011	Has located his practice in SSM.
Critical Care Medicine	July 6 - 7, 2011	Practice located in SSM April 2012
Gastroenterology	July 16 - 18, 2011	Has located his practice elsewhere
Otolaryngology	July 17 - 19, 2011	Due to Ontario licensing issues he located his practice in Saskatchewan

Upcoming Site Visits

Service	Date of Visit	Results
Obstetrics & Gynaecology	February 17 - 19, 2012	To be determined
Obstetrics & Gynaecology	February 21 - 24, 2012	To be determined
Respirology	February 24 - 26, 2012	To be determined
Neurology	April 4, 2012	To be determined

RECRUITMENT & RETENTION EVENTS
2012/2013

DATES	LOCATION	EVENT	TARGET GROUP
March 30 - March 31	Toronto	Ontario Psychiatric Association	Practising Physicians & Residents
May 28 - 29	Mississauga	Canadian Critical Care Review	Practising Physicians & Residents
June 6 - 9	London	Canadian Pediatric Society Annual Conference	Practising Physicians & Residents
June 20 - 24	Ottawa	Society of Obstetricians/Gynaecologists Annual Clinical Meeting	Practising Physicians & Residents
September 27 - September 30	Montreal	Canadian Psychiatric Association Annual Conference	Practising Physicians & Residents
October 17 - 20	Quebec City	Canadian Society of Internal Medicine	Practising Physicians & Residents
January 2013	Thunder Bay	CaRMS Interviews	Residents - Family Medicine and Specialty & NOSM Medical Students
February 2013	Sudbury	CaRMS Interviews	Residents - Family Medicine and Specialty & NOSM Medical Students
February 2013	Montreal	Federation of Medical Residents of Quebec	Family Medicine Residents Specialty Residents
Spring 2013	Ottawa, Kingston, London, Hamilton, Toronto	Health Professionals Recruitment Tour	Practising Physicians, Residents & Medical Students

Retention Initiatives

Birthday Recognition for Physicians & Locums

Christmas Cards for Local Physicians and Locums

Physician Appreciation Golf Day - September (shared cost with AWAM)

Mayor's Reception - December

Family Event - February

Social Event - March

BUDGET

Proposed Budget - Physician Recruitment & Retention 2012-2013

		2012-2013 based on target of 8 physicians
3501000	Salaries and Benefits	\$ 138,000.00
4950010	Office Supplies	\$ 5,000.00
6103000	Professional Conferences	\$ 2,000.00
6505000	Professional Services - Recruitment	\$ 7,500.00
6509000	Professional Fees	\$ 350.00
6700000	Advertising/Journals & Website Management	\$ 10,000.00
6959901	Recruitment Incentives/Costs	\$ 370,000.00
6959902	Learners Conference and Activities	\$ 10,000.00
6959903	Showcasing SSM/Site Visits	\$ 30,000.00
6959905	Retention Activities/Initiatives	\$ 31,000.00
6959906	Participation in Recruitment Events	\$ 40,000.00
6959907	Summer Studentship Program	\$ 8,000.00
6700010	Display & Promotional Materials	\$ 10,000.00
7650000	Minor Equipment Purchases (Furniture & Office Equip)	\$ 3,000.00
	TOTAL	\$ 664,850.00
	Group Health Centre Contribution 2012-2013	\$ 100,000.00
	Sault Area Hospital Contribution 2012-2013	\$ 100,000.00
	City of Sault Ste. Marie Proposed Contribution 2012-2013	\$ 464,850.00

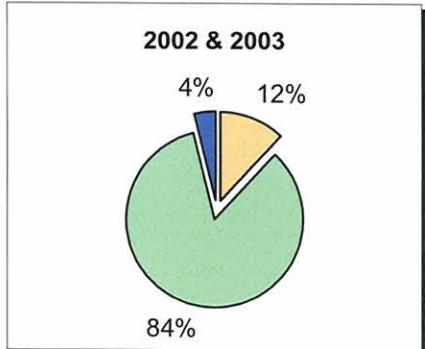
PROGRAM COST SUMMARY
2002 to present

Cost Summary - SSM Physician Recruitment & Retention 2002 - January 27, 2012

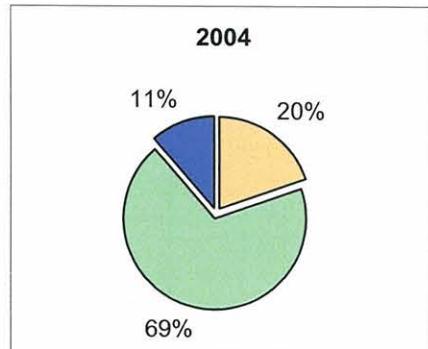
	2002 & 2003	2004	2005	2006	2007	2008/2009*	2009/2010	2010/2011	2011/2012
Salaries and Benefits	\$ 47,339.07	\$107,544.63	\$150,591.84	\$ 99,617.10	\$121,706.55	\$156,537.38	\$127,322.88	\$ 119,402.15	\$ 87,172.70
Office Supplies	\$ 1,754.44	\$ 6,610.89	\$ 4,274.73	\$ 3,092.47	\$ 4,016.68	\$ 6,048.79	\$ 4,854.42	\$ 4,944.63	\$ 3,224.21
Professional Conferences	\$ 2,896.66	\$ 3,932.98		\$ 1,214.17	\$ 1,646.65	\$ 1,846.75	\$ 1,892.91	\$ 834.94	\$ 1,980.92
Local Transportation Costs	\$ 360.00	\$ 1,284.03	\$ 733.12	\$ 42.00	\$ 100.00	\$ -	\$ -		
Transition Expenses/New Recruits	\$ 9,968.45	\$ 1,957.06	\$ 10,410.69	\$ 3,889.71	\$ 6,503.59	\$ -	\$ -		
Travel Expenses Locums - UAP Reimbursed									
Recruitment Tour Expenses - Professional	\$ 75,000.00	\$ 9,863.98	\$ 19,272.11	\$ 11,006.25	\$ 10,618.21	\$ 7,668.00	\$ 5,717.10	\$ 8,087.20	\$ 3,518.63
Professional Fees	\$ 202.94	\$ 291.69	\$ 600.00	\$ 130.00	\$ 6,503.24	\$ 3,332.17	\$ 425.00	\$ 75.00	\$ 125.00
Monthly Committee Meetings		\$ 499.74	\$ 753.16	\$ 405.77	\$ 15.39	\$ -	\$ -		
Advertising/Journals & Website Management	\$ 9,240.91	\$ 16,375.72	\$ 17,432.98	\$ 24,139.06	\$ 2,522.80	\$ 9,905.10	\$ 6,394.50	\$ 1,370.25	\$ 2,169.60
Specialty Physician/Residents Conference	\$ 16,370.42	\$ 6,000.00		\$ 12,171.04	\$ 8,281.10	\$ 8,419.80	\$ 7,306.02	\$ 3,283.43	\$ 5,394.52
Incentives for Recruitment of Physicians	\$ 474,000.00	\$249,993.00	\$312,002.42	\$ 282,282.87	\$356,629.25	\$454,317.31	\$572,445.21	\$ 634,616.56	\$306,570.69
Site Visits/Visiting Physicians & Families	\$ 2,878.44	\$ 17,082.77	\$ 27,648.88	\$ 10,546.35	\$ 7,998.62	\$ 23,687.09	\$ 41,167.55	\$ 16,308.09	\$ 7,854.48
Housing/Travel long term locums	\$ 8,026.82								
Paediatrics Retention		\$ 22,000.00							
Summer Studentship				\$ 4,990.71	\$ 12,224.10	\$ 6,861.68	\$ 6,397.39	\$ 6,526.98	\$ 5,231.99
Locum Costs/Stipends	\$ 3,600.00								
Retention Events for Local Physicians	\$ 18,600.13	\$ 48,202.57	\$ 32,328.06	\$ 59,083.59	\$ 23,693.10	\$ 25,837.97	\$ 17,142.22	\$ 17,937.23	\$ 17,316.75
Team SSM Docs	\$ 3,053.40								
Participation in Recruitment Events	\$ 18,340.38	\$ 41,365.09	\$ 43,366.76	\$ 27,878.67	\$ 36,971.43	\$ 50,248.63	\$ 33,244.79	\$ 32,592.46	\$ 19,794.90
Hosting of Potential Candidates	\$ 4,523.67	\$ 7,409.16	\$ 10,494.91	\$ 9,734.22	\$ 7,813.54	\$ -	\$ -		
Display & Promotional Materials	\$ 9,971.47	\$ 3,992.80	\$ 4,204.23	\$ 2,340.48	\$ 8,372.16	\$ 12,453.17	\$ 10,848.07	\$ 3,383.68	\$ 63.11
Advertising/Communications/Marketing	\$ 17,000.00	\$ 75,760.84	\$ 29,413.73	\$ 3,188.72	\$ -	\$ -	\$ -		
Minor Equip Purchases (Furn & Office Equip)	\$ 23,704.27	\$ 3,224.36	\$ 891.25	\$ 2,131.03	\$ 1,401.00	\$ 4,003.24	\$ 1,013.73	\$ 1,565.40	\$ -
Administration Costs (Severance)	\$ 15,000.00				\$ -				
TOTAL	\$ 761,831.47	\$623,391.31	\$664,418.87	\$ 557,884.21	\$617,017.41	\$771,167.07	\$836,171.79	\$ 850,928.00	\$460,417.50
Administrative Costs	\$ 91,257.38	\$122,888.58	\$157,090.94	\$ 106,226.77	\$135,374.12	\$171,768.33	\$135,508.94	\$ 126,822.12	\$ 92,502.83
Recruitment Costs	\$ 640,347.14	\$430,300.16	\$474,999.87	\$ 392,573.85	\$457,950.19	\$573,560.78	\$683,520.63	\$ 706,168.65	\$350,597.92
Retention Costs	30,226.95	\$ 70,202.57	\$ 32,328.06	\$ 59,083.59	\$ 23,693.10	\$ 25,837.97	\$ 17,142.22	\$ 17,937.23	\$ 17,316.75
	\$ 761,831.47	\$623,391.31	\$664,418.87	\$ 557,884.21	\$617,017.41	\$771,167.07	\$836,171.79	\$ 850,928.00	\$460,417.50
Number of Physicians Recruited	9	5	5	4	8	10	12	14	4

* 2008/2009 Budget Period was 18 months to accommodate fiscal reporting period change

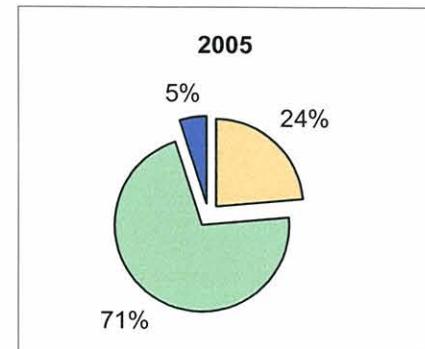
SSM Recruitment and Retention Costs 2002 to January 27, 2012



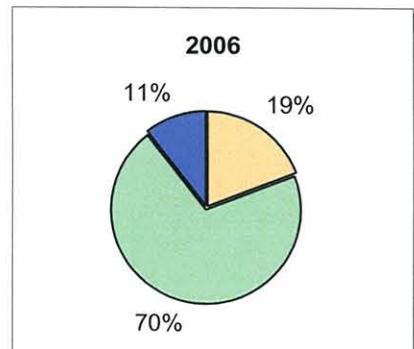
Avg. Cost to Recruit 1 physician
\$71,149.68



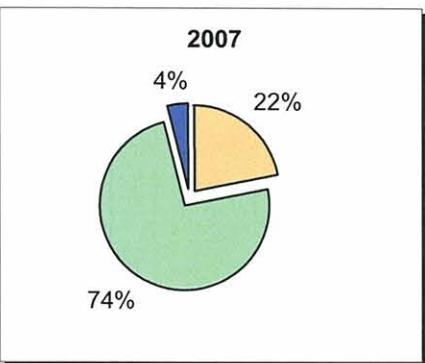
Avg. Cost to Recruit 1 physician
\$86,060.03



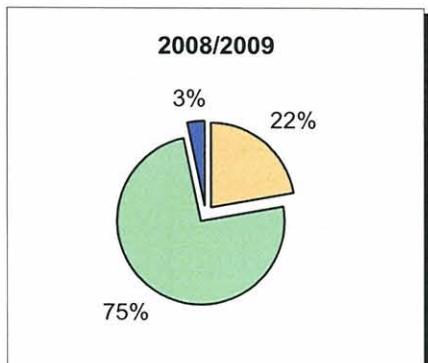
Avg. Cost to Recruit 1 physician
\$94,999.97



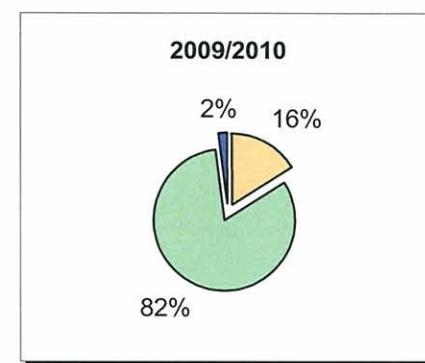
Avg. Cost to Recruit 1 physician
\$98,143.46



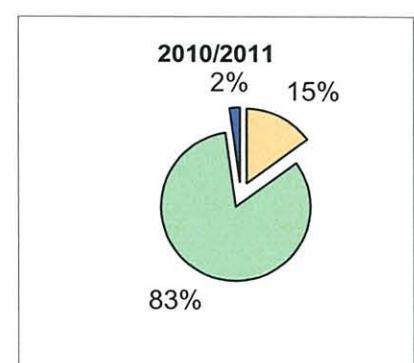
Avg. Cost to Recruit 1 physician
\$57,243.77



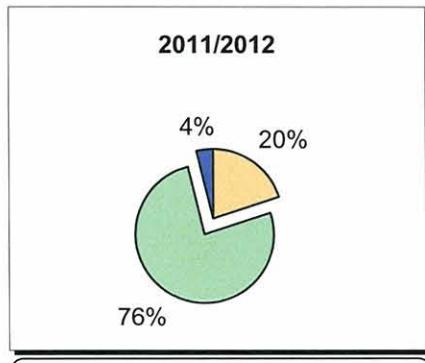
Avg. Cost to Recruit 1 physician
\$57,356.08



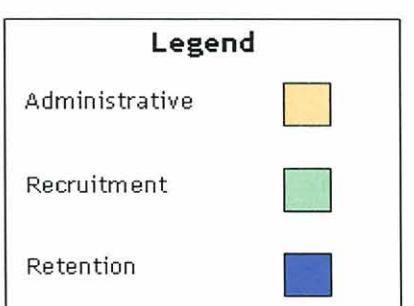
Avg. Cost to Recruit 1 physician
\$56,960.05



Avg. Cost to Recruit 1 physician
\$50,440.62



Avg. Cost to Recruit 1 physician
\$87,649.48



* 2008/2009 Budget Period was 18 months to accommodate fiscal reporting period change

STATISTICAL INFORMATION

QUICK FACTS

- Since formalizing the recruitment program in 2003, 19 local people have returned to Sault Ste. Marie to practice, as compared to the years from 1997 to 2002 when only one local person had returned.
- Ontario is currently short in excess of 2300 physicians.
- Ontario had a net loss of 32 physicians to other provinces and countries in 2010.
- In 2012, 42% of all doctors in Ontario are over the age of 55 and 16% are over the age of 65.
- Given 2012's physician workforce, if Ontario physicians opt to retire at age 65, we stand to lose about 4,255 active physicians.
- In 2012, female physicians make up 35% of the Ontario physician workforce. In the under 35 year age category, 60% of the physicians in Ontario are female.
- Medical school admission rate is currently averaging 58% female; an increase of 7% since 2000.
- Since 2009, each year, the number of physicians reaching retirement age exceeds the number of new graduates.

Demographics: Sault Ste. Marie physicians in the 55 - 65+ cohort:

<u>Family Physicians - 48%</u>	<u>Specialist Physicians - 41%</u>
55 - 59 = 14%	55 - 59 = 12%
60 - 64 = 20%	60 - 64 = 12%
65+ = 14%	65+ = 17%

OUR PHYSICIANS in 2011 at the Sault Area Hospital:

- Took care of 63,518 Emergency Room patients
- Cared for 14,139 Cancer Clinic patients
- Delivered 862 babies
- Performed 10,054 surgeries
- Performed 1,526 cataract surgeries
- Treated 78,494 patients in hospital clinic settings

Number of active physicians by age, sex and province/territory, Canada, 2012

Age	Sex	CANADA	NL	PE	NS	NB	PQ	ON	MB	SK	AB	BC	TERR
< 35	Female	3,171	56	5	70	99	1,140	951	76	90	364	312	8
	Male	2,022	47	2	42	59	475	645	71	105	337	237	2
	Unknown	2	0	0	0	0	2	0	0	0	0	0	0
	Total	5,195	103	7	112	158	1,617	1,596	147	195	701	549	10
35 - 44	Female	7,992	161	24	288	214	2,094	2,723	261	198	972	1,040	17
	Male	9,059	232	34	314	274	1,493	3,341	414	317	1,343	1,283	14
	Unknown	11	0	0	0	0	6	4	0	0	1	0	0
	Total	17,062	393	58	602	488	3,593	6,068	675	515	2,316	2,323	31
45 - 54	Female	7,824	100	22	270	173	2,243	2,665	254	171	782	1,122	22
	Male	11,849	243	60	452	327	2,406	4,222	479	387	1,380	1,872	21
	Unknown	8	1	0	0	0	6	1	0	0	0	0	0
	Total	19,681	344	82	722	500	4,655	6,888	733	558	2,162	2,994	43
55 - 64	Female	5,350	83	21	186	87	1,362	2,011	166	110	533	781	10
	Male	12,759	192	57	439	256	2,985	4,626	447	307	1,374	2,054	22
	Unknown	9	2	0	0	0	4	2	1	0	0	0	0
	Total	18,118	277	78	625	343	4,351	6,639	614	417	1,907	2,835	32
65+	Female	1,511	10	4	49	15	319	692	51	32	110	227	2
	Male	9,150	104	31	258	180	2,335	3,562	264	203	659	1,545	9
	Unknown	3	0	0	0	0	2	1	0	0	0	0	0
	Total	10,664	114	35	307	195	2,656	4,255	315	235	769	1,772	11
Unknown Age	Female	519	3	3	21	1	203	233	22	4	3	26	0
	Male	1,129	42	4	53	2	379	492	68	14	28	46	1
	Unknown	0	0	0	0	0	0	0	0	0	0	0	0
	Total	1,648	45	7	74	3	582	725	90	18	31	72	1
TOTAL	Female	26,367	413	79	884	589	7,361	9,275	830	605	2,764	3,508	59
	Male	45,968	860	188	1,558	1,098	10,073	16,888	1,743	1,333	5,121	7,037	69
	Unknown	33	3	0	0	0	20	8	1	0	1	0	0
	Total	72,368	1,276	267	2,442	1,687	17,454	26,171	2,574	1,938	7,886	10,545	128

Note: Excludes residents and physicians over age 80; includes non-clinicians licensed to practice

Source: CMA Masterfile, January 2012, Canadian Medical Association

Enrolment in Canadian Faculties of Medicine by Sex, 1968/69 - 2010/11
Inscriptions aux facultés de médecine canadiennes selon le sexe, 1968-1969 à 2010-2011

Year Année	Men Hommes	Women Femmes	Total	% Women % Femmes	Year Année	Men Hommes	Women Femmes	Total	% Women % Femmes
1968/69	4 012	669	4 681	14.3	1990/91	3 956	3 154	7 110	44.4
1969/70	4 259	795	5 054	15.7	1991/92	3 959	3 169	7 128	44.5
1970/71	4 457	967	5 424	17.8	1992/93	3 817	3 224	7 041	45.8
1971/72	4 690	1 162	5 852	19.9	1993/94	3 616	3 300	6 916	47.7
1972/73	4 936	1 389	6 325	22.0	1994/95	3 496	3 324	6 820	48.7
1973/74	5 127	1 632	6 759	24.1	1995/96	3 276	3 358	6 634	50.6
1974/75	5 181	1 831	7 012	26.1	1996/97	3 189	3 262	6 451	50.6
1975/76	5 167	2 042	7 209	28.3	1997/98	3 189	3 246	6 435	50.4
1976/77	5 065	2 197	7 262	30.3	1998/99	3 139	3 253	6 392	50.9
1977/78	5 002	2 306	7 308	31.6	1999/00	3 155	3 233	6 388	50.6
1978/79	4 877	2 432	7 309	33.3	2000/01	3 151	3 408	6 559	52.0
1979/80	4 810	2 537	7 347	34.5	2001/02	3 153	3 784	6 937	54.5
1980/81	4 710	2 677	7 387	36.2	2002/03	3 216	4 176	7 392	56.5
1981/82	4 649	2 787	7 436	37.5	2003/04	3 276	4 532	7 808	58.0
1982/83	4 553	2 939	7 492	39.2	2004/05	3 367	4 869	8 236	59.1
1983/84	4 433	3 051	7 484	40.8	2005/06	3 605	5 082	8 687	58.5
1984/85	4 349	3 124	7 473	41.8	2006/07	3 828	5 323	9 151	58.2
1985/86	4 219	3 131	7 350	42.6	2007/08	4 052	5 588	9 640	58.0
1986/87	4 177	3 124	7 301	42.8	2008/09	4 254	5 894	10 148	58.1
1987/88	4 059	3 147	7 206	43.7	2009/10	4 427	6 091	10 518	57.9
1988/89	3 961	3 163	7 124	44.4	2010/11	4 592	6 261	10 853	57.7
1989/90	3 960	3 112	7 072	44.0					

Includes students enrolled in *année préparatoire* at the Université de Montréal.

SOURCE: Office of Research and Information Services, Association of Faculties of Medicine of Canada,
December 2010

Number of physicians by specialty and age, Canada, 2012

Specialty	< 35	35 - 44	45 - 54	55 - 64	65 +	unknown age	Total
FAMILY PHYSICIANS	3243	8269	10868	9622	4728	821	37551
General Practice ¹	487	1686	4465	5808	3619	754	16819
Family Medicine	2756	6583	6403	3814	1109	67	20732
MEDICAL SPECIALISTS	1485	6432	6466	6515	4212	634	25744
Clinical Specialists	1430	6116	6004	6045	3920	586	24101
Anesthesiology	152	795	824	802	360	76	3009
Community Medicine	6	83	116	165	62	4	436
Critical Care Medicine	52	139	5	1	0	15	212
Dermatology	24	104	134	165	124	14	565
Diagnostic Radiology	118	626	558	524	434	74	2334
Emergency Medicine	47	211	181	173	45	10	667
<i>Internal Medicine</i>	585	2194	1942	1814	1197	206	7938
General Internal Medicine	275	511	548	561	614	60	2569
Cardiology	45	344	333	311	165	34	1232
Clinical Immunology/Allergy	16	48	32	38	28	1	163
Endocrinology/Metabolism	28	152	115	89	51	12	447
Gastroenterology	57	232	136	137	78	17	657
Geriatric Medicine	10	60	81	67	15	6	239
Haematology	30	103	99	73	45	16	366
Infectious Diseases	17	88	79	51	12	8	255
Medical Oncology	23	146	125	99	45	12	450
Nephrology	31	246	134	91	42	17	561
Respiratory Medicine	40	176	173	180	62	15	646
Rheumatology	13	88	87	117	40	8	353
Medical Genetics	5	30	17	20	7	4	83
Neurology	50	211	209	207	168	9	854
Nuclear Medicine	16	51	83	62	42	5	259
Occupational Medicine	0	10	7	28	9	0	54
Paediatrics	152	560	614	588	422	64	2400
Physical Medicine/Rehabilitation	18	107	108	106	61	5	405
Psychiatry	163	861	1082	1284	962	74	4426
Radiation Oncology	42	134	124	106	27	26	459
Laboratory Specialists	55	316	462	470	292	48	1643
Anatomical Pathology	27	171	265	247	123	37	870
General/Clinical Pathology	2	35	84	72	78	2	273
Haematologic Pathology	3	24	12	24	13	1	77
Medical Biochemistry	2	13	17	34	23	2	91
Medical Microbiology	21	69	67	82	49	4	292
Neuropathology	0	4	17	11	6	2	40
SURGICAL SPECIALISTS	467	2361	2347	1981	1704	193	9053
Cardiovascular/Thoracic Surgery	7	81	104	85	61	12	350
Colorectal Surgery	1	5	0	0	0	0	6
General Surgery	109	558	545	394	386	48	2040
Neurosurgery	11	90	80	54	49	9	293
Gynecologic Oncology	2	7	0	0	0	0	9
Obstetrics/Gynecology	103	479	484	463	317	24	1870
Ophthalmology	52	233	303	303	258	15	1164
Otolaryngology	46	193	158	119	159	17	692
Orthopaedic Surgery	65	402	376	291	255	41	1430
Plastic Surgery	27	140	141	134	93	16	551
Urology	44	173	156	138	126	11	648
ALL SPECIALISTS	1952	8793	8813	8496	5916	827	34797
MEDICAL SCIENTISTS	0	0	0	0	20	0	20
ALL PHYSICIANS	5195	17062	19681	18118	10664	1648	72368

Note: Excludes residents and physicians over age 80; includes non-clinicians licensed to practice

¹ Includes non-certified specialists

Source: CMA Masterfile, January 2012, Canadian Medical Association

Summary of Physicians Recruited & Departed from the Community
2002 to 2012 January

YEAR	#	PHYSICIANS RECRUITED	#	PHYSICIANS DEPARTED
2002/03	4	Medical Oncology Family Medicine Emerg. Medicine (2)	2	Emerg. Medicine Family Medicine (D)
2003/04	5	Family Medicine Emerg. Medicine (2) Anesthesia Psychiatry	4	Family Medicine Radiology (2) Internal Medicine
2004/05	5	Nephrology Psychiatry GP-Anesthetist/Emerg. Family Medicine (2)	7	Family Medicine Internal Medicine (D) Anesthesia (2) Obstetrician (D) General Surgery Pediatrics
2005/06	5	Medical Oncology GP-Hospitalist Anesthesiology General Surgery GP-Anesthetist/Emerg.	3	Family Medicine (3) (R)
2006/07	4	Radiology Anesthesiology Orthopaedics Family Medicine	8	Family Medicine (2) Emerg. Medicine (2) Pediatrics (R) Orthopaedics (R) Oncology
2007/08	8	Bariatric Medicine Emergency Medicine Anesthesiology Child Psychiatry Family Medicine Emerg. Medicine Family Medicine Nephrology	0	
2008/09	10	Orthopaedics Family Medicine (3) Emergency Medicine (2) Obstetrics/Gynaecology Psychiatry Hospitalist (2)	7	Family Medicine (5) – 3 (R) Psychiatry Nephrology (D)

Summary of Physicians Recruited & Departed from the Community
2002 to 2012 January

YEAR	#	PHYSICIANS RECRUITED	#	PHYSICIANS DEPARTED
2009/10	12	Oncology Obstetrics/Gynaecology Radiology Cardiology Otolaryngology GP-Anes/Emerg. Urology (2) Family Medicine (2) Ophthalmology Pediatrics	3	Family Medicine (R) Radiology Obstetrics/Gynaecology – physician did not locate in SSM as planned for personal reasons
2010/11	14	Family Medicine (10) Anesthesia Orthopedics GP-Anes/Emerg. Radiology	7	Family Medicine (2) (R) Pediatrics (R) Orthopedics (R) GP/Psychiatry (R) Psychiatry Oncology
2011/12	4	Family Medicine Emergency Medicine Diagnostic Imaging Intensivist	1	Emergency Medicine

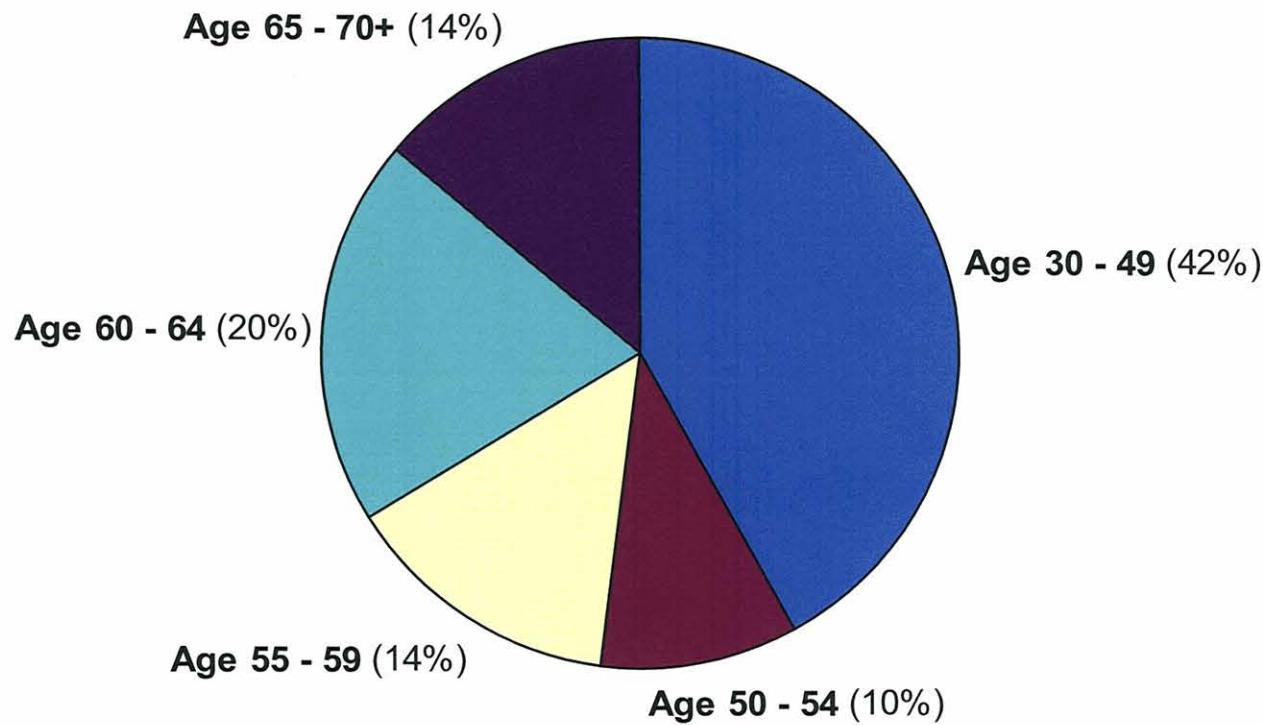
Key: (D) deceased (R) retired

Summary		
Total number of physicians recruited	=	71 (7 departed before return-of-service completed)
Total number of physicians departed	=	41
▪ Left SSM	=	22
▪ Deceased	=	4
▪ Retired	=	14
▪ Other	=	2

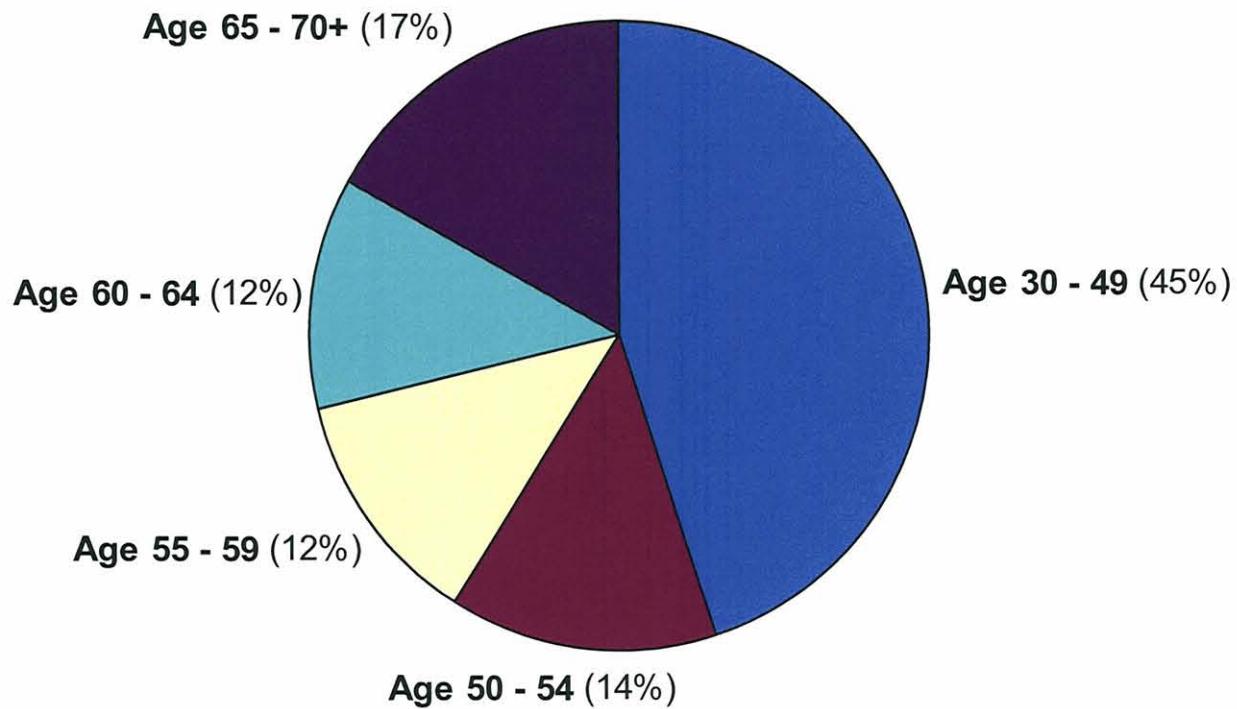
Physicians Recruited by Service 2002 to January 27, 2012

Year	Specialists	Emergency Medicine	Family Medicine	GP Hospitalists	GP Anesthesia	Total
2002/03	1	2	1			4
2003/04	2	2	1			5
2004/05	2	0.5	1	1	0.5	5
2005/06	3			1	1	5
2006/07	3		1			4
2007/08	3	3	2			8
2008/09	3	2	3	2		10
2009/10	9	0.5	2		0.5	12
2010/11	3	1.5	9		0.5	14
2011/12	2	1	1			4
Totals	31	12.5	21	4	2.5	71

Family Physician Age Statistics January 2012



Specialist Physician Age Statistics January 2012



INFORMATION ITEMS



Canada's MD shortage to worsen: Fraser report

CTV.ca News Staff

Updated: Thu, Mar. 17 2011 9:43 AM ET

Canada's doctor shortage is bad and is only going to get worse, concludes a new report from the B.C.-based think tank The Fraser Institute.

The report finds that Canada has 2.3 doctors for every 1,000 people -- a ratio that ranks our country 26th out of 28 developed nations with publicly funded health care. That compares to the average ratio of 3 doctors per 1,000.

The doctor shortage will only get worse, the report says, because of what the authors call "restricted physician training."

Nadeem Esmail, a Fraser Institute senior fellow and the report's author, says while Canada once enjoyed a healthy physician-to-population ratio, that's all changed because of poorly conceived government policies that have restricted admissions to Canadian medical schools.

"We've engineered a physician shortage," Esmail told CTV's Canada AM from Calgary.

"In the early 1990s, governments were concerned about a looming physician surplus so they cut back government-funded physician training in this country, which brought us now to the physician-to-population ratio we now have that ranks us well behind other developed nations," he said.

The result has been a doctor shortage that is only going to worsen as older physicians retire.

The report looked at recent medical school enrolment and graduation rates and calculates that Canada will require between 2,200 and 2,300 new physicians each year from now through 2020.

That figure would be just enough to maintain the current physician-to-population ratio, not to improve the ratio. Nor does that estimate account for the increasing number of doctors currently practising who will retire between now and 2020.

"In fact, in 2010, 38 per cent of Canada's physician workforce was aged 55 or older and the projections we've made don't even account for that increase in retirement that we're likely to see over the next 10 years," Esmail said.

Esmail believes it was a mistake for the government to try to control the number of doctors graduating in Canada.

He cites an Organisation for Economic Co-operation and Development (OECD) study that found that countries that have allowed the markets to determine how many physicians should be trained tend to fewer problems physician-to-population ratio.

In countries such as Switzerland and Germany, physician training has been left to the marketplace, he says. So prospective students decided whether they wanted to go into medical school based on their prospects for finding a job later, and medical school decided whether they wanted to take them. Those countries are now having fewer problems keeping up with an aging population.

Esmail's report says that even if Canada's policies were reversed now, it wouldn't have an effect for at least another decade.

The report concludes that government-imposed limitations on the number of physicians being trained in Canada has been a policy choice that has not served the best interests of Canadians.

As well, capable students who have hoped to become doctors have been unable to access medical training in this country and have been either forced to seek training elsewhere or to change their career plans.

Esmail's report, "Canada's Physician Supply" appears in the latest issue of *Fraser Forum*, the Institute's bi-monthly magazine.



For Immediate Release

National Physician Recruitment Association Recognizes the Work of Two Physician Recruiters

Life Time Achievement Award & Recruiter Recognition Award

June 16, 2011 (Collingwood, ON) - Canadian Association of Staff Physician Recruiters (CASPR) held its first Annual Awards ceremony during their 7th Annual Conference: 20/20 Vision for the Future.

Patricia Lee, Director of Medical and Academic Affairs at Thunder Bay Regional Health Sciences Centre, was the first recruiter to receive the CASPR Recruiter Recognition Award. The CASPR Recruiter Recognition Award recognizes a CASPR member who has been selected by his or her peers as an icon who has developed innovative and collaborative approaches and solutions resulting in successful physician attraction and retention in their community.

Ms. Lee was a founding member of the Thunder Bay Physician Recruitment and Retention Council (TBPRRC), the TBPRRC Marketing Committee, and the City of Thunder Bay Health Care Professionals Recruitment & Retention Steering Committee. A visionary, she built the Thunder Bay physician recruitment program from the ground up. With the new Northern Ontario School of Medicine (NOSM), she is now heavily involved in academics and administration.

Mary Jane Yorke, Physician Recruiter for Sault Ste. Marie, was the recipient of the inaugural CASPR Hall of Fame Award. The Hall of Fame Award recognizes a CASPR member who has demonstrated significant contributions to their local physician recruitment program. The recipient must also have demonstrated significant contributions to the growth and success of CASPR as an association. The recipient's entrepreneurial record must demonstrate the following core values: business excellence, vision and innovation, inspiring leadership, and a honourable legacy.

Ms. Yorke began her career as Medical Affairs Coordinator at the hospital in 1986, officially started physician recruitment in 2003, and recruited an astounding 68 physicians to Sault Ste. Marie. A tireless and dedicated individual, she, last year alone, logged approximately 21,000 kilometres, worked 34 weekends, and 2 statutory holidays. She has been an active member of CASPR since the very beginning (2004). Mary-Jane has announced her retirement and she will be sorely missed in the recruitment community.

"This year's CASPR award recipients are two good examples of the exceptional types of individuals that represent their communities, clinics and hospitals to potential physician recruitment candidates. Physician recruitment and retention, is tremendously competitive in nature. CASPR wants to celebrate and recognize the commitment and professionalism of its members." said Laurie Nash, Chair of CASPR.

- Continued -



The awards were presented at the 7th CASPR Annual Conference held in Collingwood, Ontario which attracted 85 recruiters from across the country. "CASPR is the national organization representing a unique group of professionals from right across Canada. We are pleased to be able to offer our membership the opportunity for the continued professional development that takes place each year at this conference," said Nash.

The Canadian Association of Staff Physician Recruiters (CASPR) is a professional organization from across Canada whose members primary role is to recruit physicians for their communities, local hospitals and other healthcare organizations. Membership is open to non-profit Physician Recruiters employed or retained by hospitals, hospital corporations, clinics, health care regions or authorities, public sector, government agencies or communities to recruit and retain physicians for that entity. CASPR's membership has been increasing with each passing year and currently has approximately 150 recruiters. CASPR offers a means for Canadian Physician Recruiters from coast to coast to share best practices, techniques and tools for physician recruitment and retention.

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Wait times longer for urgent care, survey finds

CTV.ca News Staff

Updated: Mon. Jun. 27 2011 8:46 AM ET

Demands on Canada's doctors are getting increasingly intense, according to a new study that shows patients' complex care needs are leading to increased wait times for appointments.

The National Physician Survey (NPS) surveyed 12,000 practicing Canadian physicians in 2010. It found that expectations of doctors are on the rise, with 72 per cent of respondents saying their patients loads are growing more demanding, and 63 per cent listing chronic conditions of as a factor.

"More and more people are living with one or more chronic conditions," explained Dr. Sandy Buchman, president-elect of the College of Family Physicians of Canada, on Monday's *Canada AM*. "Every time we see a patient, it's more and more complicated. As a result, there's more of an administrative workload. It takes up more and more time... to do that job properly."

Aside from chronic illnesses, doctors blamed the increased workload on the following factors:

- increasing administrative work and paperwork (61 per cent)
- aging population (59 per cent)
- increasing patient expectations (58 per cent)

"The growing demands on physicians' time translates into access concerns that must be addressed," said college president Dr. Robert Boulay in a release issued Monday. "The health care needs of aging baby boomers are being experienced by physicians across the country. We must prepare now for the full impact of this demographic shift while we continue to focus on the health care needs of all other Canadians in the years ahead."

Buchan said the survey found increased wait times in both hospitals and at doctors' offices, even though more doctors are practicing now than at the time of the group's previous survey.

"Access to care has really declined over the past three years," said Buchman. "(Wait times) have still gone up."

The survey found that about 61 per cent of urgent care cases were seen by family doctors within one day, while 32 per cent were seen within a day by specialists. This is down from 65 per cent and 37 per cent in 2007.

For non-urgent care, the national average wait to see a family doctor is about three weeks, with about 12 weeks the norm for specialists. The shortest waits are in Saskatchewan and British Columbia, where 38 per cent of doctors see non-urgent cases within a week, compared to 11 per cent in Quebec, the province with the worst record for non-urgent access to care.

The study also found:

- 58 per cent of Canadian family physicians and general practitioners are accepting new patients;
- An average physician's work week was 51.4 hours (compared to 51.7 hours in 2007);
- The time spent in direct patient care is decreasing (32.7 hours per week in 2010 compared to 33.3 hours per week in 2007); and
- 29 per cent of physicians indicated that they plan to reduce their hours of clinical work within two years compared to 22 per cent in 2007.

Dr. Louis Hugo Francescutti, president of the Royal College of Physicians and Surgeons of Canada, urged governments and medical organization to heed the results of the study and focus on the problem spots it discovered.

"The NPS findings illustrate clearly that Canada's health care system requires immediate action in two fundamental areas: access to timely care and sustainability of the system," he said in the release.

The survey has been conducted by the College of Family Physicians of Canada, the Canadian Medical Association and the Royal College of Physicians and Surgeons of Canada every three years since 2004.



Number of doctors in Canada at an all time high

CTVNews.ca Staff

Updated: Thu, Dec. 15 2011 4:04 PM ET

There are more practising doctors in Canada than ever before, with nearly 70,000 physicians working in the country last year, a new report finds.

As well the growth in doctors is outpacing the growth of the population as a whole.

The report from the Canadian Institute for Health Information reveals that while the physician population in Canada increased by 2.3 per cent between 2009 and 2010, the Canadian population as a whole grew by only 1.1 per cent.

The growth in the number of doctors in Canada has consistently outpaced population growth over the last five years, CIHI says. In 1980, there were 151 active physicians per 100,000 Canadians; in 2006, there were 190; and in 2010, there were 203.

Although we now have more physicians than ever in Canada, Michael Hunt, CIHI's Director of Pharmaceuticals and Health Workforce Information Services points out that the numbers alone do not tell the whole story.

"The demand for physician services depends on a number of factors, including the health care needs of Canadians, the way care is organized, the number of hours doctors are working and the scope of practice of other health professionals," he said in a statement.

In 2010, Canadian faculties of medicine awarded a record number of medical degrees: 2,448. That's an increase of 55 per cent over 2000.

In the past five years, the number of Canadian-trained physicians increased by 9.5 per cent, while the number of international medical graduates increased by 18 per cent. That added more than 2,500 physicians to the Canadian supply.

The report also revealed that fewer physicians are migrating both within Canada and out of the country. Physician migration out of Canada decreased by 16 per cent between 2006 and 2010. In total, 173 doctors left for another country while 202 doctors returned.

CIHI also reports that the average family doctor grossed \$239,000 in 2010, while the average specialist's gross income was \$341,000. Between 2005 and 2010, average payments to doctors increased by 21.5 per cent, or about four per cent a year on average.

Some of that income goes toward covering doctors' overhead, such as office expenses, staff salaries and other costs.

The figures are also an average of what doctors earned in fee-for-service payments. That makes up only about 75 per cent of the payments awarded to doctors in Canada. Doctors also receive payments through family health networks and through salaries in certain hospital settings, as well as by other means.



CMA warns doctors about social media use

Josh Visser, CTVNews.ca

Updated: Thu, Jan. 5 2012 12:57 PM ET

The Canadian Medical Association is warning doctors to tread carefully when using social media.

In recently-issued guidelines, the CMA warns the use of Facebook or Twitter can pose legal and disciplinary problems for individual doctors, but there's also the potential for benefits to the health-care system.

"There is growing debate about whether the medical profession should play a role in using social media to communicate more effectively with individual patients and the patient community at large," the guidelines said.

The CMA's biggest concerns fall under doctor-patient confidentiality and the blurring of the doctors' personal lives with their professional lives.

"Social networking sites cannot guarantee confidentiality. Anything written on a social networking site can theoretically be accessed and made public," the report said.

"Having an online profile or identifiable presence on social media can have the same degree of positive or negative impact on a physician's social reputation as being active in any other public venue."

But the CMA also says there's potential benefits to be found in status updates and comments under 140 characters.

"Social media can provide patients and the public with quicker and easier access to medical expertise, often in a way that is more current, clear and concise than traditional media sources," the CMA said.

Health organizations around the world have been looking at social media not just as an avenue to promote health information but also to gather data, perhaps allowing for a better model to predict infectious disease outbreaks.

The last 15 years have seen an upheaval in the traditional patient-doctor power dynamic. A number of websites allow patients to rate and comment on their doctors anonymously, giving complaints – valid or not – a public forum. Physicians also have to deal with patients entering their offices armed with a tremendous amount of medical information – valid or not – gleaned from the web.

The website, Twitterdoctors.net, lists over 1,300 physicians on Twitter in order of their influence. Not surprisingly, Dr. Mehmet Oz is ranked at the number one position.

Plug nearly pulled on program to recruit docs

(Hamilton Spectator)

The city's family doctor recruitment program is on life support following major funding cuts by local hospitals. Hamilton Health Sciences and St. Joseph's Health Care officials say the hospitals can no longer afford to pay into the recruitment program, which has lured 117 family physicians to the area since 2005.

That decision strips \$80,000 from the program's \$150,000 budget for 2011, said Ancaster Councilor Lloyd Ferguson, who chairs the recruitment steering committee. "If we can't replace that money, the whole program is at risk," Ferguson said after a meeting to discuss the cash crunch Thursday. "It's a worrisome thing for the whole community ... we have a doctor shortage and without this program, that shortage is going to get worse."

City council members will meet as the board of health June 28 to debate using reserve funds to cover 2011 recruitment costs. But to keep the program alive, Ferguson said, the city must bump up taxpayer funding or find new sources of cash. Provincial guidelines say a community needs a family doctor for every 1,380 patients. Hamilton is short 29 doctors to serve about 40,000 people who are without a family physician.

With 337 family physicians, Hamilton actually hosts fewer doctors today than it did when recruitment started in 2005. At that time, 352 physicians called Hamilton home. City recruiter Jane Walker said the gap is largely due to physician retirements. And with almost 60 doctors of retirement age still on the job, that problem isn't going away.

But Walker argued the shortage would be "an awful lot worse" without efforts to lure new medical talent. She figures the statistics back up her claim. Almost 90 per cent of the 117 doctors recruited since 2005 are still living and working in Hamilton, according to her records.

"We're not just bringing in people who leave in a few months." Walker said people who come to the city settle here. "These are doctors who buy houses here, whose kids go to school here." Hospital officials don't dispute the success of the program.

St. Joseph's supports recruitment, said health system president Dr. Kevin Smith, but he added the institution is struggling to tame a daunting multi-million dollar shortfall. "We have to make some tough (budget) choices," he said. "It's our \$8 million problem."

Hospital president Murray Martin also cited budget woes at Hamilton Health Sciences for the decision to axe recruitment funding. But he added HHS injects close to \$1 million into family physician training at McMaster University every year. "I think the real solution is to put more doctors out there," Martin said. "I always felt bad about recruiting doctors away from another community."

Not all recruitment programs depend on money from hospitals. Brantford and Sarnia both get hospital dollars, but Waterloo Region leans on business cash for much of its \$145,000 budget. And in Halton, taxpayers cover the entire \$194,000 cost of recruitment.

Ferguson said he's canvassing business leaders and the Local Health Integration Network for contributions. But Donna Cripps, who heads the Hamilton area LHIN, said provincial legislation prevents the agency from funding doctor recruitment.

On the upside, McMaster has agreed to increase its annual recruitment contribution from \$16,667 to \$25,000. Ferguson said he's hoping more donors step up. "Access to a family doctor is such a basic need for people," he said. "We have a duty to help alleviate that need."

Generations vexed

A ‘generation war’ it isn’t, but the baby boomers and ‘matures’ definitely see a number of issues differently—including work philosophy—from the gen Xers and ‘millennials’

by Celia Milne

EDMONTON | Every generation laments that the one behind it is delivering the world straight to hell in a handbasket. On the surface, the president of the Royal College of Physicians and Surgeons of Canada, Dr. Louis Francescutti, at age 57, seems to think that. “If we’re graduating the most entitled generation known to man, they may say, ‘Screw the public-health system.’ They may be unemployed and entitled. They won’t sit on the sidelines. They will start fighting for a full private parallel health-care system.”

The *Medical Post* decided to take a look at intergenerational conflict and harmony. We talked to doctors across Canada—from various generations—for a deeper look at issues relating to age.

We wanted a few questions answered: Are there significant differences between the generations of doctors? What impact do those differences have on doctors’ relationships? How do they affect patient care? What does the future look like? And why would Dr. Francescutti go out on a limb to say what he said?

We’ll start with Dr. Francescutti. As he travels around the country, he keeps hearing that

the crop of future specialists are worried they won’t get jobs. Their worries may be well-founded. For instance, he said, there are graduates in orthopedics right now who can’t find work.

Today’s medical students—the children of baby boomers—have particular features: They feel the system owes them something, and they are deeply in debt, he said. “This generation of students has a real sense of entitlement. They really think there should be a job and that job should be nine-to-five and pay a lot of money. This sense of entitlement is very unique. I’m not saying it is good or bad. It is reality,” said Dr. Francescutti.

What’s emerging is a new generation of doctors who will fight for what they believe is theirs, he said. “Say five years down the road we graduate 2,000 and 1,000 can’t find work. What do they do? They want a Canadian salary. They want to work in an urban area Monday to Friday. They say, ‘I’ve got skills and I’m going to set up a free-standing hospital.’ You’ll see a coalescence of disenfranchised grads.”

For being outspoken, some call Dr. Francescutti courageous and others label him harsh. “I get so much trouble with this. I’m charged with

being sexist and old-fashioned. But too many people are sleeping while this is going on. It has an enormous impact on the patient relationship, the patient-health-care relationship, the physician-physician relationship, the physician-health-care relationship.

“People say, ‘How can you say things like that as president of the Royal College of Physicians and Surgeons of Canada?’ I have to. Because of the mess we’re heading for.”

Dr. Francescutti suggests the federal government set up training programs that encourage new physicians to see the bigger picture: To control costs, to be accountable and to give back to the system.

“Being a doctor is the greatest honour society could bestow on anyone. It’s not for you, you, you.”

The important thing, he said, is to openly discuss this trend. “It’s happening. The landscape is changing. We had better be prepared, or we are going to be surprised.”

Are the generations different? It is fairly well-established, according to Dr. Linda Duxbury (PhD), a professor at the Sprott School of Business at Carleton University in Ottawa, that there are four distinct generations operating in the

workforce, and that each has a (perhaps stereotypical) attitude toward work. The Millennials, up to age 32, are willing to work hard and are easily bored. The gen Xers (32 to 45) are thought of as disenchanted and pessimistic; the baby boomers (46 to 65) are known as competitive workaholics; the Matures (66 and older) find work to be an inevitable duty.

In 2005, Dr. Duxbury published results of a study of more than 1,000 Canadians who were asked what values were important to them at work. Results showed, not surprisingly, that all groups want to be well-paid and secure. Beyond that, there were some interesting differences. The Millennials place great value on personal prestige, and they want work to be social. The gen Xers, who are often cynical, need work that is intellectually stimulating. The Matures and baby boomers like to do work that is altruistic—contributing to the well-being of society. That is the “giving back” to which Dr. Francescutti refers.

What about doctors? Studies show young doctors work less than older doctors. In 2003, Dr. Diane Watson (PhD), an associate faculty member of the University of British Columbia Centre for Health Services and Policy Research in Vancouver,

did analyses of population-based services and surveys across six provinces. She found that younger and middle-age GPs/FPs, who represent 80% of the workforce, had smaller workloads than their same-age peers had 10 years earlier. Traditionally, people are most productive in mid-career, she reported in *Health Affairs*. Not so doctors.

Studies in Winnipeg found the same phenomenon on a local scale. The Manitoba Centre for Health Policy reports that FP workloads (measured by patient visit) have shifted remarkably toward older doctors in a very short period of time. FPs between the ages of 60 and 69 provided 33% more visits from 1991 to 2000 while FPs between 30 and 49 provided 20% fewer than 10 years before.

The National Physician Survey done in 2010 reveals that younger doctors are less satisfied than older doctors. When asked whether they were satisfied with personal and professional commitments, younger doctors and their middle-age colleagues were far less so than older doctors. About 59% of doctors younger than 35 were satisfied; this dropped to just over half of doctors who are between the ages of 35 and 54, and rises dramatically to 74%

in those older than 65.

The survey found younger doctors are doing far more call than older doctors. While more than 77% of doctors younger than 44 are doing call, this drops to 67% after age 55 and down to 43% at age 65. Gen Xers may not be getting that intellectual stimulation their age group valued in the Sprott survey; time away from family is a very significant barrier to participation in CME for almost half of doctors in the 35 to 44 group, according to the NPS.

New style of working

Dr. Sarah Giles, age 33, is a family physician who does locums all over Canada, including the North, and recently Western Australia. She has no doubt there are large inter-generational differences among doctors. "Many older (mostly male) docs gave up their lives for medicine," she explained. "They worked day in and day out, rarely developed hobbies, and largely left family matters to their wives. Many of them, I fear, could not pick their kids or grandkids out of a crowd! I think today's generation of docs wants to be more balanced. We are less willing to give our lives completely over to medicine. We want call groups to sign out to and holidays without a pager."

She bristles at the idea that young doctors don't work as hard as their older counterparts. "I do not believe we are slackers," she said. "I think we want to work just as hard but in a smarter manner. I can work in a team and know that my patients will be well taken care of."

She said she doesn't think

the old way of working was better. "I don't believe that ridiculous hours on call make a good doctor—I think they make a doctor who is tired, cranky and prone to mistakes."

Dr. Gabe Woollam, age 32, agrees that having a balanced lifestyle is a goal of younger physicians these days. He does admit that, as chief of medical staff at the Labrador Health Centre in Happy Valley-Goose Bay, N.L., he is a bit of a workaholic. Though he may not have time for much of a life outside medicine, he fits the mould in terms of being a Millennial who is easily bored.

He not only has a leadership role in remote family medicine, including obstetrics, emergency, the OR, medical evacuations and inpatient care—he's also involved in the Society of Rural Physicians of Canada and several other physician groups.

Like Dr. Giles, he observes that young family physicians are a peripatetic group. "A lot of young people are moving around, doing shorter contracts, as opposed to setting up a practice and that's where they work permanently. It's potentially changing what a family practice looks like," he said.

Replacing older doctors tough

Talking to Dr. Woollam reveals an important distinction between GPs and specialists. While, as Dr. Francescutti pointed out, young specialists could find themselves desperately looking for work, graduating generalists are in very high demand.

"Younger GPs/FPs have a lot more options on where to go. We can go anywhere, anytime. Competition is high among

employers, allowing for more competitive offers on the table. The world is our oyster," said Dr. Woollam.

Dr. Peter Vaughan sees that phenomenon from the other side. As vice-president of medicine at South Shore Health, based in Bridgewater, N.S., he is in charge of about 100 doctors in two counties outside of Halifax.

"When one retires, it takes a minimum of two to replace that doctor," he said. "An older doctor could be working 80 to 100 hours a week, and a new one 37.5. We've got three like that right now, so we need nine to replace them. Multiply that across the country and we need a lot more primary-care physicians than we are putting out at the current rate," he said.

Young GPs know they are in demand, he said. "They want a signing bonus of over \$100,000 because they are \$100,000 in debt. They ask for that with a straight face. They'll get it somewhere else. It's part of the expectation."

Dr. Vaughan, who is 58, thinks younger doctors nowadays are more interested in instant gratification than his generation was. "Lifestyle issues are paramount to them. Their focus is about paying off huge debt. This is a generalization, but a lot of students start borrowing to buy a car. We wouldn't have done that in medical school. We might have waited until we were through residency, so it was delayed gratification."

Doctors are better paid these days, he said, and therefore young doctors don't need to work overtime. "In the previous era, doctors worked extra-

They did their regular hours plus emergency over and above it. They had two jobs to pay off the mortgage. It is increasingly common that younger doctors are more interested in working part-time or as much as they need to. In rural emergencies we have staffing issues. They'll do emergency or family medicine but not both."

"Before," said Dr. Vaughan, "doctors were a passionate part of the sustainability of that emergency. They would have never left it uncovered. Modern thinking is, 'It's not my problem.' That's a cultural shift."

Dr. Melissa Yuan-Innes, age 37, is unapologetic about working her shift and going home. She has young children and finds that working in emergency medicine in both Cornwall and Alexandria, Ont., suits her. Her friends, similarly, have not set up practices. "The world has really changed. It used to be pick one place and be the town doctor. People don't want to be on call 24/7 for 40 years. So they are sharing."

She said she believes inter-generational conflicts exist between doctors, but would like to find ways doctors can work together on improving patient care and negotiating better working conditions.

She has worked in several provinces and various different hospitals. The culture of each hospital is all-important in whether generations of doctors work in conflict or harmony. "I think it is inevitable whenever there are different age groups that some who have been there longer think they know more, and they do. But there is value in more flexible thinking and new perspectives and new ways

of doing things. This may not be heard."

"At some hospitals," she said, "older doctors are willing to step aside to make room for younger doctors, but at others the attitude is, 'Screw you, I need the money.' You can see it; younger doctors are sometimes thrown to the wolves."

All of the physicians we interviewed wanted to find common ground between the age groups and work collaboratively to improve the health-care system. Dr. Marco Terwiel, 74, a semi-retired family physician in Maple Ridge, B.C., and an assistant professor at the University of British Columbia, said it's a matter of respect.

"In this community," he said, "there is harmony more than conflict by far. I see very young doctors because I teach second- and fourth-year medical students. I get to know them. Most of them are really bright and motivated."

Dr. Terwiel, formerly chief of staff of the local hospital, worked 80 to 90 hours a week when he was younger; his wife stayed home to look after their children. He was trying to pay off the mortgage. "One of my regrets is that I didn't get to spend sufficient time with my children when they were little."

He said he respects younger doctors' decision to work less and have a balanced lifestyle. He does admit that for the patients it means fragmented care rather than the old cradle-to-grave care. "The best thing is to embrace it and help steer it in a decent direction. You have to be respectful of other people's lifestyles. We've come a long way in doing that in Canada."

National Post

Demand high but medical specialists not finding work in Canada



Oncology, orthopedics, cardiac surgery, nephrology, neurosurgery, plastic surgery, otolaryngology and public health and preventive medicine are all on the Royal College of Physicians and Surgeons' list of high-unemployment specialties.

Tom Blackwell · Sep 18, 2011 · 6:00 AM ET | Last Updated: Sep 18, 2011 4:00 PM ET

The queues are shorter than they once were, but cancer patients in Canada can still wait close to a month to see a radiation oncologist and weeks more to start treatment.

As newly trained doctors in the specialty have hit the job market in the last year or two, however, they have faced an almost bizarre quandary; most cannot find work in a field that seems to urgently need them.

The oncologists are not alone. Medical organizations say physicians in a half-dozen or more specialties are facing unemployment or underemployment, despite the country's continuing shortage of doctors and long wait lists for many medical services.

"It's really frustrating," said Dr. Shaun Loewen, 36, who recently finished his five-year residency in radiation oncology. "I want to start working and treating patients. That's what the public has paid me to do and that's what I want to do.... Unfortunately, if I can't find those opportunities in Canada, I'll have to look elsewhere."

Some of those stymied in their job search are trained in areas — like oncology and orthopedic surgery — where governments have invested hundreds of millions of dollars in recent years to expand services and reduce patient delays.

But while provincial governments have paid to train more specialists in those high-demand areas, hospitals and health regions often lack the money to hire them once they hit the job market, experts say.

Others argue there is a disconnect between the divvying up at medical schools of specialty training positions, called residencies, and the real-world patient demand for the graduates' various services.

The Royal College of Physicians and Surgeons — which oversees and sets standards for medical specialties — has already catalogued a list of high-unemployment specialties. It includes not only oncology and orthopedics but cardiac surgery, nephrology, neurosurgery, plastic surgery, otolaryngology — the ear, nose and throat field — and public health and preventive medicine.

"We thought, 'Wow, this is a really surprising list,'" said Danielle Fréchette, the college's health-policy director. "It's paradoxical to have ongoing issues with wait times and cancelled surgeries — and able-and-willing bodies to meet those unmet needs (who can't find work)."

The Royal College is currently surveying recently graduated residents on the issue and has so far discovered that one in five have failed to find full-time work, prompting them to take locums — temporary fill-in jobs for absent doctors — work part time, or return for further, sub-specialty training.

Half the 1,500 respondents to a recent survey by the residents' association reported they were moderately to extremely concerned about finding work, said Dr. Adam Kaufman, president of the Canadian Association of Interns and Residents. The group has even started a program, Transition into Practice Service (TIPS) to help get positions for newly trained specialists.

Of 35 doctors who recently completed training in radiation oncology, only a handful have found jobs in Canada and three have already left for the United States, said Dr. Loewen.

During a typical TIPS session at Queen's University in Kingston, Ont., one pathology trainee said he had already been told there would be no positions in the province when he finished next year, said Bryan MacLean, a project manager with the program.

Yet a national shortage of pathologists, resulting in heavy caseloads, is often blamed for the slew of scandals that have cropped up in recent years over mistakes in cancer diagnoses and child-death investigations.

In another province, a health minister actually told a meeting of student doctors last year "when you finish your training, don't expect there to be a job," said Mr. MacLean.

It is expected that most of the jobless doctors will get work eventually, but the delay could mean a year or two of not applying highly-sophisticated abilities, though numerous studies have shown that the competency of surgeons, especially, improves as they perform more of a particular procedure.

"If you're not practising once you've been taught, your skills get a little rusty," said Dr. Geoff Johnston, an orthopedic surgeon in Saskatoon and a spokesman for his specialty's national association. "It's important that one can promptly employ these people."

While the situation varies from region to region and specialty to specialty, there is relatively little debate that Canada needs more doctors. In 2008, it ranked 26th of 32 Organization for Economic Cooperation and Development (OECD) countries on that front, with 2.3 physicians per 1,000 population, compared to the average of 3.2, and 2.4 in the U.S.

In response to outcry over long wait lists, provinces have in recent years significantly boosted medical school enrollment and the number of on-the-job training positions: two-year family-medicine residencies and five-year residencies in a specialty.

Once trained, family doctors and many other "primary-care" physicians, like pediatricians or psychiatrists, can simply hang out a shingle and start billing for their services. Surgeons and others who require expensive infrastructure like operating rooms to do their jobs, are often hired by hospitals or health regions. A cardiac surgeon, for instance, costs a hospital \$1.5 million a year, though the doctor's income is only part of that, said Ms. Fréchette.

Physicians say the job market has been tightened in part because the expected wave of retirements has yet to materialize, with many older doctors deciding to keep working after investment losses.

Sometimes, as well, the jobs are out there, but might require a new specialist to relocate across the country, not always easy if they have working spouses and children, said Mr. MacLean.

Yet in areas where demand for doctors is still high, budget-constrained health institutions are often not hiring the additional specialists recently churned out, medical leaders say.

"I don't think there was downstream planning as to 'How do we accommodate them once they're finished?'" said Dr. Johnson.

The problem can also be traced back to medical schools, where there is scant science behind deciding how many positions to allot to each field, said Dr. John Haggie, president of the Canadian Medical Association.

"We don't know as a nation or a province or a jurisdiction what kind of physician population ... we actually need going forward," he said. "As a result, people often take a fairly opportunistic, almost random career path, and end up with skills that are fairly focused and difficult to accommodate where they want to be."

Successfully predicting needs is not necessarily easy, given the five-year lag before a medical-school graduate finishes specialty training. Ms. Fréchette said the Royal College is hoping to gather data that will contribute to better planning in future and avoid "knee-jerk" decisions on training doctors.

In the meantime, some worry about a medical exodus like that seen in the 1990s. Even Dr. Loewen, who wants nothing more than to work in Canada, said he may have to consider relocating to the U.S. soon.

"If recent graduates take more than a year or two to find a position in Canada, they may go to the States. If they do go to the States, history tells us that they are not likely to come back," said Dr. Parliament. "I would find that to be a real shame."

National Post
 tblackwell@nationalpost.com

Physician facts

- Cost to train a family doctor in Ontario during a two-year residency: \$186,000
- Cost to train a specialist during five-year residency: \$514,000
- Annual salary for doctors during residency: \$50,000 – \$80,000
- Number of radiation oncologists who finished training in 2009 or 2010, responded to a recent survey and have not found full-time positions: 22 out of 31

Sources: Ontario Health Ministry; Canadian Association of Interns and Residents, Loewen et al. presentation to Canadian Association of Radiation Oncologists conference

Posted in: Canada, News Tags: Canada, Doctor Shortage, Doctors, Health Care, Specialists

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can surg in US

The difference is that, in the US, a surgeon generate revenue for the hospital and a surgeon is a cost center in Canada.

2 days ago · 34 likes

146



dreamdoc1

I am also a specialist. I graduated a few years ago and have done extra fellowships to make me more "marketable" to get a job. No such luck. I have family members in the US that keep trying to convince me to move south but I've been set on staying and serving the Canadian public. Hearing the Ontario Liberal party campaign right now disgusts me because they pride on themselves for health year, yet they've made numerous health care and hospital cuts. They keep saying we need more doctors, but NO we do NOT! We've got plenty out there that are not working because of non medical CEOs managing hospital budgets and NOT putting patient care first! All recent money is going towards family doctors who are not dealing with the patients problems and are just becoming a referral service to specialists! How happy are you with your family doctor? They seem to be working less and making more and making specialists wait times longer. Now they're even expecting kickbacks for sending out referrals! We need more SMART family docs out there. I'm all about universal health care but now I'll be the first to say that we need a two tier system. We can't have the government decide on why kind of care YOU can be given by having them reduce resources for the Canadian public.

7 days ago · 61 likes

146



Disgruntled MD

I am a specialist like Dr. Loewen who was interviewed. I along with many of my colleagues in many specialties such as Neurosurgery and Radiation Oncology cannot find jobs. We've gone on to do special training in very highly academic programs like Memorial Sloan Kettering, Stanford, and Harvard to help further advance our skills and in hopes that after another year or two, some Canadian positions will open up. That has not been the case unfortunately.

And let me assure those who wonder if it's because we are being too selective of where we would like to work - that is not the case. We cannot find jobs ANYWHERE in Canada regardless of location. I was offered a few different positions in the US - both with the universities and with private practices. I turned them all down to stay in Canada. As it stands, I have spent the past few years in temporary locations because there is no funding to hire someone for a permanent position. Personally, I am tired of moving around in search of temporary positions waiting for something more permanent to open up. If I cannot find a job at the end of my contract, I do not see much other choice but to also follow my colleagues and move back south of the border.

My suggestion - go talk to your government representatives and ask why they are still not willing to open up the positions they know health care requires.

Pagnucco, Christine

From: John Robert Gencarelli [jgencar@uwo.ca]

Sent: Sunday, August 21, 2011 9:30 PM

To: Pagnucco, Christine

Subject: Hello

Christine,

Thanks for coordinating such an amazing opportunity for me this Saturday.

I was able to shadow Dr. Fratesi, Dr. Curran, Dr. Aziz, and Dr. Farrel, for a total of 5 OR procedures including the birth of a 9lb 6oz baby girl. I am greatly appreciative of the physicians who committed hours to my learning and feel lucky to have gained the experience that I did.

Again, thank you so much for all of your help and support this summer. Hope to be talking with you soon.

Regards,

John Gencarelli

Pagnucco, Christine

From: Renee Farrell [rfarrell@qmed.ca]
Sent: Thursday, August 25, 2011 1:37 PM
To: Pagnucco, Christine
Subject: Re: Sault St. Marie Medical Student Program

Hi Christine,

I wanted to thank you again for organizing my observership weekend in Sault Ste. Marie. It was an amazing learning opportunity. I had the opportunity to play an integral role in the birth of 4 beautiful children. It was unique experience working with my father.

I would also like to thank Dr. Aziz, Dr. Fratesi, Dr. O'Brien, Dr. Burrows Dr. Slagel and Dr. Costain. I enjoyed observing each of their procedures. They were fantastic, patient teachers. I would appreciate if you could send me the above physicians email addresses as I would like to personally thank them.

I gave my dad the badge to give back to you. I would love to come back to the SAH to do another observership.

Also, I believe I left a plastic bag with fruit in the trunk of your car. Please dispose of this container.

Thank you again,

--
Renée M. Farrell, B.Sc. (Hons.)
M.D. Candidate 2014
Queen's University, School of Medicine

Yorke, Mary Jane

From: Brian Fraser [bpfraser@gmail.com]

Sent: September 11, 2011 1:43 PM

To: Yorke, Mary Jane

Subject: Thanks!

Hey Mary Jane

I understand that you are looking forward to retiring soon! I just wanted to send you a quick note thanking you for all of your help in arranging electives, helping me get information about potential work as well as being a friendly face to talk to while I was there!

Enjoy your well deserved time away!!!

thanks

brian

Brian P. Fraser, MD, BSc

PGY - 5

Orthopaedic Surgery

University of Western Ontario

Yorke, Mary Jane

From: Andrea Cziffer Paul [czif@hotmail.com]
Sent: September 18, 2011 7:51 PM
To: McLean, Al; Yorke, Mary Jane
Subject: Thank you

Hi Dr. McLean, Mary Jane, and all the other wonderful people we met,

Sean and I want to thank you all for showing us around and taking us out for dinner. We were really impressed with the beautiful new hospital and everyone was more than helpful in answering all our questions. Sean should be finding out about his fellowship soon so our plans will become clearer after that is sorted out,

Thank you again and please thank everyone else for us as well,

Andrea and Sean Paul

Pagnucco, Christine

From: chris farrell [farrell.chris1081@gmail.com]

Sent: Sunday, October 02, 2011 2:20 PM

To: Pagnucco, Christine

Subject: thank u

Christine and Mary Jane

Thank u for the gift card f or GiovAnni's. I will use it next time in Sault.

It was very kind of u to think of me on my birthday.

Christine, I do not have Mary Jane's email can u forward this to her for me.

Chris Farrell, M.D

Christine,

Thanks for all the hard work and organization you did on our behalf throughout the year!

J. Boller

Jessica Conroy

Thanks so much for all your hard work and great 'office chats' this year - really appreciate it! - Rebecca Mathews

Thanks Christine for
a great year!
appreciate everything
you have done

Yves

THANK YOU SO MUCH
for everything this year!
You really worked hard

to make CCC

so great for us!

Laura

Cana

Christine: Thanks
so much for everything
this year! I really
really appreciate
all of your hard
work.

Courtney

July 17, 2011

...you raise kindness
to an art.

Thanks for being
so thoughtful.

I wish to thank you for all your help over the past few years. It made the process of coming home a lot easier and allowed my rotations to flow smoothly. It was also great to get to know you over this time, and I'm sure there is not a student that doesn't feel the way I do about all you do for us.

Thank you very much!

Lucas Castellan

Christine,

Your thoughtfulness and caring make the world a lovelier place to be.

Thanks you so much for all of the work you put into arranging these past two weeks in the Sea for me. I really appreciate it a lot.

Thanks,

Pam Callan

UBC - Chilliwack Faculty
President

Dear Christine,

Dear Christine,

Thank you so much for your help & guidance throughout our electives. Your kindness especially means a lot to us & we are grateful to have met you. We will let you know about the results of our residency match next year!!

Very Christmas & Happy New Year

Sincerely,

Joanna & Alexander Foyberg

Thank you so much for organizing my professional visit to St. Paul. It has been a wonderful learning experience & I am grateful for the opportunity to continue my education.

Very Kindly,
A. Foyberg

T H A N K Y O U

Dear Christine,

This past month has been amazing, and would not have been possible without all of your hard work. We truly appreciate all you have done.

Sarah, Eng, Math, Vicki, Jeff, Brett,
Ashley.

Summer Studentship Participants 2011

Dear Christine, Dec. 1. 2011

Thank you so much for
your help & guidance
throughout our elections.
Your kindness especially
means a lot to us, we are
grateful to have met you.

We will let you know
about the results of our
residency match next year.

Merry Christmas & Happy New

Sincerely,

Jeanne & Alexander Fey

Pagnucco, Christine

From: Christian Laniel (jlaniel@nosm.ca)
Sent: Wednesday, December 21, 2011 6:04 AM
To: Pagnucco, Christine
Subject: Re: gift certificate

Whoa!! I just looked at the gift certificate and I can't begin to thank you enough!! That was very generous!!! I totally did not expect that! My deepest thanks to you and to the gym. I will definitely be putting to good use!!

Chris :)

On Tue, Dec 20, 2011 at 6:01 PM, Chris Laniel <jlaniel@nosm.ca> wrote:
YOU ARE AWESOME!!!!!!

Thank you so much!! You really know how to make a guy smile!!!

Chris

Sent from my iPad

On 2011-12-20, at 9:50 AM, "Pagnucco, Christine" <PagnuccoC@sah.on.ca> wrote:

Hi Chris,

I have a gift certificate for Catalyst Crossfit and Steel City Mixed Martial Arts for you (compliments of the gym) and I will leave it at the one of the two stations (sub-acute or acute) for you to pick up. In addition, you must have dropped a parking ticket while you were here - I will put that in the envelope as well.

Take care and if I don't see you - have a Merry Christmas!

Christine

Christine Pagnucco

Manager

SSM Physician Recruitment &

Retention

750 Great Northern Road

Sault Ste. Marie ON P6B 0A8

705-759-3720

705 256-3466 fax

Pagnucco, Christine

From: Rishi Ghosh [rghosh1@gmail.com]
Sent: Thursday, January 12, 2012 5:08 PM
To: Pagnucco, Christine
Subject: Birthday card and gift

Hi Christine!

Thanks so much for the very thoughtful birthday and gift card. I'll be eating well this weekend!

Rishi.

--
Rishi Ghosh MD FRCPC
Dept of Critical Care Medicine, Sault Area Hospital
Dept of Emergency Medicine, Sunnybrook Health Sciences Centre
38 Elm Street, Suite 1400
Toronto, On. M5G 2K5
416.400.7676

Pagnucco, Christine

From: Lauren Lapointe-Shaw [laurenlapointeshaw@hotmail.com]
Sent: Monday, January 23, 2012 10:01 PM
To: Pagnucco, Christine
Subject: RE: Reminder Letter for your upcoming accommodation in SSMarie - Lauren Lapointe-Shaw

Hi Christine,

That all sounds fantastic!! Yes I would love to go on the snowshoe trip! Count me in.

Will I be able to pick up the car on Sunday?

Thank you so much for everything. I'm impressed with all the support you are providing, this is really great. I'm excited to start the month.

Lauren

Subject: RE: Reminder Letter for your upcoming accommodation in SSMarie - Lauren Lapointe-Shaw
Date: Mon, 23 Jan 2012 11:43:31 -0500
From: PagnuccoC@sah.on.ca
To: laurenlapointeshaw@hotmail.com

Hi Lauren,

I will pick you up at the airport on Saturday night and bring you to the apartment - you will need groceries so I will take you there as well. We are planning a snowshoe outing (with other residents and medical students) on Sunday (the link <http://www.stokelycreek.com/trails/events>). If you would like to join the group, let me know and I will count you in with the group. I have extra snowshoes and there are rentals at the site as well.

Thanks,

Christine

Christine Pagnucco
Manager
SSM Physician Recruitment &
Retention

From: Lauren Lapointe-Shaw [mailto:laurenlapointeshaw@hotmail.com]
Sent: Sunday, January 15, 2012 8:21 PM
To: Pagnucco, Christine
Subject: RE: Reminder Letter for your upcoming accommodation in SSMarie - Lauren Lapointe-Shaw

Hi Christine

My arriving flight details are: AIR PORTER AIRLINES FLT:687 arriving at 5:50 PM on January 28th.
Departure: AIR PORTER AIRLINES FLT:684 departing at 8:45 am on February 25th.

I have attached my travel booking.

Thank you for letting me know what to do about transportation upon my arrival in the Sault,
All my best,