



REGULAR MEETING OF CITY COUNCIL REVISED AGENDA

Monday, March 23, 2015

4:30 p.m.

Council Chambers

	Pages
1. ADOPTION OF MINUTES	16 - 28
Mover : Councillor M. Shoemaker Seconder : Councillor L. Turco	
Resolved that the Minutes of the Regular Council Meeting of 2013 03 09 be approved.	
2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA	
3. DECLARATION OF PECUNIARY INTEREST	
4. APPROVE AGENDA AS PRESENTED	
Mover : Councillor J. Hupponen Seconder : Councillor R. Niro	
Resolved that the Agenda for 2013 03 23 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 World Autism Awareness Day	
Kim Seabrook, spokesperson, Sault Ste. Marie Chapter, Autism Ontario	
5.2 National Volunteer Week	
Elspeth Belair, Volunteer Appreciation Planning Committee representative	
5.3 Change the World Youth Volunteer Challenge Campaign	
Matthew Sparling, youth volunteer	

5.4	Departmental Presentation – Sault Ste. Marie Region Conservation Authority	29 - 48
	Rhonda Bateman, General Manager, Sault Ste. Marie Region Conservation Authority	
5.5	Sault Ste. Marie EDC – Memorandum of Understanding	49 - 56
	Tom Dodds, CEO, Sault Ste. Marie Economic Development Corporation will be in attendance regarding Agenda item 7.8.1	
5.6	Sault Ste. Marie EDC – Lottery and Gaming Update	57 - 59
	Tom Dodds, CEO, Sault Ste. Marie Economic Development Corporation will be in attendance regarding Agenda item 7.8.2	
5.7	Sault Ste. Marie Innovation Centre	60 - 96
	Tom Vair, Executive Director, Sault Ste. Marie Innovation Centre will be in attendance regarding Agenda item 7.8.3	
5.8	PUC Inc. and PUC Services Inc. 2014 Fourth Quarter Shareholder Report	
	Dominic Parrella, President and CEO, PUC Services Inc., will be in attendance regarding Agenda item 7.8.4.	
6.	COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES	
	Mover : Councillor M. Shoemaker Seconder : Councillor R. Niro	
	Resolved that all the items listed under date 2013 03 23 – Part One – Consent Agenda be approved as recommended.	
6.1	Correspondence	
6.1.1	ACR Passenger Service	97 - 100
	Correspondence to the Honourable Lisa Raitt, Minister of Transport (Canada) from the CAO	
	Correspondence from Chief Jason Gauthier, Missanabie Cree First Nation	
	Mover : Councillor J. Hupponen Seconder : Councillor R. Niro	
	Whereas there are only days remaining before the Algoma Central Railway passenger service shuts down on March 31, 2015 and, therefore, now is the time for the Federal Government to confirm its commitment to this service in Northern Ontario; and	
	Whereas the Algoma Central Railway Passenger Service provides a significant return on Transport Canada's annual investment of \$2.2 million generating between \$142 million and \$268 million in annual economic benefits for the region; and	

Whereas the total economic impact of the Algoma Central Railway Passenger Service, as determined by BDO Canada in a recent review and analysis, includes tax revenue which accrues to all levels of Government, estimated at between \$8.7 million and \$12.83 million annually, as well as generating employment opportunities estimated at approximately 30-40 direct jobs, 55-170 indirect jobs and 290 to 430 “induced” jobs; and

Whereas the discontinuance of the Algoma Central Railway Passenger Service will result in loss of these economic benefits, tax revenues and jobs noted, as well as an additional one-time economic impact on the values of properties located on, or in close proximity to the rail line, in an amount ranging between \$60 million and \$67 million; and

Whereas discontinuance of the passenger service will result in businesses, communities and residents being unable to access their properties, homes and cottages via public thoroughfares; and

Whereas Transport Canada Minister Raitt announced on April 14, 2014 that funding would be extended for another year to continue operation of ACR's passenger rail service between Sault Ste. Marie and Hearst. This funding was to allow local stakeholders time to explore long-term and sustainable options for the continuation of the ACR passenger rail service in the area; and

Whereas there has been a productive and collaborative effort of all affected stakeholders, including municipalities, First Nations, passengers, property owners, tourist operators and CN to develop a thoughtful, sustainable long-term solution for the ACR Passenger Service which will see an initial reduction in the Federal investment and a subsequent self-sustainability of the operation; and

Whereas Members of Parliament representing affected communities and First Nations have been kept fully informed throughout this process and their co-operation and positive engagement with the Working Group to-date have been greatly appreciated; and

Whereas after an Expression of Interest and Request for Proposals, Railmark Canada, a qualified rail operator has signed an agreement with CN to operate the Algoma Central Railway Passenger Service on a self-sustaining basis after five years; and

Whereas there is currently a request by the stakeholders and Railmark Canada of the Government of Canada to enter into a five-year, \$7 million contribution agreement (maximum) similar in design and structure to the annual contribution agreement Transport Canada has had with CN in the past; and

Whereas the proposed five-year contribution agreement includes a 45% net subsidy reduction for the agreement period and more importantly fully terminates at the conclusion of said agreement,

Now Therefore Be It Resolved that the City of Sault Ste. Marie re-confirms its support for this submission and requests that the Government of Canada urgently provides funding toward the Algoma Central Railway Passenger Service initiative, prior to March 31, 2015.

6.1.2 Request for Maintenance of Portion of Old Goulais Bay Road

A petition from residents of Old Goulais Bay Road is attached for the consideration of Council.

Mover : Councillor M. Bruni

Seconder : Councillor F. Fata

Resolved that a petition from residents of Old Goulais Bay Road requesting maintenance of a portion of Old Goulais Bay Road be received and that appropriate City staff be requested to review and report back to Council.

6.2 Liquor Licence Extension Request

101 - 103

Correspondence requesting permission for private property liquor licence extension is attached for the consideration of Council.

Mover : Councillor J. Hupponen

Seconder : Councillor L. Turco

Resolved that City Council has no objection to the proposed extended licenced area as detailed in the written request for a liquor licence extension on private property for an outdoor event on the following dates and times:

Soo Greyhound Playoffs Events – Loplops Gallery~Lounge – Three Tent Stations – Queen Street East between Bruce Street and Dennis Street

- March 26-28 – 3:30 p.m. to 8:00 p.m.
- April 8-11 – 3:30 p.m. to 8:00 p.m.
- April 22-25 – 3:30 p.m. to 8:00 p.m.
- May 6-9 – 3:30 p.m. to 8:00 p.m.

6.3 Street Closing – Soo Greyhound Playoff Events

A letter of request for temporary street closings in conjunction with Soo Greyhound Playoff Events is attached for the consideration of Council.

- two dates between March 26 – March 28, 2015
- two dates between April 8 – April 11, 2015
- two dates between April 22– April 25, 2015
- two dates between May 5 – May 9, 2015

*Exact dates to be those dates the First Round Season Playoff Games are being played by the Soo Greyhounds in Sault Ste. Marie, Ontario

The relevant By-law 2015-55 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.4 Staff Travel

104 - 106

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

Mover : Councillor M. Shoemaker

Seconder : Councillor L. Turco

Resolved that the report of the Chief Administrative Officer dated 2015 03 23 concerning Staff Travel be approved as requested.

6.5 Council Travel

Mover : Councillor M. Shoemaker

Seconder : Councillor L. Turco

Resolved that Councillor Sheehan be authorized to travel to Collingwood to receive the Youth Friendly Recognition Award for 2 days in March at a cost to the City of approximately \$500.

Mover : Councillor M. Shoemaker

Seconder : Councillor R. Niro

Resolved that Councillor Turco be authorized to travel to Toronto for two days in March for the AMO Board of Directors' Meeting at cost to the City of approximately \$300.

6.6 2014 Honoraria and Expenses – Mayor & Council and Board & Committee Members

107 - 110

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

Mover : Councillor M. Shoemaker

Seconder : Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 03 23 concerning 2014 Honoraria and Expenses (Mayor, Council, Board and Committee Members) be received as information.

6.7 Public Sector Salary Disclosure Act

111 - 116

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

Mover : Councillor J. Hupponen

Seconder : Councillor R. Niro

Resolved that the report of the Manager of Accounting dated 2015 03 23 concerning Public Sector Salary Disclosure for 2014 be received as information.

6.8 2015 Grants to Outside Agencies and Others

117 - 119

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

Mover : Councillor J. Hupponen

Seconder : Councillor L. Turco

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 03 23 concerning 2015 Grants to Outside Agencies and Others be received as

	information.	
6.9	Repeal Existing Carbon Monoxide By-Law 2009-82	120 - 121
	A report of the Assistant Fire Chief is attached for the consideration of Council.	
	The relevant By-law 2015-57 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.10	Acquisition of Property – Base Line	122 - 124
	A report of the City Solicitor is attached for the consideration of Council.	
	The relevant By-law 2015-54 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.11	Request Deeming By-law Wilding Park Subdivision (Bishop/Mitchell)	125 - 127
	A report of the City Solicitor is attached for the consideration of Council.	
	The relevant By-law 2015-53 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.12	Licence to Occupy City Property Agreement for the Greyhound Season Playoff Events	128 - 130
	A report of the Assistant City Solicitor is attached for the consideration of Council.	
	The relevant By-law 2015-56 is listed under item 11 of the Agenda and will be read with all by-laws under that item.	
6.13	Demolition of 23 Blake Street	131 - 132
	A report of the Chief Building Official is attached for the consideration of Council.	
	Mover : Councillor M. Shoemaker Seconder : Councillor R. Niro	
	Resolved that the report of the Chief Building Official dated 2015 03 23 be received, and the recommendation to obtain quotes to demolish the unsafe structure located at 23 Blake Street at an approximate cost of \$18,000 to be recovered through taxes, be approved.	
6.14	Mayor James L. McIntyre	
	Mover : Councillor T. Sheehan Seconder : Councillor M. Shoemaker	
	Whereas James L. McIntyre served the City of Sault Ste. Marie as Mayor from 1960-1964; and	
	Whereas Mayor McIntyre's vision for Sault Ste. Marie is still being implemented to this day; and	
	Whereas Mayor McIntyre's term in office saw the opening of the Sault Ste. Marie International Bridge; and	

Whereas Mayor McIntyre served on the Sault Ste. Marie Bridge Authority for over 50 years; and

Whereas Mayor McIntyre also served as Chair of the Police Commission, the Board of the Sault General Hospital and the District Health Council; and

Whereas Mayor McIntyre died tragically on February 11, 2015; and

Whereas it is proper and fitting for the City to consider an appropriate commemoration for Mayor McIntyre;

Now Therefore Be It Resolved that a Committee of Council consisting of the Mayor, two councillors, and one family member of Mayor McIntyre's be established to determine the appropriate way for the City of Sault Ste. Marie to commemorate Mayor McIntyre's service to his community.

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.2 COMMUNITY SERVICES DEPARTMENT

7.3 ENGINEERING

7.4 FIRE

7.5 LEGAL

7.6 PLANNING

7.6.1 A-5-15-Z.OP – 1066 Great Northern Road

133 - 156

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

Mover : Councillor M. Shoemaker

Seconder : Councillor L. Turco

Resolved that the report of the Planning Division dated 2015 03 23 be accepted and that Council approve OPA 211 re-designating the westerly portion of the subject property from Rural Area to Commercial, and rezoning the westerly portion of the subject property from Rural Area, S.208 to Highway Zone, with a special exception, with the following conditions:

1. That the following is added as a permitted use:
 - a. Landscape contractor
2. That the above noted use be subject to the following provisions:
 - a. That the operation be fenced, with a minimum 1.8m high, 100% visually solid fence along the westerly and southerly boundary of the subject area;
 - b. That a 4.0m vegetative buffer be implemented along the easterly boundary between the Landscape Contractor operation and the residential dwelling;
 - c. That a row of trees be planted along the westerly boundary between the Landscape Contractor operation and the existing commercial use;
 - d. That the screening (processing) of landscape material be limited to topsoil,

- and that the screening of aggregate materials (i.e. sand, gravel, etc.) and wood products (i.e. mulch) is prohibited;
 - e. That the storage of materials and heavy equipment be within the fenced Landscape Contractor operation, and that no storage is permitted along the access drive portion of the property;
 - f. That the storage of landscape materials be 100% visually screened from the street (Great Northern Road)
3. That the subject area be designated as an area of site plan control.

and that the Legal Department be directed to prepare the necessary by-laws to effect this approval.

7.6.2 A-6-15-Z.OP – 400 Second Line West

157 - 205

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

Mover : Councillor J. Hupponen

Seconder : Councillor L. Turco

Resolved that the report of the Planner dated 2015 03 23 be accepted and that Council approve Applications A6-15-Z.OP and 57T-15-501 in the following manner:

1. That Council approves Official Plan Amendment 212 by way of a map change to re-designate the southern portion of the subject property from 'Commercial' to 'Residential' on Land Use Schedule 'C' of the Official Plan, as shown on the Official Plan Amendment map attached.
2. That Council approves the Draft Plan of Subdivision in accordance with the attached subdivision layout plan.
3. That the applicants must enter into a subdivision agreement prior to development or site alteration. The following items shall be addressed and/or included in the final agreement:
 - a. That the proponents enter into a servicing agreement with the PUC:
 - i. that the water service and electrical distribution system be looped through the development from Second Line West to Korah Road
 - b. Plans and specifications showing final presale grades must be submitted to and approved by the Commissioner of Engineering and Planning or his designate. Lot grading plans must show existing contours, proposed grades, and buildable areas for each lot. As constructed drawings must be modified to show only final grades;
 - c. A stormwater management plan and sediment control plan must be submitted to the satisfaction of the Commissioner of Engineering and Planning or his designate, and the Sault Ste. Marie Region Conservation Authority. 70% total suspended solids removal is required for the subject lands. Post-development flows shall not exceed pre-development flows for storm events up to and including the 100 year storm and the regional storm;
 - d. A soils report, prepared by a qualified professional, must be submitted to the satisfaction of the Commissioner of Engineering and Planning or his designate.
 - i. The soils report must provide comment in relation to the stability of the soil and its ability to sustain superimposed loads from building and

- filling operations;
 - ii. The soils report must include soil tests within the road allowance, including recommendations on the road base and pavement design
 - e. That the proponents verify the downstream capacity of sanitary and storm sewers to ensure that the flows from the proposed development can be accommodated.
 - f. That Block 6 (stormwater management pond) be designed in accordance with Ministry of the Environment and Climate Change Guidelines and transferred to the City;
 - g. That no winter parking be permitted upon the proposed roadway, both day and night;
 - h. That a sidewalk, built to city standards, be located on at least one side of the proposed roadway, with the exact location and extent to be determined.
 - i. That the proponents provide 5% cash in lieu of parkland.
4. That Council rezones the subject properties from "C4" (General Commercial Zone) and "R2" (Single Detached Residential Zone) to "R4" (Medium Density Residential Zone) subject to the following special provisions:
- a. That the front yard setbacks from Draft Approved Lots 1, 2 and 3 be reduced from 7.5 m to 5 m.;
 - b. That Lots 2 and 3 be subject to a Holding Provision pursuant to section 36 of the Planning Act which will require proponents to:
 - i. Hire a qualified professional to develop an overall landscape plan for Lots 2 and 3 which shall include a tree retention strategy, as well as a buffering plan, including tree species, callipers and heights upon planting, as well as any fencing locations;
 - ii. Submit a site plan for Lots 2 and 3, showing building and parking lot locations, building envelopes, elevations and heights, parking locations, and any other design details intended to minimize offsite impacts to abutting residential neighbours;
 - iii. Council will only remove the Holding Provision once it is satisfied that appropriate measures will be put in place to adequately mitigate offsite impacts associated with the proposed development of Lots 2 and 3.

and that the Legal Department be directed to prepare the necessary by-laws to effect these approvals.

7.6.2.1	<i>Additional correspondence</i>	206 - 210
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7.7	PUBLIC WORKS AND TRANSPORTATION
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7.8	BOARDS AND COMMITTEES
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7.8.1	Sault Ste. Marie EDC – Memorandum of Understanding	211 - 246
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A report of the CEO, Sault Ste. Marie Economic Development Corporation is attached for the information of Council.

Mover : Councillor J. Hupponen
 Seconder : Councillor L. Turco

Resolved that the report of the CEO, Sault Ste. Marie Economic Development Corporation dated 2013 03 23 regarding 2015 Memorandum of Understanding between the City and the EDC be received as information.

7.8.2 Sault Ste. Marie EDC – Lottery and Gaming Update 247 - 251

A report of the CEO, Sault Ste. Marie Economic Development Corporation is attached for the information of Council.

Mover : Councillor M. Shoemaker
Seconder : Councillor R. Niro

Resolved that the report of the CEO, Sault Ste. Marie EDC dated March 23, 2015 concerning Lottery and Gaming update be received as information.

7.8.3 Sault Ste. Marie Innovation Centre – Accountability Agreement 252 - 345

A report of the Sault Ste. Marie Innovation Centre and supplementary documentation is attached for the information of Council.

Mover : Councillor J. Hupponen
Seconder : Councillor R. Niro

Resolved that the report of the Sault Ste. Marie Innovation Centre and supporting documents regarding fourth report under its Accountability Agreement with the City of Sault Ste. Marie be received as information.

7.8.4 2014 Q4 Shareholder Quarterly Report 346 - 357

A report of the President and CEO, PUC Services Inc. is attached for the consideration of Council.

Mover : Councillor M. Shoemaker
Seconder : Councillor R. Niro

Resolved that the PUC 2014 Fourth Quarter Shareholder Report be received as information.

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

8.1 2015 Budget

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

Whereas City Council will be receiving the 2015 City budget from staff on April 20; and

Whereas City Council wants the budget set with the lowest possible levy or no increase at all;

Now Therefore Be It Resolved that staff be requested to provide a report to Council

with three tax levy increase scenarios: 0%, 1% and 1.75%, outlining the spending and/or revenue implications that would be required to deliver each scenario.

8.2 Ron Francis

Mover : Councillor P. Christian
Seconder : Councillor R. Niro

Whereas Ron Francis was born and raised in Sault Ste. Marie; and

Whereas Ron Francis played his minor hockey in Sault Ste. Marie; and

Whereas Ron played two seasons with the Soo Greyhounds before being drafted fourth overall in the 1981 NHL entry draft; and

Whereas Ron Francis had an outstanding 23-year NHL career, playing for such teams as the Hartford Whalers, Carolina Hurricanes, and the Pittsburgh Penguins; and

Whereas Ron ended his playing career by announcing his retirement in 2005. During his career Ron won three Lady Byng Trophies, one Frank J. Selke trophy, one King Clancy trophy and two Stanley Cups; and

Whereas in addition to the these awards, Ron reached other major milestones which include having played in 1,731 games – 3rd all-time behind Gordie Howe and Mark Messier, 2nd all time in assists (1,294) behind only Wayne Gretzky, and fourth all-time in total points(1,798); and

Whereas Ron Francis was formally inducted into the Hockey Hall of Fame in 2007, being recognized as a gentleman, sportsman, and quiet superstar; and

Whereas Ron is recognized for his community involvement as a volunteer with the Special Olympics, as a philanthropist, and as a business person;

Now Therefore Be It Resolved that Council request appropriate staff to consider and recommend a suitable naming opportunity in honour of Ron Francis in recognition of his professional achievements, and as a person who exemplifies what it means to be a truly outstanding citizen of our community.

8.3 Prioritization of Supplementary Budget Items

Mover : Councillor P. Christian
Seconder : Councillor M. Shoemaker

Whereas each year City Council must review a list of supplementary expenditures as part of its annual budget deliberations and;

Whereas the cost to implement these items, if approved, is added to the year's levy and;

Whereas Sault Ste. Marie taxpayers expect an increased level of transparency and accountability with all Council decisions and;

Whereas currently there is no system in place which Council uses to assign priorities to supplementary spending items and;

Whereas systems that are designed to prioritize competing organizational projects

and expenditures are commonly used in a wide variety of organizational settings and;

Whereas the City's Finance Committee recognizes the need to prioritize supplementary spending items;

Now Therefore Be It Resolved that Council request the Finance Committee to work with senior staff to develop a criteria-based priority system to assist Council in its supplementary spending deliberations.

8.4 Grants to Outside Agencies

Mover : Councillor S. Myers

Seconder : Councillor T. Sheehan

Whereas there are a few outside agencies that receive an annual municipal grant; and

Whereas some of those agencies have agreements in place stating any reduction in their municipal funding grant must be done with sufficient notice given prior to the start of the budget year;

Now Therefore Be It Resolved that no budget reduction to the grants for outside agencies be considered in 2015; and

Further be it resolved that should City Council wish to reduce any grant to any outside agency in future years:

1. The amount of the reduction be identified immediately following completion of the current budget process; and
2. Written notice be given as to that possible reduction; and
3. A report be provided to City Council from the individual outside agencies describing specifically what impact (if any) such a reduction would have on their agency.

8.5 Soo Greyhounds

Mover : Councillor S. Myers

Seconder : Councillor T. Sheehan

Whereas for the first time in thirty years the Soo Greyhounds have secured the number one spot in the regular season for their division; and

Whereas they will receive the Hamilton Spectator Trophy, presented to the Ontario Hockey League team that places first in their division; and

Whereas on Friday, March 27 and Saturday, March 28 the playoffs begin with home ice advantage in Sault Ste. Marie as the Soo Greyhounds play the Saginaw Spirit;

Now Therefore Be It Resolved that the Mayor send a letter to the Soo Greyhounds expressing our congratulations on their success in the regular season and continued best wishes throughout the playoff schedule from City Council and assure them of the support of the community; and

Further Be It Resolved that all businesses and Saultites be encouraged to wear or

display the colours of red and white to show our support to the team throughout the playoff season.

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY-LAWS

Mover : Councillor J. Hupponen

Seconder : Councillor R. Niro

Resolved that all by-laws under Item 11 of the Agenda under date 2015 03 23 be approved.

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

11.1.1 By-law 2015-52 (Parking) Appointment Municipal Law Enforcement Officers 358 - 361

Mover : Councillor J. Hupponen

Seconder : Councillor R. Niro

Resolved that By-law 2015-52 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be passed in open Council this 23rd day of March, 2015.

11.1.2 By-law 2015-53 (Subdivision Control) Deeming Part Wilding Park Subdivision 362 - 364

A report from the City Solicitor is on the Agenda.

Mover : Councillor J. Hupponen

Seconder : Councillor R. Niro

Resolved that By-law 2015-53 being a by-law to deem not registered for purposes of subdivision control certain lots in the Wilding Park Subdivision, pursuant to section 50(4) of the *Planning Act*, be passed in open Council this 23rd day of March, 2015.

11.1.3 By-law 2015-54 (Property Acquisition) Part 1915 Base Line (Caron) 365 - 366

A report from the City Solicitor is on the Agenda.

Mover : Councillor J. Hupponen

Seconder : Councillor R. Niro

Resolved that By-law 2015-54 being a by-law to authorize the City's purchase of a portion of property located at 1915 Base Line (Caron) for the improvements needed to Base Line be passed in open Council this 23rd day of March, 2015.

11.1.4 By-law 2015-55 (Temporary Street Closing) Queen Street East re Soo Greyhounds 367 - 368

Mover : Councillor J. Hupponen
Seconder : Councillor R. Niro

Resolved that By-law 2015-55 being a by-law to permit the temporary closing of Queen Street East from Bruce Street to Dennis Street to facilitate the Soo Greyhounds First Round Season Playoff Home Game Events organized by the Downtown Association in association with Loplop Lounge & Gallery be passed in open Council this 23rd day of March, 2015.

- 11.1.5 By-law 2015-56 (Agreement) Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery** 369 - 379

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

Mover : Councillor J. Hupponen
Seconder : Councillor R. Niro

Resolved that By-law 2015-56 being a by-law to authorize the execution of an agreement between the City and Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery the right to occupy the property of the City identified as a section of Queen Street East from Bruce Street to Dennis Street be passed in open Council this 23rd day of March, 2015.

- 11.1.6 By-law 2015-57 (Regulations) Repeal By-law 2009-82** 380 - 380

A report from the Assistant Fire Chief is on the Agenda.

Mover : Councillor J. Hupponen
Seconder : Councillor R. Niro

Resolved that By-law 2015-57 being a by-law to repeal By-law 2009-82 (a by-law to require the installation and maintenance of carbon monoxide alarms in all residential occupancies containing fuel fired appliances and/or attached garages) be passed in open Council this 23rd day of March, 2015.

- 11.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority**

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

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

- 13. CLOSED SESSION**

13.1 *Human Resources*

Mover : Councillor M. Shoemaker
Seconder : Councillor R. Romano

Resolved that this Committee proceed into closed session to discuss personal matters about identifiable individuals (human resources requirements post April 30, 2015);

Further be it resolved that should the said closed session be adjourned, the Committee may reconvene in closed session to continue to discuss the same matter without the need for a further authorizing resolution. (*Personal matters about identifiable individuals – section 239(2)(b)*)

14. ADJOURNMENT

Mover : Councillor M. Shoemaker
Seconder : Councillor L. Turco

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, March 9, 2015

4:30 p.m.

Council Chambers

Present:

Mayor C. Provenzano, Councillor S. Butland, Councillor P. Christian, Councillor S. Myers, Councillor T. Sheehan, Councillor J. Hupponen, Councillor M. Shoemaker, Councillor L. Turco, Councillor R. Niro, Councillor M. Bruni, Councillor F. Fata, Councillor J. Krmpotich, Councillor R. Romano

Officials:

N. Apostle, J. Dolcetti, B. Freiburger, L. Girardi, N. Kenny, P. Niro, M. White, D. McConnell, F. Coccimiglio, R. Toth-Rissanen, T. Dodds, M. Figliola, A. Starzomski, D. Elliott, R. Nenonen

1. ADOPTION OF MINUTES

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the Minutes of the Regular Council Meeting of 2015 02 23 be approved.

Carried

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

3. DECLARATION OF PECUNIARY INTEREST

3.1. Councillor L. Turco – By-law 2015-44 (Appointments) Inspectors

Spouse employed by the Police Service.

3.2. Councillor R. Romano – Cultural Financial Assistance Grants

Member of the Rotary Club.

3.3. Councillor J. Krmpotich – Port of Algoma – Letter of Engagement with Master Consultant

Employed by Essar Steel.

3.4. Councillor J. Krmpotich – Port of Algoma

Employed by Essar Steel.

3.5. Councillor J. Krmpotich – By-law 2015-43 (Agreement) Engineering Letter of Engagement Master Consultant Services for Port of Algoma

Employed by Essar Steel.

3.6. Councillor R. Niro – Streetscape Consulting Services: Queen Street Streetscape Project

Employer located within the boundaries of the Downtown Community Improvement Plan.

3.7. Councillor T. Sheehan – Animating the John Rowswell Hub Trail

Employed by the Ministry of Colleges, Education and Training, to whom the NORDIK Institute has applied for funding.

3.8. Mayor C. Provenzano – Streetscape Consulting Services: Queen Street Streetscape Project

Owns property within the bounds of the streetscape project.

4. APPROVE AGENDA AS PRESENTED

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the Agenda for 2015 03 09 City Council Meeting and Addendum #1 as presented be approved.

5. PROCLAMATIONS/DELEGATIONS

5.1. International Day for the Elimination of Racial Discrimination

Danny Krmpotich, Program Co-ordinator – Local Immigration Program was in attendance.

5.2. Red Cross Month

Taylor Doss, Volunteer and Diane Lajambe, District Branch Manager – Canadian Red Cross Society, Sault Ste. Marie Branch were in attendance.

5.3. Departmental Presentations

Roxanne Rissanen, Head of Public Services, Public Library and Michal Figliola, Fire Chief, Fire Services were in attendance.

5.4. Flashing Light – Base Line and Airport Road

Kim Carter was in attendance concerning Agenda item 7.7.1.

5.5. Animating the John Rowswell Hub Trail

Councillor T. Sheehan declared a conflict on this item. (Employed by the Ministry of Colleges, Education and Training to whom the NORDIK Institute has applied for funding.)

Dr. Gayle Broad, Research Director and Jude Ortiz, Research Co-ordinator, NORDIK Institute were attendance concerning Agenda item 7.8.2.

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that all the items listed under date 2015 03 09 – Part One – Consent Agenda save and except items 6.3 and 6.14 be approved as recommended.

6.1. Travel Request

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chief Administrative Officer dated 2015 03 09 concerning Staff Travel be approved as requested.

Carried

6.2. Appointment of Commissioner of Finance and Treasurer

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

The relevant By-law 2015-51 is listed under item 11 of the Minutes.

6.4. Tender for Microsoft Enterprise Licensing Agreement

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

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Purchasing dated 2015 03 09 concerning Tender for Microsoft Enterprise Licensing Agreement be received and that the tender submitted by CDW Canada for three (3) years of Microsoft Enterprise Licensing to be invoiced yearly in the amount of \$144,018 plus H.S.T., subject to adjustment for the number of licenses required, for a total tendered amount of \$432,054 plus H.S.T. be approved.

Carried

6.5. Cultural Financial Assistance Grants

Councillor R. Romano declared a conflict on this item. (Member of the Rotary Club.)

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the report of the Manager of Recreation and Culture dated 2015 03 09 concerning the 2015 Cultural Financial Assistance Grants be received and the recommendation of the Cultural Advisory Board of the recipients for grants under 2015 Cultural Financial Assistance Program be approved subject to available funding in the 2015 budget.

Carried

6.6. Reconstruction Huron Street – Purchase of Property

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

The relevant By-law 2015-48 is listed under item 11 of the Minutes.

6.7. Second Line Widening – Phase III – Bottom of Hill to Black Road – OCIF Contribution Agreement

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

The relevant By-law 2015-47 is listed under item 11 of the Minutes.

6.8. Agreement with Electrical Safety Authority – Continuous Safety Services Program

The report of the City Solicitor was received by Council.

The relevant By-law 2015-46 is listed under item 11 of the Minutes.

6.9. New Comprehensive Signs By-law – Discussion Paper and Online Survey Results

The report of the Planner was received by Council.

Moved by: Councillor J. Huppenen

Seconded by: Councillor L. Turco

Resolved that the report of the Planner, supported by the Signs By-law Task Force, dated 2015 03 09 concerning the New Comprehensive Signs By-law Discussion Paper and Survey Results be accepted as information, and that Council authorize staff to provide notice for additional public consultation to occur in April 2015.

Carried

6.10. Streetscape Consulting Services: Queen Street Streetscape Project

Councillor R. Niro declared a conflict on this item. (Employer located within the boundaries of the Downtown Community Improvement Plan.)

Mayor C. Provenzano declared a conflict on this item. (Owns property within the bounds of the streetscape project.)

The report of the Planning Division is attached for the consideration was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Planning Division dated 2015 03 09 concerning Streetscape Consulting Services – Queen Street Streetscape Project be received that Council authorize an agreement with The Planning Partnership to develop detailed design plans for a Queen Street streetscape project, and to develop conceptual design plans for the remainder of the Queen Street, subject to FedNor's agreement to reallocate the approved streetscape funding to the projects listed in this report.

Carried

6.11. Rental Housing Incentive Program

The report of the Planning Director was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that the report of the Planning Director dated 2015 03 09 concerning Rental Housing Incentive Program be received as information and Council authorize an incremental tax rebate program for the two properties identified in this report subject to the following:

1. That the municipal rebate apply only to the increase in assessment resulting from new construction; and
2. After the rebate program is completed, these properties will pay the full municipal tax amount.

Carried

6.12. Port of Algoma – Letter of Engagement with Master Consultant

Councillor J. Krmpotich declared a conflict on this item. (Employed by Essar Steel.)

The report of the Commissioner of Engineering and Planning was received by Council.
The relevant By-law 2015-43 is listed under item 11 of the Minutes.

6.13. Evolution of Community Development

The report of the Planning Director was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that report of the Planning Director dated 2015 03 09 concerning a new approach to community development be received as information and that the Destiny Sault Ste. Marie members undertake the actions identified in the report to determine the viability of the True Growth proposal with a follow-up report to City Council in May 2015.

Carried

6.15. Mausoleum Phase XIV

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the report of Manager of Cemeteries dated 2015 03 09 concerning Mausoleum Phase XIV be received and the following recommendations be approved:

1. Council approve Phase XIV of the Mausoleum Master Plan; and
2. Staff be authorized to engage the services of EPOH Inc. for the planning, registration and tendering of the construction of Phase XIV of the Municipal Mausoleum

with funding for the proposed project to come from the Cemetery Reserve.

Carried

6.16. CAO Selection Committee

Minutes of the February 5, 2015 Committee meeting were received by Council.

(6.3) Finance Committee Meeting – 2015 03 03

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

Moved by: Councillor J. Huppenen

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 03 09 concerning the Finance Committee Terms of Reference be approved; and

Further Be It Resolved that the Finance Committee Terms of Reference dated 2004 01 26 be amended to authorize the Finance Committee to review and prioritize supplementary items referred to the budget by City Council; and

Further Be It Resolved that the Finance Committee recommend a prioritized supplementary items list to City Council prior to budget deliberations be approved.

Defeated

(6.14) Reallocation of Capital from Current Funds

The report of the Manager of Traffic and Communications was received by Council.

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Traffic and Communications dated 2015 03 09 concerning the Reallocation of Capital from Current funds – surplus funds from Public Works and Transportation's communication project to a new digital radio system be approved.

Carried

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1. ADMINISTRATION

7.2. COMMUNITY SERVICES DEPARTMENT

7.3. ENGINEERING

7.4. FIRE

7.5. LEGAL

7.6. PLANNING

7.7. PUBLIC WORKS AND TRANSPORTATION

7.7.1. Flashing Light – Base Line and Airport Road

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

Moved by: Councillor J. Hupponen

Seconded by: Councillor R. Niro

Resolved that the report of the Deputy Commissioner dated 2015 03 09 concerning the flashing light at Airport Road and Baseline Road be received as information, and that the recommendations of the CIMA report be approved with the exception of the recommendation not to install flashing lights on Airport Road; and that Council confirm its direction to install yellow flashing lights on Airport Road.

Carried

7.8. BOARDS AND COMMITTEES

7.8.1. Port of Algoma

Councillor J. Krmpotich declared a conflict on this item. (Employed by Essar Steel.)

The report of the Chief Executive Officer, Economic Development Corporation was received by Council.

7.8.2. Animating the John Rowswell Hub Trail

Councillor T. Sheehan declared a conflict on this item. (Employed by the Ministry of Colleges, Education and Training, to whom the NORDIK Institute has applied for funding.)

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that the application of the NORDIK Institute for Economic Diversification Fund funding in the amount of \$28,325 to undertake the animation of the John Rowswell Hub Trail be approved.

Carried

Recorded Vote	For	Against	Absent/Pecuniary
Mayor C. Provenzano	X		
Councillor S. Butland	X		
Councillor F. Fata		X	
Councillor S. Myers	X		
Councillor J. Krmpotich	X		
Councillor R. Niro	X		
Councillor M. Shoemaker	X		
Councillor R. Romano	X		
Councillor J. Hupponen	X		
Councillor P. Christian	X		
Councillor M. Bruni	X		
Councillor T. Sheehan			X
Councillor L. Turco	X		

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

8.1. Flashing Lights at Intersections

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Romano

Whereas the Transportation Master Plan included public responses to a survey completed by nearly 1,100 residents; and

Whereas the public response to those surveys indicated a desire from residents to have flashing red and amber lights at intersections; and

Whereas there is less traffic on the City streets between 11 p.m. and 6 a.m. relative to peak travel times; and

Whereas it would be impractical to commence using red flashing lights at a large number of controlled intersections within the City without determining the feasibility of using red flashing lights in a more limited area; and

Whereas to determine if red flashing lights at a large number of controlled intersections within the City is a feasible option, the City traffic division can commence a pilot project in a limited area of town, and report back to City Council on the results of said pilot project in 24 months; Now Therefore Be It Resolved that the Traffic Division of the Public Works and Transportation Department be requested to advise City Council of:

1. The cost associated with implementing red and amber flashing lights, commencing at 11 p.m. and ending at 6 a.m., at the intersections of: Wellington Street West and Lyons Avenue, Lyons Avenue and Patrick Street, Korah Road and Wallace Terrace and Wallace Terrace and Goulais Avenue with the amber flashing light being given to east and westbound traffic on Wallace Terrace/Lyons Avenue/Wellington Street West, and the red flashing light being given to all intersecting streets; and
2. Whether the traffic volume of the said intersections, between 11 p.m. and 6 a.m., is below the threshold mandated by the Province of Ontario to allow for red-flashing lights, that being, 200 vehicles per hour; and
3. What the level of pedestrian traffic is at the said intersections between 11 p.m. and 6 a.m.; and
4. What other considerations Council should examine in determining whether to implement such a pilot project; and
5. What accident levels have been at these intersections in the past 24 months.

Carried

8.2. 2015 Budget

Moved by: Councillor F. Fata

Seconded by: Councillor M. Shoemaker

Whereas the 2015 City budget will be a very challenging one; and

Whereas 4.6% increase in property taxes is unacceptable; and
Whereas the City has many homeowners who are on low and fixed incomes; and
Whereas City Council is going to have to take responsibility and find ways to bring down the tax increase; and
Whereas every group must be prepared to tighten their belts and contribute to a reduced tax increase; and
Whereas prudent financial management has to be the responsibility of every group that receives funding from the taxpayers of Sault Ste. Marie;
Therefore Be It Resolved that staff compile a list of all external funded agencies with the corresponding grant each receives from the City and report back to Council at the March 23 Council meeting.

Carried

- 9. COMMITTEE OF THE WHOLE FOR THE PURPOSE OF SUCH MATTERS AS ARE REFERRED TO IT BY THE COUNCIL BY RESOLUTION**
- 10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**
- 11. CONSIDERATION AND PASSING OF BY-LAWS**

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that all By-laws under item 11 of the Agenda and Addendum under date 2015 03 09, save and except 2015-43 and 44 be approved.

Carried

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

11.1.3 By-law 2015-45 (Agreement) The Planning Partnership Limited

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-45 being a by-law to authorize the execution of an agreement between the City and The Planning Partnership Limited to develop detailed plans for a proposed streetscape implementation strategy for the block of Queen Street between Dennis Street and Bruce Street and to develop a series of conceptual plans showing how a streetscape strategy can be implemented on the remaining blocks be passed in open Council this 9th day of March, 2015.

Carried

11.1.4 By-law 2015-46 (Agreement) Electrical Safety Authority

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-46 being a by-law to authorize the execution of an agreement between the City and the Electrical Safety Authority for the period from April 1, 2015 and ending March 31, 2016 be passed in open Council this 9th day of March, 2015.

Carried

11.1.5 By-law 2015-47 (Agreement) Engineering OCIF Fund Ministry of Agriculture, Food & Rural Affairs (Second Line Widening)

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-47 being a by-law to authorize the execution of an agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Agriculture, Food and Rural Affairs for the Ontario Community Infrastructure Fund (Application-Based Component) be passed in open Council this 9th day of March, 2015.

Carried

11.1.6 By-law 2015-48 (Property Acquisition) Part of 304 Cathcart Street

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-48 being a by-law to authorize the City's purchase of a sliver of property located at the corner of Huron Street and Cathcart Street to improve the geometry of this intersection be passed in open Council this 9th day of March, 2015.

Carried

11.1.7 By-law 2015-49 (Agreement) PWT Minister of Transportation

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-49 being a by-law to authorize the execution of an agreement between the City and Her Majesty the Queen in Right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario (Ministry) to allow the City to enter upon Ministry lands described as Lot 10, RCP H-745, designated as Part 1 on Plan 1R10310 for the purposes of constructing, monitoring and maintaining a ditch and berm be passed in open Council this 9th day of March, 2015.

Carried

11.1.8 By-law 2015-50 (Agreement) Physician Recruitment Funding

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-50 being a by-law to authorize the execution of an agreement between the City, Group Health Association, Sault Area Hospital and Algoma West Academy of Medicine for Physician Recruitment Funding be passed in open Council this 9th day of March, 2015.

Carried

11.1.9 By-law 2015-51 (Appointments) Commissioner of Finance and Treasurer

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-51 being a by-law to appoint Shelley Schell as Commissioner of Finance and Treasurer and to repeal By-law 94-124 be passed in open Council this 9th day of March, 2015.

Carried

(11.1.1) By-law 2015-43 (Agreement) Engineering Letter of Engagement Master Consultant Services for Port of Algoma

Councillor J. Krmpotich declared a conflict on this item. (Employed by Essar Steel.)

Moved by: Councillor M. Shoemaker

Seconded by: Councillor L. Turco

Resolved that By-law 2015-43 being a by-law to authorize the execution of a Letter of Engagement with Master Consultant between the City and KPMG LLP and AECOM Canada Ltd. for the Port of Algoma be passed in open Council this 9th day of March, 2015.

(11.1.2) By-law 2015-44 (Appointments) Inspectors

Councillor L. Turco declared a conflict on this item. (Spouse employed by the Police Service.)

Moved by: Councillor M. Shoemaker

Seconded by: Councillor R. Niro

Resolved that By-law 2015-44 being a by-law to appoint Inspectors under the *Building Code Act*, 1992 and Municipal Law Enforcement Officers under the *Police Services Act* be passed in open Council this 9th day of March, 2015.

Carried

11.2. By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority

- 11.3. By-laws before Council for THIRD reading which do not require more than a simple majority**
- 12. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**
- 13. CLOSED SESSION**
- 14. ADJOURNMENT**

Moved by: Councillor J. Hupponen

Seconded by: Councillor L. Turco

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk



Sault Ste Marie Region Conservation Authority

Council Presentation March 23, 20 5

Rhonda Bateman,
General Manager/Secretary-Treasurer
Sault Ste. Marie Region Conservation Authority
rbateman@ssmrca.ca
705-946-8530



Accountability



The Sault Ste. Marie Region Conservation Authority is partially funded through:

- City of Sault Ste. Marie
- Ministry of Natural Resources and Forestry
- Township of Prince
- Self-generated revenues
- Ministry of Environment and Climate Change



Establishment

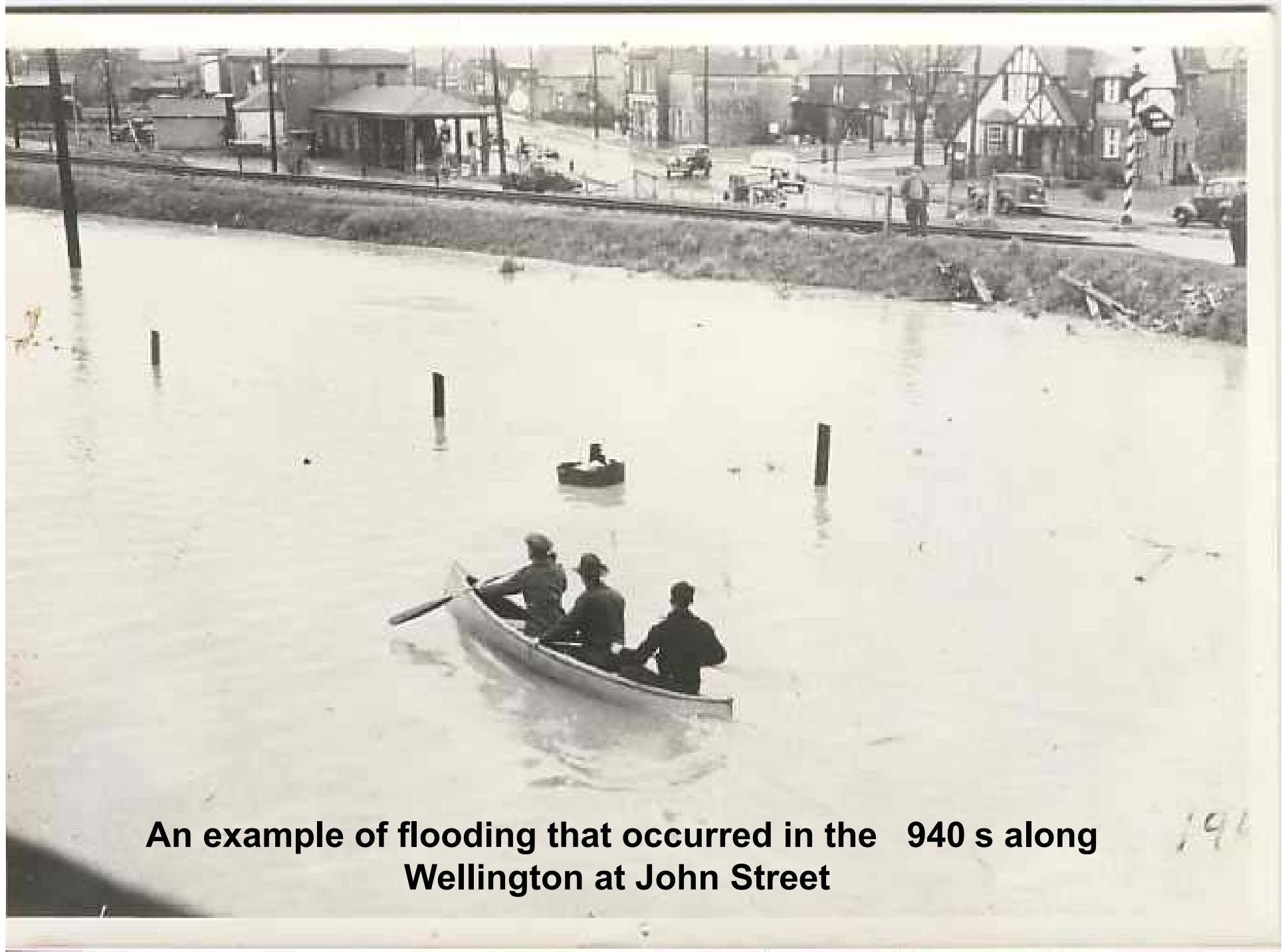
The Sault Ste. Marie Region Conservation Authority was established in November of 1963 through an Order-In-Council under the Conservation Authorities Act.

Prime motivation for the establishment was the prevention of flooding in Sault Ste. Marie and the townships of Korah and Tarentorus.

Fort Creek Dam, Reservoir and Channel were the first flood control structures constructed through the Conservation Authority and Municipal partnership.



Hurricane Hazel



An example of flooding that occurred in the 1940s along
Wellington at John Street



Flood Control Channels

SSMRCA has five flood control channels located across the City of Sault Ste. Marie:

Fort Creek

East Davignon

Bennett – West Davignon

Central Creek

Clark Creek

The SSMRCA in partnership with the Province and the City of SSM financed and built the structures to prevent flooding. The channels are responsible for the movement of flood flows safely through the City.

The SSMRCA maintains the channels on a daily basis.



Flood Control Channels





Remediation Works

Fort Creek Channel





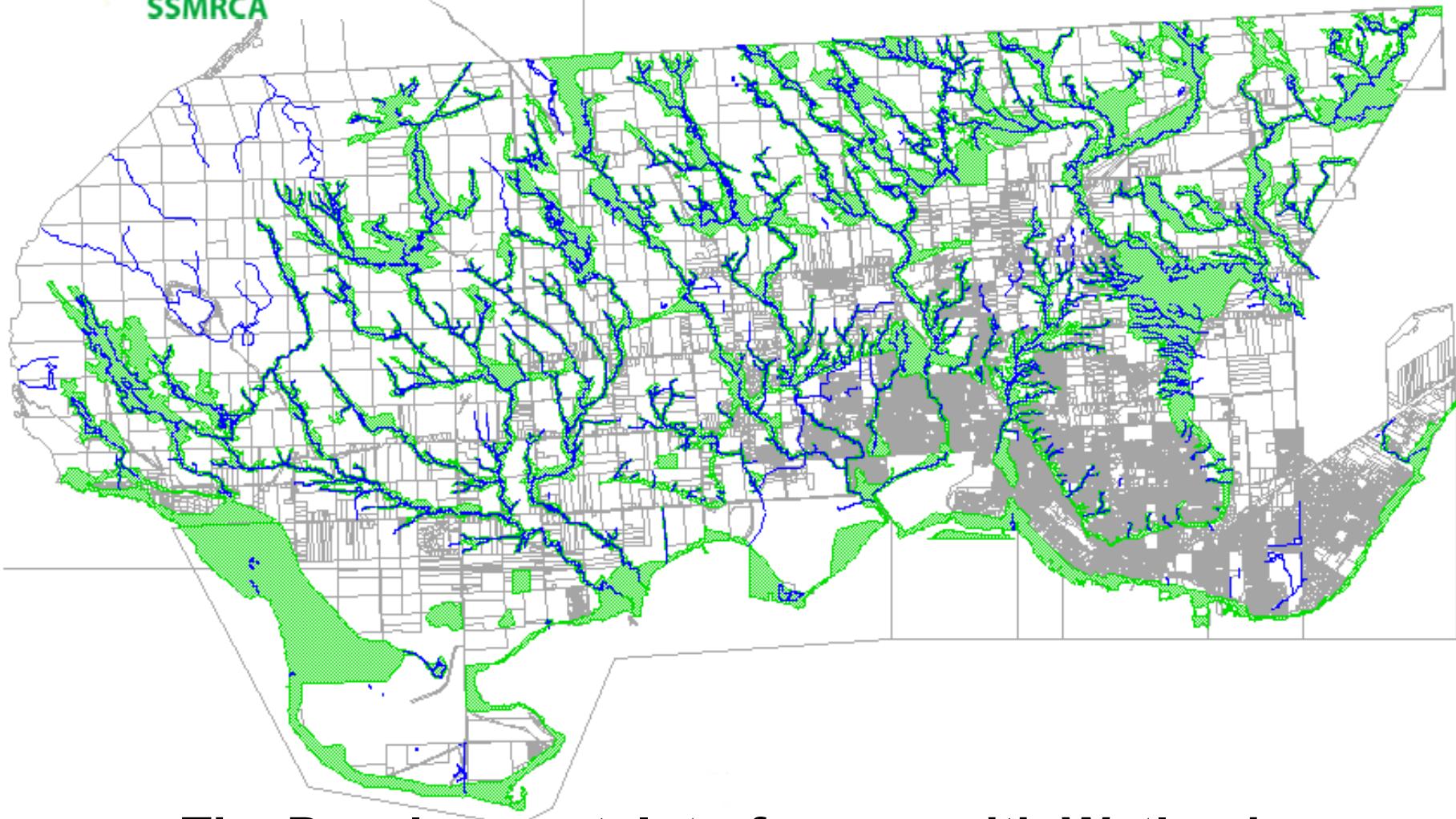
Remediation Works

Clark Creek Sediment Removal





Ontario Regulation /0



**The Development, Interference with Wetlands
Alterations to Shorelines Watercourses**



Regulations and Permits

Any development to properties in the areas of jurisdiction that may have one of the following features requires a permit from the SSMRCA:

Flood plains

Hazard Lands

Wetlands

Shorelines – both lake and riverine

Other areas where development could interfere with the hydrologic function of a wetland

The intent of the regulation is the prevention of loss of life and property. Unfortunately many older homes and structures were built or planned prior to our stringent regulations being applicable.



Flood Forecasting and Warning





Flood Forecasting and Warning

The SSMRCA is responsible for Flood Forecasting and Warning within the City of Sault Ste. Marie and Prince Township.

Public safety mandate.

Three categories of public notification

Watershed Conditions Statement - Information on watershed conditions and outlook for near future.

Flood Watch – Flooding is predicted to occur, may be specific to certain areas.

Flood Warning – Flooding is imminent or occurring.



Conservation Areas





Conservation Areas

The SSMRCA owns many properties that are made available for the enjoyment of the public.

Fort Creek Conservation Area

Hiawatha Highlands Conservation Area

Shore Ridges Conservation Area

Mark's Bay Conservation Area

Activities undertaken include:

Hiking, skiing, mountain biking, bird watching, swimming

Regulations strictly prohibit the following activities:

Motorised vehicles, firearm possession, hunting, alcohol consumption, fires



Drinking Water Source Protection

Source Protection Plans

The Sault Ste. Marie Region Source Protection Plan was approved in March 10, 2015

The Source Protection Plans contains policies developed to address significant threats as identified in the Assessment Report

The objectives of the policies apply where an activity is or would be a significant drinking water threat:

- i. Ensuring that the activity never becomes a significant drinking water threat.*
- ii. Ensuring that, if the activity is being engaged in, the activity ceases to be a significant drinking water threat.*

Policy development involved the use of provincial instruments, land use planning, restricted land use, risk management plans and prohibition



Drinking Water Source Protection

SSMRCA was responsible for the research and development for the Drinking Water Source Protection Program for the City of SSM

Program has been funded separately from regular SSMRCA programs

Ministry of Environment and Climate Change designated the program to Conservation Authorities under the *Clean Water Act, 2006*,
“An Act to protect existing and future sources of drinking water”

Program was adapted as a result of the recommendations from the Walkerton Inquiry



Drinking Water Source Protection

Source Protection Committee (SPC)

10 member SPC for Sault Ste. Marie Region Source Protection Area

1 Chair – Peter McLarty

1/3 Municipal members

- 2 SSM, 1 Prince

1/3 Sectoral members

- 1 PUC, 1 Aggregates, 1 Small Business

1/3 Other members

- 1 environmental, 1 SSM resident, 1 Sault North resident

1 seat open for First Nations



Budget

2015 Budget Request

City of Sault Ste. Marie \$324,095

Flood Forecasting and Warning

Flood Control and Maintenance

Planning Input

Zoning and Official Plan Input

Committee of Adjustment Input

Education and Outreach

Membership on various Boards/Committees

Collaboration



Thank you

Rhonda Bateman
General Manager/Secretary-Treasurer
SSMRCA
705-946-8530
rbateman@ssmrca.ca

MOU Highlights



Sault Ste. Marie Economic Development Corporation

March 23, 2015



Key Performance Indicators (KPIs)

In 20 4, the SSMEDC's business support programs and services helped generate

- **3** Business Startups and Expansions
- **35** Jobs Created or Retained

Between 20 0 and 20 4, this activity generated

- **5** Business Startups and Expansions
- **, 00** Jobs Created or Retained

Key Performance Indicators (KPIs)

In 20 4, Tourism Sault Ste Marie's work at attracting events and selling vacation packages led to

- **22, 0 Visitor Days**
- **\$3 2 M In Direct Visitor Spending**

Between 20 0 and 20 4, this activity generated

- **3,2 0 Visitor Days**
- **\$24 4 M In Direct Visitor Spending**

2014 Highlights Business

- Under the Business Retention and Expansion Program, 2 firms expanded, which created or retained 332 obs
- Work with small business and youth clients helped start 25 companies and create 2 obs
- Secured a location and funding to establish a Small Business Incubator
- Worked with the City and Essar to advance the Port of Algoma project



2014 Highlights Tourism

- Helped attract or host 23 events, which generated 3,000 visitor days and \$20M in direct visitor spending
- Sold 4,000 vacation packages, which led to \$10M in direct visitor spending
- Helped attract 2 cruise ships, Pearl Mist and Hamburg, to the Sault waterfront
- Attracted nearly 200 motor coach visits
- Continued to develop new products Group of 100 and North Shore Bike Route



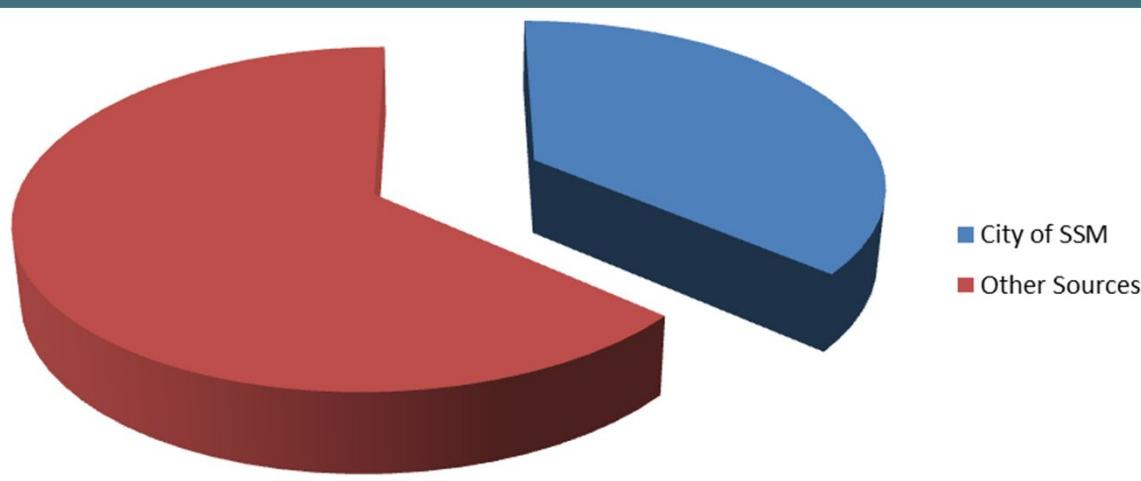
20 4 Highlights Special Projects

- The SSMEDC has recently undertaken a number of major special projects on behalf of the community that are outside of the normal duties of the organization, including
 - **SSM/OLG Modernization Project**
 - **ACR Passenger Service Retention**
- To facilitate these initiatives, a significant amount of financial resources and staff time is required



Leveraging Municipal Investments

- The SSMEDC received \$ M from the City in 20 4, which represented under of the Municipality s total expenses
- The SSMEDC received \$2 2 M from other sources in 20 4
- Between 20 0 and 20 4, the SSMEDC received \$ 9 M from the City The Corporation used this funding to secure \$ 4M from senior levels of government and the private sector



SSMEDC Funding 2010 - 2014



Economic Scan

Throughout 2014, the local economy continued to remain on fairly stable ground. This stability was reflected by a number of positive economic indicators for the community, such as

- Employment levels returning to pre-2009 recession amount
- Increased credit rating for the City
- Growing Municipal tax base
- Rising residential property value
- Stable levels of public and private sector investments

Sault Ste Marie Lottery and Gaming Cluster



**Development of the City's Center of Excellence
in Lottery and Gaming Business**

March 23, 2015



Community's Evolving Strategy

- Human Resource Development and Talent Management
 - Qualified Employees
 - Education/Training/Relevant Work Experience
- Lottery and Gaming Infrastructure
 - Data Centre
 - Commercial Space
 - Quality of Life Considerations
- Investment and Business Attraction Information, Promotion, Marketing and Client Service

Primary Activities

- Digital Gaming Task Force
- Lottery Procurement Process
- SSM Innovation Centre Pilot Projects CBN Digital Gaming Platform, R D Centre, Algoma Games for Health
- CBN Centre of Excellence for Charitable Gaming
- Establishment of a Data Centre in SSM
- Recruiting and Retaining Lottery and Gaming Talent
- Business Development and Investment Attraction

Sault Ste. Marie Innovation Centre Overview

for:

Sault Ste. Marie City Council

March 9th, 2015

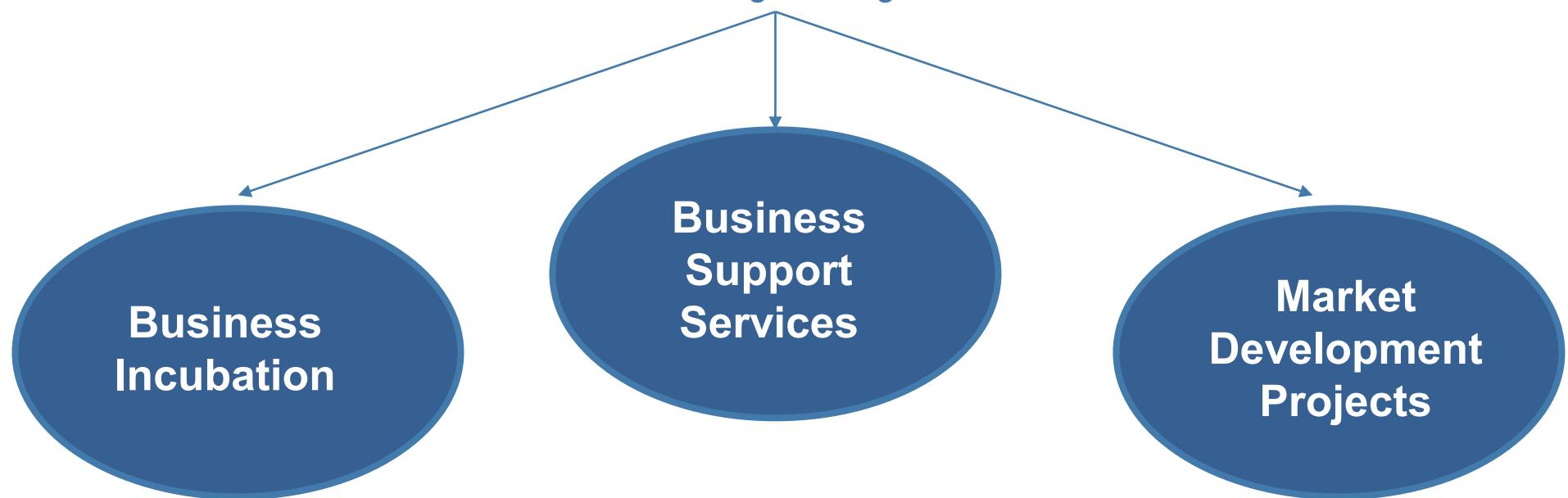
www.ssmic.com





SAULT STE. MARIE
INNOVATION
CENTRE

A non-profit organization driving
growth in the science and technology sectors
in the Algoma region.



SAULT STE. MARIE
INNOVATION
CENTRE

Mission Statement

To drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

Vision Statement

Build and actively develop an innovative science and technology hub:
a perpetual generator of knowledge and prosperity.

High Level Goals

- Operate an innovative, efficient and effective organization that makes a significant, positive impact on our region
- Provide high-value business services to grow the Science and Technology sectors in Sault Ste. Marie and Region
- Develop and nurture the science and technology sectors of Sault Ste. Marie
- Develop and grow internal profit centres



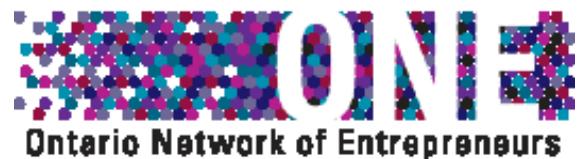
Board of Directors

- **Dereck Whitmell;** Acting VP, Lottery IT, EIM & iGaming - Chair
- **Lisa Richter;** Vice President, Human Resources, Northern Credit Union - Vice Chair
- **Kelly McLellan;** Director, Financial Transactions and Administration; OLG - Treasurer
- **Kirsten Corrigal;** Supervisor, Tenure Implementation Unit, Ontario Ministry of Natural Resources – Secretary
- **Karen Bird;** Renewable Energy Director, Batchewana First Nation of Ojibways
- **Nevin Buconjic;** Strategic Business Advisor, Ontario Ministry of Natural Resources
- **Dr. Ron Common, President,** Sault College of Applied Arts & Technology
- **Jim Harmar;** Senior Partner, Shelby Environmental Services
- **Dr. Richard Myers;** President; Algoma University
- **Art Osborne;** Provincial Aviation and Forest Fire Information Officer, MNR
- **Ross Romano;** City Councillor
- **Kirk Rothenberger,** Essar Steel
- **Chris Wray;** CAO/Clerk/Treasurer, Municipality of Wawa
- **Mayor Christian Provenzano (Ex-Officio)**



SSMIC Overview

- Over 45 staff
- Member of Ontario Network of Entrepreneurs
- Partnerships with Algoma University and Sault College
- National Research Council IRAP Office on-site



Metrics – Success!

Metrics	2014	
	Target	Result
1) Job creation	45	50
2) Funding leveraging	\$2.2M	\$3.1M



Metrics – Success! (cont'd)

Metrics	2014	
	Target	Result
3) Business Incubation	12	6
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	70	70+
5) Continue youth outreach activities	Reach 900 youth	Over 1200 youth reached



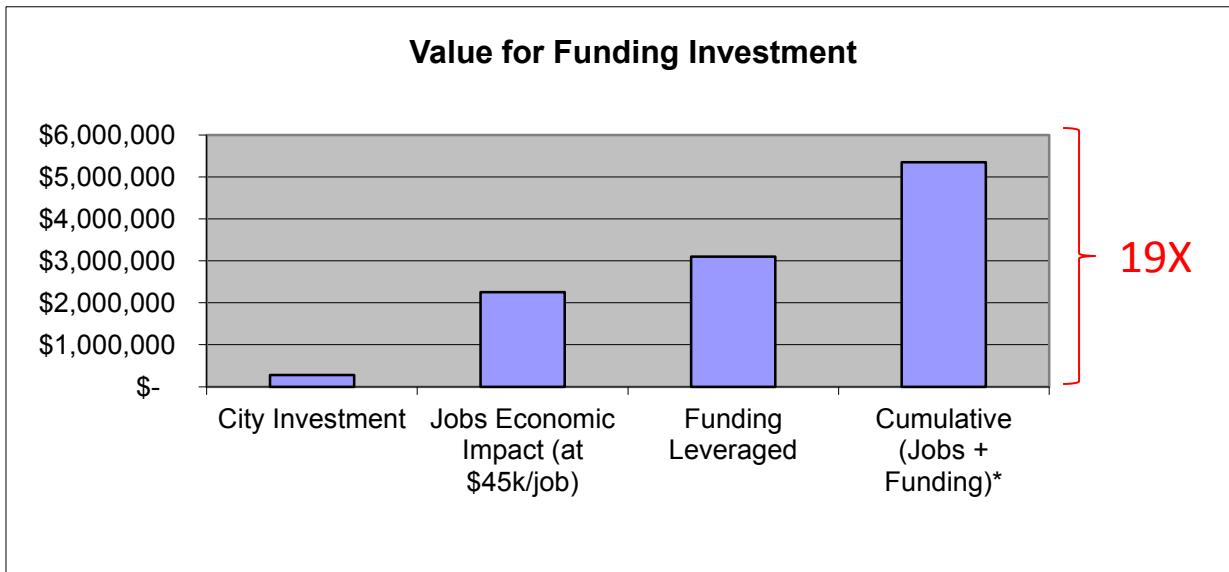
Metrics – Success! (cont'd)

Metrics	2013	
	Target	Result
6) Increase GIS related business in Sault Ste. Marie	\$1.3M	\$1.3M
7) Raise the profile of the innovation sector locally and externally		Achieved; Smart Energy Conference; OCE Discovery; etc.
8) Create the environment for growth in IT (networking events; training workshops, etc.)		IRAP events; Networking Events; Innovation Awards



Value for Money

- City provides \$277,890 for SSMIC economic development activities
- SSMIC helped drive a \$5.35M jobs and funding impact in 2014
 - 50 new jobs @ conservative \$45k/job = \$2.25M
 - \$3.1M in funding programs for business and for SSMIC projects



- Jobs attract young professionals
- Increase city tax revenue
- Align with strategic goals of City of SSM to build for the future!



SSMIC Business Services



Business Support Services

- Working with ~70 science and technology companies
- From startups to large companies



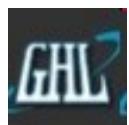
SAFETYLYNX



Elementa



ENVIRONMENTAL
WASTE INTERNATIONAL



Business Support Services (cont'd)

- Professional Support Services
- Mentorship Network
- Funding assistance
 - Government
 - Angel/Venture Capital
- Workshop Series
- Innovation Assistance Program
- “Grub at the Hub” networking events



Downtown Expansion

- Accelerator Hub launched
- RBB Innovations first partner
- AGFH moved in
- Events and programming to take place
- Youth incubation services under development



Company Outreach

- Pan-Northern OCE Discovery Pavilion
- CDMN Soft Landing Program
- Tradeshow support through programming



SSMIC Community Outreach



Science and Technology Community Development

Youth Outreach

#HOUROFCODE

- Created by **Code.org**, advanced by SSMIC and promoted to area schools
- Over 30 Sault & Area schools participated, including over 1200 students
- Computer Science Education Week (December 8th-14th)



Youth Outreach

ARTIE (Advanced Research Technology & Innovation Expo)

- Local exhibitors in science and technology
- Open to all area elementary school students
- Reach over 900 students yearly



Youth Outreach

SciFest

- April 2015
- Students and families
- Science North and other communities partners

ENTERPRISE OLYMPICS

- SSMIC resource on Enterprise Olympics Committee
- High school students
- Pitch business ideas to judges over the course of one weekend



Community Events

SSMARRt Innovation Awards

- Annual event
- Over 100 members of community attend
- 8 award categories – Innovation Youth, Student/Graduate, Company, Project, Researcher, Educator, Leader



Community Events

EAT ALGOMA

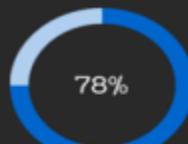
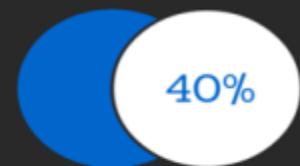
- Over 1,000 Sault & Area attendees
- Downtown SSM
- Local food, local restaurants and exhibitors
- Over 500 tickets sold
- Sponsored by Scotiabank



Ongoing Activities and External Events



SSMIC/SOCIAL 2014



1

twitter

Increase in number of
@SSMICnews followers
in past year.

2

newsletter

Increase in total
subscribers to SSMIC's
Eye on Innovation
Newsletter since 2012.

3

sault star

Number of SSMIC
columns in the Sault
Star per year.

4

facebook

Number of likes on the
SSMIC Facebook page.

SSMIC Public Relations



PRESS

- 37 press releases issued in 2014
- Six front-page news stories
- Features in news outlets like CBC and Yahoo Finance, and publications like Smart Grid Today and Canadian Biomass



SSMIC Market Development



Market Development Projects – Driving Niche Opportunities

Science

- Smart Energy
- Bio-Sciences

Technology

- GIS
- Digital Gaming



Digital Gaming

- Algoma Games for Health
 - Team of seven developers
 - Products/Projects:
 - Evoxative Speech Rehabilitation Platform
 - Matchability iPad app
 - InTense iPad app
 - OSHKI Learn2Mine Portal
 - Partner development activities
 - Canadian Banknote Company – Play on Demand Games
 - CAMH Responsible Gaming



Community Energy Sector Effort

- Thoughtful approach with significant investment of time and resources



Implementation Underway

- Driving opportunities in:
 - Smart grid
 - Bio-fuels
 - Advanced pilot projects
- Energy Opportunities conference November 4th-5th in SSM





RAIN's objectives

- **Build relationships** through networking, collaboration and priority setting
- **Build capacity** of local producers and businesses in agriculture and food through practical workshops, sharing information, and assisting with market development
- **Undertake research**, tailored to the needs of local producers by conducting crop trials, fostering innovation and sharing research that improves the sector

What is RAIN?

The **Rural Agri-Innovation Network (RAIN)** is a project of the Sault Ste. Marie Innovation Centre (SSMIC) and NORDIK Institute, with collaboration and support from local associations, producers, businesses, communities and funding organizations.



Rural Agri-Innovation Network's Two-Year Impact

- Infrastructure – Tile Drainage / Land Clearing
 - 18 projects complete in 2014; 777 acres of tile drainage
 - Additional drainage/land clearing projects in 2015
- Sustainable New Agri-Food Products Program
 - Fund to purchase equipment for new food products
 - 45 funded projects – 10 projects from the region,
6 projects are vendors of SSM farmers' markets
- Research projects on new crops and diversification
 - 12 projects in various stages
 - Leveraged over \$200,000 in project funds

Lottery and Gaming



- Working with SSM EDC and City of SSM on efforts to retain jobs from OLG modernization
- Opportunity to prepare for arrival of private sector businesses taking over lottery and casino operations
- Working with Canadian Banknote on e-bingo and gaming project and with other private sector players
- Establishing Next Generation Lottery and Gaming Centre



Data Centre

- Tier III Data Centre envisioned for SSM
- Key piece of infrastructure for future ICT development
- RFP Issued August 2014
 - Two phase RFP
- Final proponent selected and developing project

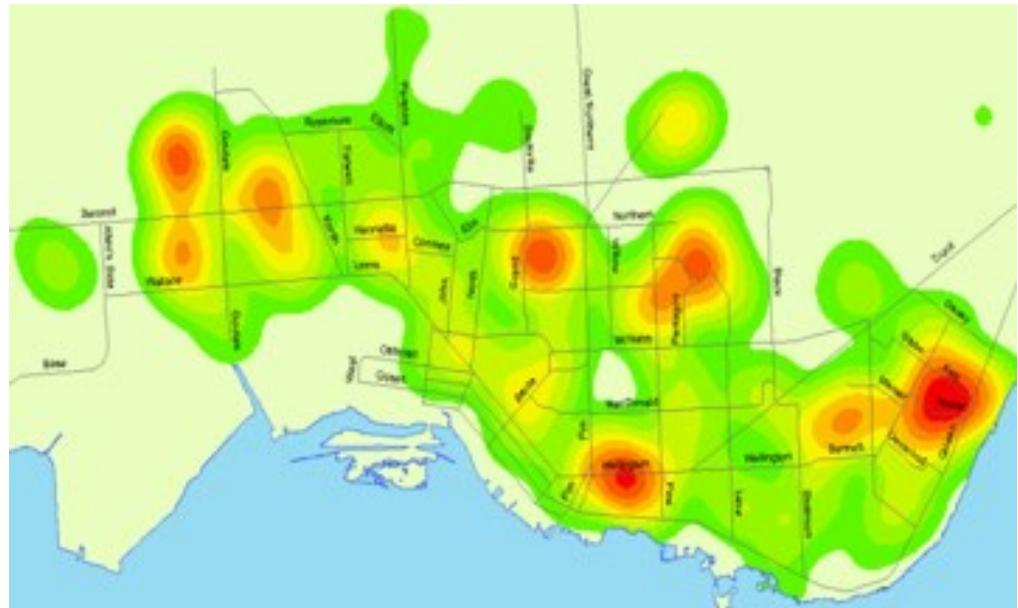


SSMIC Community Geomatics Centre



GIS – Community Geomatics Centre

- Unique in Canada
- Award winning
- Growth mode – 20+ staff
- Driving tangible benefits to the region



Promoting Community Information Utility
model to other communities



Innovation Centre Strengths

- Talented, passionate Board and staff (45+ and growing!)
- Actively growing critical industry sectors
 - ✓ S&T will continue to play a major role in the economy
 - ✓ Highly skilled, high paying jobs
 - ✓ Federal and provincial governments have targeted innovation and SME's as the cornerstones of future development
 - ✓ Provide exciting, challenging jobs to young professionals



Why Sault Ste. Marie?



We bring unique advantages to any science and technology business!

- Business Support
- Infrastructure
- Talent Pool
- Quality of Life



Thank you

For more information, please contact:

Tom Vair - 705-942-7927 x.3152

Cell: 705-971-5464

tvair@ssmic.com



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@citysm.on.ca
b.berlingieri@citysm.on.ca

March 17, 2015

The Honourable Lisa Raitt
Minister of Transport
Tower C – 330 Sparks Street
Ottawa, ON
K1A 0N5

Dear Honourable Lisa Raitt,

On behalf of the ACR Passenger Service Stakeholder Working Group, we thank you and MP Bryan Hayes and MP Carol Hughes for having Transport Canada staff contact us to request information related to our ACR Passenger Service Transitional funding proposal. It is my understanding that the information requested by your officials has been received, and deemed complete.

Our preparation of this information revealed some additional information that we as a Working Group had not fully appreciated. Based on 2014 passenger data recently received from CN, we discovered that over 80% of the ACR passenger trips originate from or are destined for an ACR station or flag stop that is not accessible by a public thoroughfare.

We also discovered that the employment and economic benefits that may result from the third-party operator's proposed business plan are more significant than expected. The return on investment by the Government of Canada supporting the Working Group's transitional funding proposal not only includes the retention of current economic benefits and employment by continuing the passenger service, it also creates the potential to substantially increase regional economic and employment growth as evidenced by BDO communications, which were based upon Railmark's financial projections.

In summary, according to recent BDO estimates, the continued operation of the ACR passenger service during the five year transition funding period will support the total generation of \$142,620,000 in economic impacts in the low scenario and as much as \$268,680,000 in the high scenario. The average scenario was estimated to be \$252,900,000 over this period. This includes annual tax revenue estimates which would accrue to all levels of Government (estimated at between \$8.78M and \$12.83M). In terms of employment and based on BDO's current (Original Impact Analysis) and future (per Railmark's Projections), the total estimated impact would be 375 to 640 jobs/year. This represents 30-40 direct jobs, 55-170 indirect jobs and 290 to 430 "induced" jobs.

Minister, the Working Group respectfully requests that you and your Department immediately address the remaining two action items noted in our January 19, 2015 letter and previously referenced in our December 19, 2014 letter to you. Now is the time to immediately meet to confirm the federal government's continued commitment to this railway service by supporting the stakeholder Working Group's five year, \$7 million transition plan.

There are only two weeks remaining before the ACR passenger service shuts down. Your officials have had an opportunity to review the information the Working Group provided and have likely forwarded recommendations to you. The third party operator has been identified and has signed the necessary agreements to undertake the provision of the ACR passenger service. The operator is preparing to take over the rail service – contingent on federal funding. And, effective April 1, 2014, CN will have terminated the employees who historically undertook to provide this service. We as affected stakeholders need to move forward with you and implement this transition plan now.

Sincerely,



JMF:bb

Joseph M. Fratesi, Chief Administrative Officer and Chair, Algoma Central Railway Passenger Service Working Group

Cc: Bryan Hayes, MP Sault Ste. Marie
Carol Hughes, MP Algoma—Manitoulin—Kapuskasing
ACR Passenger Service Stakeholder Working Group Representatives
Fady Mansour, Director, Business Development, CN
Terry O'Brien, Director, Passenger Operations, CN
B. Allen Brown, Railmark Canada
Sault Ste. Marie Economic Development Corporation Board of Directors
Mayor and City Councillors, City of Sault Ste. Marie



Missanabie Cree First Nation

174B Hwy 17B
Garden River
Ontario
P6A 6Z1

Phone: (705)-254-2702
Fax: (705)-254-3292
www.missanabiecree.com

The Honourable Lisa Raitt, P.C., M.P.
Minister of Transportation
House of Commons
Ottawa

Dear Minister Raitt,

Subject: follow-up re: our letter of March 4, 2014 concerning the Algoma Central Railway funding

Once again I have been mandated by the First Nation Chiefs of the Northeast Superior Regional Chiefs' Forum (NSRCF) to write to you about the urgent need to continue the Remote Rail Program funding for the Algoma Passenger Train. As stated in our March 4, 2014 letter to you, before announcing cancellation of funding, there was no free, prior and informed consent of our First Nations as required under the United Nations Declaration on the Rights of Aboriginal Peoples (UNDRIP), and no consultation in support of discharging the need to accommodate Aboriginal rights in cases of infringement, as supported by numerous Supreme Court of Canada rulings. Furthermore, since then you did not respond to our request for your staff to contact the NSRCF Duty-to-Consult Coordinator to set up a meeting with the Chiefs to discuss this issue. This meeting would have included consideration of the NSRCF Conservation Economy research done to date for the Chapleau Game Preserve (CCSP) that includes optimizing railway lines in the region in support of value-added tourism.

Since that letter of March 4, 2014, the NSRCF has played an important leadership role in the ACR Stakeholders Working Group, as myself being the the representative. We have participated actively in the development of a sustainability plan for a renewed and improved Algoma passenger train. In partnership with the municipalities and stakeholders, we have formulated plans for developing train-in Anishinaabe cultural-based tourism products in our traditional territories through which the ACR travels. Tourism research indicates that there is an increasing demand for tourism products based on First Nation cultures and remote wilderness settings that are not road-based. Our traditional territories accessed by the Algoma train are ideally located for the development of these tourism products.

Our First Nations are also in the preparatory stages for participating in forestry and mining projects alton the ACR corridor. Members of our First Nations expect to become employees of these businesses and wish to use the passenger train between their homes and work sites in this remote area that has no road access.

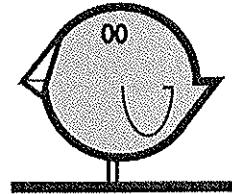
The land on which the ACR was built over 100 years ago was taken without our agreement. Nor did the railway serve us well. Now is the chance for your government to right that wrong by ensuring that the passenger service plays its important role of infrastructure for the regional economic development of the NSRCF First Nations.

By continuing the transition funding for the passenger service, the federal government will be supporting First Nation economic development

We urge you to provide the transition funding of \$7 million for the next 5 years.

Thank you for your kind consideration of this important request.

Chief Jason Gauthier



March 13th, 2015

Malcolm White, City Clerk
99 Foster Drive
Sault Ste Marie, On
P6A 5N1

Dear Mr. White,

This letter is to inform you that Loplops Gallery~Lounge will be requesting 3 serving stations along Queen Street East between Bruce and Dennis for the periods between March 26th-28th, April 8th - 11th, April 22nd - 25th and May 6th - 9th from 3:30pm to 8:00pm with the staff of Loplops working at each tent. Security will also be at each tent. This licensed area would be on Greyhound game days during these periods.

The total licensed area of 140 feet x 45 feet which puts the capacity of area at 550 people.

Police, Fire, Building and Health have all been notified as well as the City of Sault Ste Marie and none have any objections to this event or licensing.

If you require any further information please do not hesitate to contact me at 945.0754.or at 705.297.2814 (text available and preferred) or email at loplops01@gmail.com

Thank you for your consideration,

Sincerely,

Stephen Alexander
Owner – Loplop Gallery Lounge

Greyhound Street Closure Schedule

March 26th – 28th

Street is being requested to be closed 2 of these nights during the period listed above.

April 8th – 11th

Street is being requested to be closed 2 of these nights during the period listed above.

April 22nd – 25th

Street is being requested to be closed 2 of these nights during the period listed above.

May 5th – 9th

Street is being requested to be closed 2 of these nights during the period listed above.

The street is being requested to be closed at 3:30pm on Greyhound game days during the periods listed above and to be re-opened that same night at 8:30pm.

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: STEVE ALEXANDER Downtown Association TELEPHONE: 942-2919

ADDRESS: 496 QUEEN ST EAST POSTAL CODE: P6A 1Z8

The above person hereby makes application for the closing of

Queen Street East

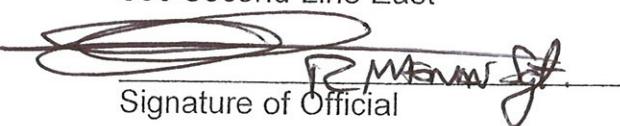
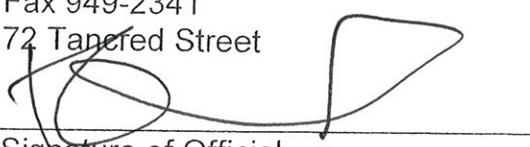
(Name of street to be closed)

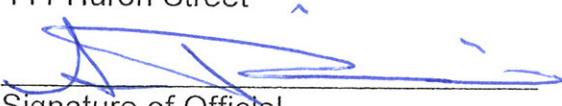
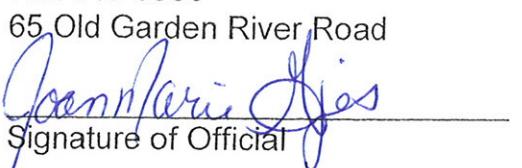
from Bruce Street to Dennis Street

(reference points - street numbers, cross streets, etc.)

on the _____ day of _____, 20 ____ from _____ am/pm to _____ am/pm
for the purpose of _____ see attached sheet

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
580 Second Line East

Signature of Official
2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Tancred Street

Signature of Official
3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road

Signature of Official
4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street

Signature of Official
5. Central Ambulance Communication Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden River Road

Signature of Official
6. Downtown Association
Telephone 942-2919
Fax 942-6368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)

Signature of Official

CITY CLERK SECTION:

City Council approval was received on _____, _____
(date) (By-law No.)

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

2015 03 23

Mayor Christian Provenzano and
Members of City Council

RE: STAFF TRAVEL REQUESTS

Dear Council:

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

1. Mike Figliola – Fire Services

Annual Northeastern Fire Education Conference
March 27 - 29, 2015
North Bay, ON
Estimated total cost to the City - \$ 603.45
Estimated net cost to the City - \$ 603.45

2. Jim St. Jules – Fire Services

Annual Northeastern Fire Education Conference
March 26 - 29, 2015
North Bay, ON
Estimated total cost to the City - \$ 934.97
Estimated net cost to the City - \$ 934.97

3. Mike Nadeau – Social Services Department

NOSDA AGM
April 15 - 17, 2015
Thunder Bay, ON
Estimated total cost to the City - \$ 1,058.50
Estimated net cost to the City - \$ 1,058.50

4. Jeff Barban – Social Services – Social Housing Division

NOSDA AGM
April 15 - 17, 2015
Thunder Bay, ON
Estimated total cost to the City - \$ 358.44
Estimated net cost to the City - \$ 358.44

5. **Carla Fairbrother - Social Services – Child Care Division**
NOSDA AGM
April 15 - 17, 2015
Thunder Bay, ON
Estimated total cost to the City - \$ 358.44
Estimated net cost to the City - \$ 358.44
6. **David Petersson – Social Services – Finance Division**
NOSDA AGM
April 15 - 17, 2015
Thunder Bay, ON
Estimated total cost to the City - \$ 358.44
Estimated net cost to the City - \$ 358.44
7. **Paul Milosevich - Fire Services**
Fire Investigation Training
October 26 – 30, 2015
Markham, ON
Estimated total cost to the City - \$ 2,015.50
Estimated net cost to the City - \$ 2,015.50
8. **Carlo Provenzano - Fire Services**
Fire Investigation Training
October 26 – 30, 2015
Markham, ON
Estimated total cost to the City - \$ 1,815.50
Estimated net cost to the City - \$ 1,815.50
9. **Paul Antonello - Fire Services**
Fire Investigation Training
October 26 – 30, 2015
Markham, ON
Estimated total cost to the City - \$ 1,815.50
Estimated net cost to the City - \$ 1,815.50
10. **Kyle Lappage – Public Works & Transportation Department**
Petroleum Mechanic Helper TSSA Certificate
April 19 – 22, 2015
St. Clements, ON
Estimated total cost to the City - \$ 1,995.58
Estimated net cost to the City - \$ 1,995.58

11. Kevin Lavergne – Engineering & Planning – Building Division

OBAO Annual Meeting & Training Session

October 5 - 7, 2015

Toronto, ON

Estimated total cost to the City - \$ 2,367.42

Estimated net cost to the City - \$ 2,367.42

12. Malcolm White – Clerks Department

AMCTP MEA Review Meeting

April 2, 2015

Toronto, ON

Estimated total cost to the City - \$ 375.00

Estimated net cost to the City - \$ 0.00

Yours truly,



JMF: bb

Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: William Freiburger, Commissioner of Finance and Treasurer
DEPARTMENT: Finance Department
RE: 2014 Honoraria and Expenses – Mayor & Council and Board & Committee Members

PURPOSE

The purpose of this report is to provide a summary of Mayor & Council and Board & Committee Members Honoraria and Expenses paid during 2014 in accordance with Section 284(1) of The Municipal Act.

BACKGROUND

This report is provided annually to Mayor and Council.

ANALYSIS

Honoraria and expenses are within the approved budget.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 03 23 concerning 2014 Honoraria and Expenses (Mayor, Council, Board and Committee Members) be received as information.

Respectfully submitted,

W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

WF/kl

attachment

Page 107 of 380

The Corporation of the City of Sault Ste. Marie
Finance Department

**Summary of Honoraria and Expenses paid during 2014
for Mayor & Council, Board and Committee Members**

Sec. 284(1) The Municipal Act

By-law 2011-39

Mayor

C. Provenzano	- Honorarium	8,164.17	
	- Car Allowance	<u>386.73</u>	8,550.90
D. Amaro	- Honorarium	64,032.72	
	- Car Allowance	4,154.37	
	- Travel - Conferences	2,066.12	
	- Other City Business - Meetings	<u>2,568.78</u>	72,821.99

Councillors

M. Bruni	- Honorarium	23,201.25	
	- Car Allowance	2,521.91	
	- Travel - Conferences	<u>2,083.74</u>	27,806.90
S. Butland	- Honorarium	23,201.25	
	- Car Allowance	2,521.91	
	- Travel - Conferences	<u>1,970.97</u>	27,694.13
P. Christian	- Honorarium	23,201.25	
	- Car Allowance	2,521.91	
	- Travel - Conference	<u>681.79</u>	26,404.95
F. Fata	- Honorarium	23,201.25	
	- Car Allowance	2,521.91	
	- Travel - Conference	<u>355.00</u>	26,078.16
J. Huppenen	- Honorarium	2,623.65	
	- Car Allowance	<u>214.77</u>	2,838.42
J. Krmpotich	- Honorarium	23,201.25	
	- Car Allowance	<u>2,521.91</u>	25,723.16

Summary of Honoraria and Expenses paid during 2014 for Mayor & Council, Board and Committee Members

F. Manzo	- Honorarium - Car Allowance	20,577.60 <u>2,307.14</u>	<u>22,884.74</u>
P. Mick	- Honorarium - Car Allowance - Travel - Conferences	20,577.60 2,307.14 <u>2,007.75</u>	<u>24,892.49</u>
S. Myers	- Honorarium - Car Allowance - Travel - Conference	23,201.25 2,521.91 <u>355.00</u>	<u>26,078.16</u>
R. Niro	- Honorarium - Car Allowance	23,201.25 2,521.91	<u>25,723.16</u>
R. Romano	- Honorarium - Car Allowance	2,623.65 <u>214.77</u>	<u>2,838.42</u>
T. Sheehan	- Honorarium - Car Allowance - Travel - Conference	23,201.25 2,521.91 <u>1,748.59</u>	<u>27,471.75</u>
M. Shoemaker	- Honorarium - Car Allowance	2,623.65 <u>214.77</u>	<u>2,838.42</u>
L. Turco	- Honorarium - Car Allowance - Travel - Conferences - Other City Business - Meetings - Executive Meetings	23,201.25 2,521.91 1,755.55 1,013.01 <u>1,395.10</u>	<u>29,886.82</u>
B. Watkins	- Honorarium - Car Allowance	20,577.60 2,307.14	<u>22,884.74</u>

Association of Municipalities of Ontario (AMO) Board

Councillor L. Turco - Costs paid by AMO 1,126.12

Federation of Northern Ontario Municipalities (FONOM) Board

Councillor L. Turco - Costs paid by FONOM 899.34

**Summary of Honoraria and Expenses paid during 2014
for Mayor & Council, Board and Committee Members**

Committee of Adjustment		By-law 2011-39
F. DelBosco	- Honorarium	1,282.50
R. Dumanski	- Honorarium	1,027.08
A. Gualazzi	- Honorarium	1,028.16
S. Farrell	- Honorarium	1,027.08
J. Moore	- Honorarium	1,027.08
Committee of Revision		By-law 2011-39
S. Farrell	- Honorarium	0.00
L. Robibaro	- Honorarium	0.00
Fence Viewers Committee		By-law 2011-39
F. DelBosco	- Honorarium	0.00
L. Robibaro	- Honorarium	0.00
R. O'Neill	- Honorarium	0.00
Police Services Board		By-law 2011-39
Judge J. Greco	- Honorarium	1,783.89
R. Ten Brinke	- Honorarium	1,800.09
I. MacKenzie	- Honorarium	2,059.02
B. O'Neill	- Honorarium	1,783.89
Property Standards Appeal Committee		By-law 2011-39
L. Robibaro	- Honorarium	34.14
S. Farrell	- Honorarium	41.20
O. Grandinetti	- Honorarium	34.14



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Christine Pascall, Manager of Accounting
DEPARTMENT: Finance Department
RE: Public Sector Salary Disclosure Act (PSSDA)

PURPOSE

The purpose of this report is to provide information concerning the Public Sector Salary Disclosure Act, 1996 (PSSDA).

BACKGROUND

Organizations that receive public funding from the Province of Ontario are required to disclose annually the names, positions, salaries and total taxable benefits of employees with a reported salary of \$100,000 or more in a calendar year. The reported salary is based on actual payments made during the year as reported on the T4 statement.

ANALYSIS

Attached is a listing of employees whose salary in 2014 exceeded \$100,000. The total list includes 174 employees compared to 124 in 2013. The significant increase in the number of employees included on the 2014 list is a result of an additional pay period occurring in 2014.

City employees are paid on a bi-weekly basis which results in 26 pay periods. However, approximately every eleven years the calendar falls in such a way that it results in 27 pay periods. A bi-weekly pay schedule is based on 364 days per year and a calendar year has 365 or 366 days. Over an eleven year period these partial bi-weekly periods accumulate to result in the additional pay period. The last time that City employees experienced 27 pay periods was 2003.

The additional pay period in 2014 resulted in approximately 34 additional employees being included on the list.

The 27th pay period does not impact our operating budget since wage costs are recorded based on calendar days.

Other employers who follow a biweekly pay cycle will also experience years with 27 pay periods but the timing of the additional pay period may differ.

Below is a 5 year comparison of the number of employees included in this reporting:

Five Year Comparison

	2014	2013	2012	2011	2010
City Employees	28	24	18	20	18
Fire Employees	40	32	31	26	24
Library Employees	-	1	1	1	1
Police Employees	106	67	55	59	32
TOTAL	174	124	105	106	75

The attached Record of Employees' 2014 Salaries and Benefits is provided in the suggested format, and is available for public inspection in the City Clerk's Department and on the Ontario Ministry of Finance website on March 31, 2015 at www.fin.gov.on.ca/en/publications/salarydisclosure/2015/.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Manager of Accounting dated 2015 03 23 concerning Public Sector Salary Disclosure for 2014 be received as information.

Respectfully submitted,



Christine Pascall, CPA, CA
Manager of Accounting

Recommended for approval,



W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

CP/kl

attachment

RECORD OF EMPLOYEES' 2014 SALARIES AND BENEFITS
REGISTRE DES TRAITEMENTS ET AVANTAGES VERSÉS AUX EMPLOYÉS EN 2014

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Cal Year / Année civile	Sector / Secteur	Employer / Employeur	Surname / Nom de famille	Given Name / Prénom	Position Title / Poste	Salary Paid / Traitément versé	Taxable Benefits / Avantages imposables
Insert additional rows at the end as needed / Insérer d'autres rangées au besoin							
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	APOSTLE	NICHOLAS	Commissioner of Community Services.....	144,149.88	1,873.85
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BARBAN	JEFFREY	Manager - Housing Programs.....	106,492.88	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BARRETT	TERRY	Captain.....	114,524.19	1,011.17
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BEACH	JAMES	Captain.....	116,051.84	1,011.17
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BOROWICZ-SIBENIK	MELANIE	Assistant City Solicitor.....	111,759.40	1,480.39
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BRECHIN	KEVIN	1st Class Firefighter.....	100,274.06	870.02
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BRESCACIN	FRANK	Deputy Fire Chief.....	125,856.09	2,351.10
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	BUMBACCO	GEORGE	1st Class Firefighter.....	108,478.42	895.63
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	CAIN	JOSEPH	Manager of Recreation & Culture.....	100,570.38	1,264.72
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	CAMPBELL	BRIAN	Captain.....	112,845.75	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	CARMICHAEL	THOMAS	1st Class Firefighter.....	102,164.20	895.64
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	CARON	ROGER	Supervisor Building Services.....	104,088.04	1,067.71
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	CHEESEMAN	JOSEPH	1st Class Firefighter.....	109,499.37	895.60
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	COCCIMIGLIO	FRANK	Manager of Information Systems.....	117,668.88	1,541.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	COLE	STUART	1st Class Firefighter.....	101,676.34	882.79
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	DIONISI	MICHAEL	Captain.....	114,866.42	1,001.54
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	DOLCETTI	JERRY	Commissioner of Engineering & Planning.....	159,535.04	2,065.84
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	DOUGLAS	JOHN	1st Class Firefighter.....	101,189.05	870.02
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	DUBOIS	TERRY	Platoon Chief.....	119,727.48	1,066.75
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	ELLIOTT	DONALD	Director of Engineering Services.....	130,422.53	1,697.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	FERA	NORMAN	Manager Community Centres.....	112,395.58	1,395.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	FERRIS	DAMON	Platoon Chief.....	118,263.96	1,043.58
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	FRATESI	JOSEPH	Chief Administrative Officer.....	202,622.56	7,155.34
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	FREIBURGER	WILLIAM	Commissioner of Finance & Treasurer.....	159,535.04	2,065.84
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	GILLESPIE	CHRIS	Captain.....	116,562.77	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	GIRARDI	LARRY	Commissioner of Public Works & Transportation.....	159,535.04	6,606.95
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	GREGORINI	TIM	1st Class Firefighter.....	100,295.34	895.64
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	GREVE	ROBERT	1st Class Firefighter.....	100,719.54	870.03
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	GRIGG	DAN	Captain.....	111,457.63	963.03
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	HAMILTON BEACH	SUSAN	Deputy Commissioner Public Works & Transportation.....	127,726.20	1,664.90
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	KENNY	NUALA	City Solicitor.....	158,836.58	2,059.11
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	KOZAK	BRIAN	Captain.....	112,827.10	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LAJOIE	JEFFREY	Captain.....	114,192.34	963.02
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LAMORIE	SHAWN	1st Class Firefighter.....	101,277.17	870.00
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LANG	DAVID	Platoon Chief.....	119,865.40	1,066.76
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LEBEL	MICHAEL	Superintendent of Public Works.....	130,421.36	2,875.95
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LEBEL	PATRICIA	Manager of Ontario Works.....	106,397.48	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	LIEPA	PETER	City Tax Collector.....	106,303.33	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MAKI	DON	Chief Building Official.....	106,303.33	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MAKKONEN	PAUL	1st Class Firefighter.....	102,777.29	870.02
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MANCUSO	FRANK	1st Class Firefighter.....	101,714.14	882.79
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MARTYNUCK	STANLEY	Captain.....	118,125.02	1,011.15
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MAY	JOSEPH	Platoon Chief.....	119,668.38	1,066.76
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MCCONNELL	DONALD	Planning Director.....	117,668.88	1,541.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	MILESEVICH	PAUL	Assistant Fire Chief - Fire Prevention & Public Education.....	120,398.04	1,541.05
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	NADEAU	MICHEAL	Commissioner of Social Services.....	131,127.22	1,709.54
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	NIRO	PETER	Commissioner of Human Resources.....	125,570.34	1,638.36
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	NIRO	ANTHONY	1st Class Firefighter.....	106,679.67	893.48
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PAGNUCCO	MICHAEL PAUL	Captain.....	113,535.77	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PASCALL	CHRISTINE	Manager of Accounting.....	101,285.49	1,323.55

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Cal Year / Année civile	Sector / Secteur	Employer / Employeur	Surname / Nom de famille	Given Name / Prénom	Position Title / Poste	Salary Paid / Traitément versé	Taxable Benefits / Avantages imposables
Insert additional rows at the end as needed / Insérer d'autres rangées au besoin							
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PIHLAJA	RICHARD	Captain.....	114,008.54	1,011.17
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PINNELL	MIRTON	Captain.....	112,789.80	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PROVENZANO	CARLO	Fire Prevention Officer.....	103,246.86	887.04
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	PROVENZANO	MARCEL	Fire Chief.....	167,722.25	2,686.86
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	QUESNELE	STEVEN	1st Class Firefighter.....	105,403.70	882.80
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	ROBERTSON	DOUGLAS	Captain.....	115,437.99	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	RUSHWORTH	ROBERT	Manager - Emergency Medical Services.....	117,668.88	1,541.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	SCHELL	SHELLEY	Manager of Finance & Budgets.....	118,822.08	1,541.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	SCHILDROTH	TERRY	Captain.....	114,971.77	1,011.16
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	SCOTT	DON	Manager - Transit & Parking.....	106,303.33	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	SIMON	MICHAEL	Captain.....	113,158.29	991.92
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	SMITH	SCOTT	Captain.....	114,459.86	1,001.53
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	ST. JULES	JAMES	Assistant Fire Chief, Support Services Division.....	117,968.88	1,541.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	STARZOMSKI	ANDY	Manager Traffic & Communications.....	106,303.52	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	TADDO	CATHERINE	Land Development & Environmental Eng.....	104,259.33	1,367.53
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	TYCZINSKI	RACHEL	Deputy City Clerk & Qlty Improvement Manager.....	106,303.33	1,395.28
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	WHITE	MALCOLM	City Clerk.....	144,149.88	1,873.85
2014	Municipalities & Services / Municipalités et services	City of Sault Ste Marie	ZORZI	RAYMOND	1st Class Firefighter.....	101,881.22	870.01
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ADDISON	JOSEPH E.	Constable.....	119,274.58	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ARMSTRONG	THOMAS M.	Sergeant.....	130,428.81	822.01
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BABER	BRADLEY R.	Constable.....	102,878.86	731.07
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BASKCOMB	DAVID L.	Sergeant.....	120,353.85	822.01
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BEAULIEU	SHAWN M.	Constable.....	103,102.96	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BELANGER	DEREK K.	Constable.....	102,118.85	701.27
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BOLDUC	BENTON S.	Constable.....	109,817.29	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BOYLE	JOHN D.	Constable.....	101,058.03	701.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	BROWN	FREDERICK A.	Constable.....	115,284.42	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CAMPBELL	ALISON D.	Constable.....	108,275.25	754.00
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CARPINELLI	CHRISTOPHER A.	Constable.....	100,145.32	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CHABOT	ROBERT W.	Constable.....	119,638.72	745.08
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CHARTRAND	NORMAN R.	Sergeant.....	122,530.96	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CHIAPPETTA	CHRISTOPHER J.	Staff Sergeant.....	124,204.88	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	COCCIMIGLIO	EMILY	Constable.....	102,781.89	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CORCORAN	DARRREN J.	Constable.....	104,847.51	701.27
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CREMA	RICHARD S.	Constable.....	108,078.95	759.97
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	CYR	SHAWN A.	Constable.....	107,916.10	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DAVEY	MICHAEL R.	Staff Sergeant.....	125,405.37	928.37
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DAVEY	STEVEN C.	Inspector.....	154,919.35	1,162.44
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DAVIES	ROBERT D.	Chief of Police.....	188,671.24	6,701.22
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DEWAR	DEREK R.	Constable.....	112,402.85	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DOUCETTE	DAVID M.	Constable.....	104,631.70	748.05
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DUBAS	MARK	Sergeant.....	125,803.93	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DUBIE	MARC M.	Constable.....	116,665.79	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DUGUAY	BRENT C.	Sergeant.....	118,343.53	841.39
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	DUKES	KEVIN M.	Sergeant.....	114,603.63	841.39
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	EGAN	JAMES E.	Sergeant.....	118,141.43	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ERKKILA	DOUGLAS T.	Constable.....	110,208.71	779.05
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	FORSYTH	JARROTT J.	Constable.....	104,846.49	723.91
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	FREEMAN	WILLIAM R.	Sergeant.....	115,168.19	749.85

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Insert additional rows at the end as needed / Insérer d'autres rangées au besoin							
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	GIOIA	ROBERT	Constable.....	101,677.88	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	GRAVELLE	PAUL W.	Constable.....	116,861.12	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	GRECO	JODY L.	Staff Sergeant.....	140,016.48	941.47
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	GUILD	SPENCER J.	Constable.....	110,122.59	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	GUZZETTI	DAVID E.	Constable.....	107,037.52	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	HANCHUCK	TYLER	Constable.....	100,990.65	701.27
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	HRUSKA	KENNETH	Staff Sergeant.....	134,956.55	941.47
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	HUGLI	DENISE	Constable.....	100,510.94	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	JOHNS	RYAN S.	Constable.....	104,473.89	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	JOHNSON	MICHELLE	Constable.....	112,904.59	779.05
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KATES	ROBERT D.	Deputy Chief.....	213,513.64	6,210.03
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KEATING	MATTHEW F.	Constable.....	108,328.37	723.91
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KEETCH	ROBERT A.	Chief of Police.....	104,649.54	6,330.98
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KENOPIC	LISA A.	Sergeant.....	113,853.49	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KENOPIC	MICHAEL A.	Staff Sergeant.....	121,797.86	889.06
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KING	DOUGLAS	Constable.....	107,565.64	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KIRKPATRICK	ALISON L.	Constable.....	100,445.08	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KOPPENS	ANGELA E.	Finance Co-Ordinator.....	103,318.35	810.13
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	KOVACS	KAREN L.	Constable.....	104,870.26	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	LARUE	MARK M.	Sergeant.....	117,419.47	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	LINDSAY	STEVEN P.	Constable.....	109,920.85	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	LOBERT	PETER	Constable.....	106,534.90	796.93
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MACFARLANE	DEREK J.	Constable.....	106,789.48	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MACLEOD	GEOFFREY M.	Constable.....	114,910.39	777.86
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MAGNAN	NICOLE L.	Constable.....	102,257.22	786.25
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MAGNAN	RAYMOND B.	Sergeant.....	123,145.55	841.39
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MAIONE	JOHN F.	Constable.....	115,891.42	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MANIACCO	MICHAEL A.	Constable.....	111,844.61	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MARTYNUCK	JANE A.	Staff Sergeant.....	124,067.47	941.47
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MIRON	STEVEN R.	Sergeant.....	112,872.12	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	MONTO	VICKI L.	Sergeant.....	116,394.11	828.87
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	NADON	Maurice F.	Constable.....	106,706.39	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	NOVITSKI	JEFFREY M.	Constable.....	106,889.66	765.96
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	O'DELL	DAVID C.	Inspector.....	154,919.49	1,162.44
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	O'DELL	SEAN M.	Constable.....	111,379.36	738.50
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	OVERMAN	JEFFREY S.	Constable.....	106,585.76	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PAQUETTE	KRISTEN A.	Constable.....	101,242.10	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PAULI	ROBERT J.	Constable.....	109,591.80	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PAYEUR	NORMAND J.	Sergeant.....	129,725.12	884.23
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PERIN	MICHAEL J.	Constable.....	100,659.34	723.91
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PLUSS	ARTHUR F.	Inspector.....	158,604.92	3,291.93
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	PODERYS	GEDIMINAS J.	Constable.....	102,123.54	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	POTTER	STEVEN A.	Constable.....	106,722.72	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	RALPH	BRENT W.	Sergeant.....	129,023.47	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	RICE	JOHN J.	Constable.....	132,259.25	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROACH	MELANIE J.	Constable.....	100,723.75	727.48
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROGERS	MICHAEL K.	Constable.....	102,651.09	758.78
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROLLIN	MONIQUE L.	Staff Sergeant.....	129,957.86	941.47
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROSE	MICHEAL J.	Constable.....	105,748.65	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROSSETTO	DARIN A.	Constable.....	101,334.63	768.34

RECORD OF EMPLOYEES' 2014 SALARIES AND BENEFITS
REGISTRE DES TRAITEMENTS ET AVANTAGES VERSÉS AUX EMPLOYÉS EN 2014

Please refer to the guide Preparing Your Report for the Year 2014, *Public Sector Salary Disclosure Act* before filling out this form.

Se reporter au guide de Préparation du rapport de 2014 aux fins de la *Loi de 1996 sur la divulgation des traitements dans le secteur public* pour remplir la présente formule.

Cal Year / Année civile	Sector / Secteur	Employer / Employeur	Surname / Nom de famille	Given Name / Prénom	Position Title / Poste	Salary Paid / Traitemen t versé	Taxable Benefits / Avantages imposables
Insert additional rows at the end as needed / Insérer d'autres rangées au besoin							
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROSSO	ANTHONY J.	Constable.....	105,414.17	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ROWE	MARTIN L.	Sergeant.....	131,855.67	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SACCO	CLAUDIO	Sergeant.....	130,253.06	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SCOTT	KERRY JEAN J.	Supervisor/Manager.....	105,763.44	826.02
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SGUIGNA	DAVID V.	Sergeant.....	124,344.24	822.01
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SHEPLEY	KEVIN D.	Constable.....	108,276.58	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SHIELLS	WILLIAM D.	Constable.....	127,447.55	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SHIER	STEVEN D.	Constable.....	117,639.38	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SIMBIRSKI	CHERYL A.	Constable.....	103,584.26	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SIMBIRSKI	DONALD W.	Constable.....	107,512.38	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SIRIE	DARREN W.	Constable.....	104,554.73	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SPARLING	SEAN P.	Deputy Chief.....	142,544.02	1,066.58
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SPINA	SONNY A.	Constable.....	119,648.33	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	SWEET	BRADLEY W.	Constable.....	113,663.22	746.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	TAYLOR	WAYNE A.	Constable.....	115,379.85	739.69
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	TRAIN	STEPHEN B.	Inspector.....	149,883.25	1,125.11
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	TRUDEAU	JOSEPH J.	Sergeant.....	127,254.59	862.82
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	TURCO	DANIEL A.	Constable.....	118,481.01	764.77
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	TURCO	LISA A.	Constable.....	101,813.89	743.29
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	VALLEE	LEVIS	Staff Sergeant.....	140,938.33	941.47
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	VIRTANEN	MARK E.	Constable.....	105,028.04	782.65
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	WEST	DAVID W.	Constable.....	105,792.67	779.05
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	WILLIAMS	BENJAMIN L.	Constable.....	102,927.34	723.91
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	WRIGHT	ROBERT A.	Constable.....	117,951.14	757.57
2014	Municipalities & Services / Municipalités et services	City of Sault Ste. Marie- Police Services	ZAMBUSI	JOHN C.	Staff Sergeant.....	151,735.30	941.47

This record has been approved by: / Ce registre a été approuvé par :

WILLIAM FREIBURGER				COMMISSIONER OF FINANCE AND TREASURER			
Name / Nom				Position Title / Poste			
705 759 5349		27-Feb-15					
Phone Number / Téléphone				Date / Date			

Prepared under the *Public Sector Salary Disclosure Act*, 1996 / Préparé en vertu de la *Loi de 1996 sur la divulgation des traitements dans le secteur public*.



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: William Freiburger, Commissioner of Finance and Treasurer
DEPARTMENT: Finance Department
RE: 2015 Grants to Outside Agencies and Others

PURPOSE

This report is in response to a council resolution dated 2015 03 09:

Moved by: Councillor F. Fata

Seconded by: Councillor M. Shoemaker

Whereas the 2015 City budget will be a very challenging one; and

Whereas 4.6% increase in property taxes is unacceptable; and

Whereas the City has many homeowners who are on low and fixed incomes; and

Whereas City Council is going to have to take responsibility and find ways to bring down the tax increase; and

Whereas every group must be prepared to tighten their belts and contribute to a reduced tax increase; and

Whereas prudent financial management has to be the responsibility of every group that receives funding from the taxpayers of Sault Ste. Marie;

Therefore be it resolved that staff compile a list of all external funded agencies with the corresponding grant each receives from the City and report back to Council at the March 23 Council Meeting.

Carried

BACKGROUND

Not applicable.

Report to Council – 2015 Grants to Outside Agencies and Others

2015 03 23

Page 2.

ANALYSIS

Attached is a summary prepared by Shelley Schell, Manager of Finance and Budgets regarding funding for Outside Agencies and grants to others based on the 2015 budget.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Finance and Treasurer dated 2015 03 23 concerning 2015 Grants to Outside Agencies and Others be received as information.

Respectfully submitted,



W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

WF/kl

attachment

OUTSIDE AGENCIES & GRANTS TO OTHERS

2015 OPERATING
BUDGET

	2014	2015	\$ Change (2014 to 2015)	% Change (2014 to 2015)	
	BUDGET	BUDGET			
Algoma Public Health	2,198,770	2,198,770	0	0.00%	Levy-set by Algoma Public Health as per Ontario Health Protection and Promotion Act
Physician Recruitment - City Share	191,215	100,000	(91,215)	-47.70%	Approved by Council February 25, 2015 (to March 31, 2016)
Library Board	2,891,035	2,891,035	0	0.00%	Ontario Libraries Act 1990, budget approval by Council
Conservation Authority	324,095	324,095	0	0.00%	Conservation Authority Act, 1990, Levy passed to municipality
Humane Society	475,590	552,360	76,770	16.14%	Agreement with City to provide animal control services and cost of operating shelter
Art Gallery of Algoma	172,355	172,355	0	0.00%	Ongoing support
SSM Museum	173,060	173,060	0	0.00%	Ongoing support
Bush Plane Museum	110,000	110,000	0	0.00%	Ongoing support
Cultural Recognition	1,500	1,500	0	0.00%	Cultural recognition awards annual allocation
Safe Communities	40,000	40,000	0	0.00%	Ongoing support
Norgoma	15,000	0	(15,000)	-100.00%	No funding request for 2015, Council stated 2014 was last year
Misc Grant-Algoma University	40,000	40,000	0	0.00%	Ongoing support for library and scholarships
Misc Grant-Memorial Exemption	17,000	17,000	0	0.00%	Tax exemption for Royal Canadian Legion for municipal portion of taxes By-law 2006-93 (expiry 2016)
Misc Grant-Pee Wee Arena	21,000	21,000	0	0.00%	Tax exemption for municipal & education portion for Pee Wee Arena. (since 1967)
Misc Grant-Other Sports	10,000	10,000	0	0.00%	National/International Sports Competitions funding for individuals/teams
Red Cross Grant	50,000	50,000	0	0.00%	City share to leverage provincial program with Red Cross, provides snow removal assistance for seniors
Misc Grant-Youth Partnership	14,000	27,500	13,500	96.43%	Funds allocated for Youth Friendly Community Recognition Program. Youth Committee to report as to future requirements
Cultural Grants-Budget	53,900	53,900	0	0.00%	Funds provided to individuals/groups participating in provincial, international, cultural competitions. Approved by Council March 9, 2015
Economic Development Corporation	1,179,925	1,179,925	0	0.00%	
Destiny SSM	30,000	30,000	0	0.00%	
Development SSM	246,000	246,000	0	0.00%	
Innovation Centre	277,890	277,890	0	0.00%	
Tourist Promotion	168,655	168,655	0	0.00%	
	8,700,990	8,685,045	(15,945)	-0.18%	
Organizations without approval or commitments in 2015		3,486,450			
Organizations that cannot be reduced in 2015 due to prior approvals or commitments		5,198,595			
		8,685,045			
EDF Fund annual commitment not reflected in above		500,000			



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Paul Milosevich, Assistant Fire Chief
DEPARTMENT: Fire Services
RE: Rescind Existing Carbon Monoxide By-Law 2009-82

PURPOSE

The purpose of this report is to rescind the current existing By-law 2009-82 Carbon Monoxide Alarms.

BACKGROUND

New provincial regulation, made under the Fire Protection and Prevention Act, 1997 (FPPA) amends the 2007 Fire Code (Ontario Regulation 213/07), which renders our existing CO By-law, 2009-82, obsolete. The FPPA was recently amended by the Hawkins Gignac Act (Carbon Monoxide Safety), 2013 to allow for the development of requirements related to the presence of unsafe levels of carbon monoxide (CO) in residential occupancies.

New Ontario Regulation 194/14 incorporates recommendations made by the Carbon Monoxide Technical Advisory Committee, that was established by the OFMEM in January 2014. This committee included representation from the fire service, municipalities, safety agencies, professional associations, owners/landlords, alarm manufacturers and other affected Provincial ministries.

The testing and maintenance elements of the regulation come into force on October 15, 2014, while the CO alarm installation and replacement requirements will have a phased implementation of 6 months (April 15, 2015) or 1 year (October 15, 2015) from the in-force date, depending on the number of suites within the building.

As this amendment is part of the Ontario Fire Code, it will be enforced by SSMFS' Fire Prevention Officers. For more information regarding these new OFC requirements, please contact Fire Service, inspection Division.

ANALYSIS N/A

2015 03 23

Page 2.

IMPACT

There is no budgetary impact.

STRATEGIC PLAN

N/A

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2015-57 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Paul Milosevich
Assistant Fire Chief

Recommended for approval

Mike Figliola
Fire Chief



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nuala Kenny, City Solicitor
DEPARTMENT: Legal Department
RE: Acquisition of Property – Base Line

PURPOSE

The purpose of this report is to request Council's authorization to purchase a portion of property located at 1915 Base Line, Sault Ste. Marie in order to make improvements to Base Line. The property is owned by John Caron and Deborah Caron.

BACKGROUND

In February of 2013, the Engineering Department identified the need to acquire a portion of property located at 1915 Base Line. This would allow the City to make alignment improvements to Base Line.

ATTACHMENT

Attached to this report is a drawing which identifies the portion of 1915 Base Line to be acquired as the "Subject Property".

ANALYSIS

After years of negotiations and discussions with regards to this matter, and determining whether the City should proceed by way of an easement or the acquisition of the sliver of property, the Caron's have agreed to sell the Subject Property to the City. Both parties have agreed that the City's offer to purchase the Subject Property will be Three Thousand, Three Hundred (\$3,300.00) Dollars.

The improvements to Base Line are scheduled to commence in the spring of 2015.

IMPACT

The City will be responsible for the costs associated with the acquisition of the Subject Property.

Report to Council – Acquisition of Property – Base Line
2015 03 23
Page 2.

STRATEGIC PLAN

Not applicable.

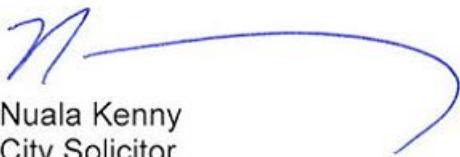
RECOMMENDATION

It is therefore recommended that Council take the following action:

That City Council authorize the acquisition of property from John Caron and Deborah Caron and all costs related thereto for the improvements needed to Base Line.

By-law 2015-54 authorizing same appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Nuala Kenny".

Nuala Kenny
City Solicitor

NK/cf

Attachment

Staff/Council reports/2015/Map 519 Acquisition of property – Base line mar23.15



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Nuala Kenny, City Solicitor
DEPARTMENT: Legal Department
RE: Request Deeming By-law Wilding Park Subdivision
(Bishop/Mitchell)

PURPOSE

The purpose of this report is to bring to Council a request received from the owners of lots 212 to 214, Plan 6541, Wilding Park Subdivision.

BACKGROUND

The owners of lots 212 to 214, Plan 6541, Wilding Park Subdivision have requested that the City pass a deeming by-law under Section 50(4) of the *Planning Act* for lots 212 to 214, Plan 6541, Wilding Park Subdivision. The effect of the deeming by-law, once it is registered on title, would be that these lots would be treated as one block of land and could no longer be sold as individual lots without the by-law being repealed or by a Committee of Adjustment severance approval.

The owners are planning on completing renovations to the existing home and would like to begin as soon as the frost is gone in the spring. The request to pass a deeming by-law for these lots was circulated to Planning, Building, Engineering and the Committee of Adjustments. There were no objections on condition that the owners provide us with a registered Application to Consolidate the Parcels for this property.

I have attached a portion of Map 54 showing the lots as "Subject Property". The deeming by-law would be registered on the Subject Property once the owners have provided the Legal Department with a copy of the registered Application to Consolidate the parcels.

ANALYSIS

Not applicable

Report to Council – **Request Deeming By-law Wilding Park Subdivision**

(Bishop/Mitchell)

2015 03 23

Page 2.

IMPACT

Not applicable.

STRATEGIC PLAN

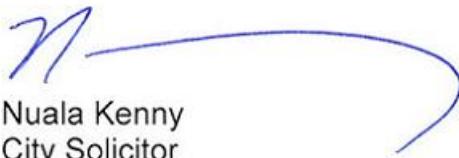
Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that By-law 2015-53 which has the effect of deeming lots 212, 213 and 214, Plan 6541 Korah, Wilding Park Subdivision as not being part of a plan of subdivision be recommended for approval, with the condition that the owners of the Subject Property provide the City with a copy of the registered Application to Consolidate the Parcels for the Subject Property. By-law 2015-53 appears elsewhere on the agenda.

Respectfully submitted,



Nuala Kenny
City Solicitor

NK/da

LEGAL\STAFF\COUNCIL REPORTS\2015\REQUEST DEEMING BY-LAW WILDING PARK SUB BISHOP PR7.1



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor
DEPARTMENT: Legal Department
RE: Licence to Occupy City Property Agreement for the Greyhound Season Playoff Events

PURPOSE

The purpose of this report is to request Council's approval of a Licence to Occupy City Property Agreement (the "Licence Agreement") between the City, the Downtown Association ("Downtown") and Stephen Alexander operating as Loplops Lounge & Gallery ("Loplops"), collectively referred to as the "Licencees" to permit the programming described below to take place on a portion of Queen Street East during the "Home Games" for the Soo Greyhounds First Round of Playoffs (the "Event").

BACKGROUND

The Licencees contacted the City Legal Department to request permission to hold the Event on Queen Street East from Bruce Street to Dennis Street (the "City Property"). At this time, the definitive "Home Games" dates for the First Round Playoffs have not been set, however the date ranges requested for the Event include March 26th – March 28th, 2015, April 8th – 11th, 2015, April 22nd to April 25th, 2015 and May 5th – May 9th, 2015. For each of these date ranges, the Licencees have requested that the City Property be closed for two of the evenings, being the actual dates the Home Games take place.

The Event will consist of up to three Pop-Up Patios each twenty (20') feet by twenty (20') feet, if the Licencees determine they will utilize tent structures. Further, the Pop-Up Patios will be surrounded by an outside perimeter, forming the Licensed Area. Loplops will operate the Pop-Up Patios and serve alcohol at the Event.

Report to Council – Licence to Occupy City Property Agreement for the

Greyhound Season Playoff Events

2015 03 23

Page 2.

For each of the scheduled Home Games, the set-up for the Event will take place between the hours of 3:30 p.m. and 5:00 p.m. with the Event itself taking place between the hours of 5:00 p.m. and 7:00 p.m. Clean up and removal of the Event will be completed by 8:00 p.m.

ANALYSIS

The Licence Agreement is structured so as to require that the Licencees confirm the actual dates of the Home Games, and permission to occupy the City Property would only be applicable on the dates the Home Games actually take place.

The Event requires a Licence Agreement for insurance purposes and to confirm the agreement between the parties. The Licence Agreement confirms that the Licencees have permission to set up the structures referenced previously and conduct the programming, at their sole cost, expense and liability at the location identified in Schedule "A" to the Licence Agreement. The Licence Agreement confirms the times of the Event, including set up and clean-up.

The Licence Agreement further contains indemnification clauses such that the Licencees shall be responsible for any costs, expenses and liabilities that in any way result from the Event. The Licence Agreement requires the Licencees to each maintain insurance.

The Licence Agreement further confirms that Loplops has full responsibility to ensure that it has met the liquor licence requirements to provide and serve alcohol at the Event. Loplops is presently awaiting AGCO's approval for same. The Licence Agreement requires Loplops to provide written confirmation from AGCO that it has approved the Event by noon the day prior to commencement of each Home Game period set out previously, failing which the Licence Agreement shall be terminated as it pertains to the Home Game time period not so confirmed.

IMPACT

There is no significant financial impact associated with this matter.

STRATEGIC PLAN

No impact on the strategic plan.

Report to Council – Licence to Occupy City Property Agreement for the

Greyhound Season Playoff Events

2015 03 23

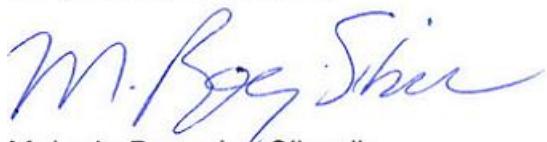
Page 3.

RECOMMENDATION

It is therefore recommended that Council take the following action:

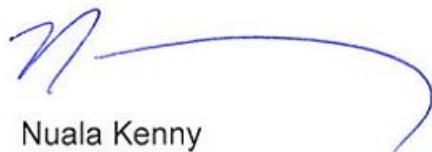
By-law 2015-56 authorizing the execution of the Licence to Occupy City Property Agreement appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor

Recommended for approval,



Nuala Kenny
City Solicitor

LEGAL\STAFF\COUNCIL REPORTS\2015\LICENCE TO OCCUPY CITY PROPERTY AGREEMENT FOR THE
GREYHOUND SEASON PLAYOFF EVENTS AG114.DOCX



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Freddie Pozzebon, Chief Building Official
DEPARTMENT: Engineering and Planning Department
RE: Demolition of 23 Blake Street

PURPOSE

The purpose of this report is to request Council's approval to demolish a vacant, single-family dwelling at 23 Blake Street at an approximate cost of \$18,000.

BACKGROUND

On November 24, 2014, the Building Division issued an Unsafe Order and an Order to Not Occupy or Use, based on portions of the foundation walls that had collapsed. Currently, temporary supporting members have been put in place, but the entire building has been exposed to the effects of winter elements.

ANALYSIS

The Building Division re-inspected the site on February 27, 2015 and determined that the situation has worsened, and as the weather and ground conditions continue to change, the building will be subject to additional damage and potential collapse.

The owner has indicated they have no intention to make the appropriate repairs and have not filed any appeal with the Superior Court of Justice. Consequently, the deadline for filing an appeal has expired. The condition of the property has also caused a negative impact to the neighbouring property by limiting the use of their driveway. As no action has been taken by the property owner to resolve this matter, and in consideration of the health and safety impact to the neighbours and community, it is prudent for the City to proceed with the removal of this unsafe structure under the Ontario Building Code Act.

IMPACT

There will be no financial impact to the City. Any costs associated with the demolition will be recovered through the property taxes of the subject property.

STRATEGIC PLAN

This is not an applicable Strategic Plan direction, but rather an enforcement issue related to the Ontario Building Code Act in the interest of public safety.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Building Official dated 2015 03 23 be received, and the recommendation to obtain quotes to demolish the unsafe structure located at 23 Blake Street at an approximate cost of \$18,000 to be recovered through taxes, be approved.

Respectfully submitted,



Freddie Pozzebon
Chief Building Official

Recommended for approval

A handwritten signature in blue ink.

Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

/bb



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Stephen Turco, MCIP, RPP, Planner
DEPARTMENT: Engineering and Planning Department
RE: A-5-15-Z.OP – 1066 Great Northern Road

PURPOSE

The purpose of this application is to seek Council's approval to locate a landscape contractor operation on the subject property. The landscape operation will be located behind the existing Gino's Restaurant, which is a separate property.

PROPOSED CHANGE

To amend the City of Sault Ste. Marie Official Plan, re-designating the subject property from Rural Area to Commercial, and to rezone the subject property from "RA.S 208" (Rural Area with a Special Exception) to "HZ.S" (Highway Zone with a Special Exception) to permit a landscape contractor business.

Subject Property:

- Location – Located on the east side of Great Northern Road, interior parcel, located behind Gino's Restaurant, civic number 1066 Great Northern Road.
- Size – Irregular lot, frontage 10.06m (33'), depth 391.7m (1285.1'), 2.12ha (5.23 acres)
 - **Area to be re-designated and rezoned:** westerly 58.8m by 65.2m (approximate) irregular parcel
- Present Use – Vacant Land
- Owner – Cynthia Coccimiglio, Gino Coccimiglio, and Maria Coccimiglio

BACKGROUND

The applicant, The Ideal Landscaper, was formerly located at 1044 Great Northern Road, just south of the existing Gino's Restaurant. The property was subsequently sold to Guy's Auto body, who were recently approved to construct a new auto body repair facility. Ideal Landscaper then moved their operation to

1066 Great Northern Road, which is located behind (to the east of) Gino's Restaurant. This property is zoned Rural Area and contains an existing dwelling unit on the property. This is a flagged shaped property where access to the larger rear lands is via a long, narrow stretch of land that has frontage on Great Northern Road.

A landscape contractor business is not permitted in the Rural Area zone, therefore a rezoning is required. The City is currently prosecuting the illegal operation of the contractor business, thus the reason for this application request.

ANALYSIS

Conformity with the Official Plan

The subject property is currently designated Rural Area on Schedule "C" in the City of Sault Ste. Marie Official Plan. The Rural Area policies encourage uses such as agriculture, forestry, aggregate extraction, recreational facilities such as golf courses, and limited residential development. The applicant is seeking to rezone the westerly portion of the subject property to permit commercial development, as well as to allow the establishment of a landscape contractor operation. An amendment to the Official Plan is required to facilitate the applicant's request.

The subject property is also regulated by the Sault Ste. Marie Region Conservation Authority. A permit from the Conservation Authority will be required prior to any development on this site.

Comments

The property is currently zoned Rural Area, S.208 (RA, with a special exception). The applicant is seeking to rezone the westerly portion of subject property from Rural Area to Highway Zone, (HZ). In addition, the applicant is seeking a special exception zoning to allow the site to be used for a landscape contractor operation. To facilitate this, an amendment to the Official Plan is required, redesignating the west part of the subject property from Rural Area to Commercial.

Planning staff are recommending that the land use designation for the west portion of the subject property be amended. The Rural Area designation is somewhat of a "rural island" as the property is surrounded by either commercial or industrial land use designations on all sides. The subject property itself is also an anomaly as it contains a residential dwelling, which is being surrounded by a mix of existing and proposed commercial and industrial uses.

Although the Official Plan encourages the utilization of existing commercial lands, the Rural Area designation for the subject property is outdated, especially given its close proximity to Great Northern Road, the major commercial corridor in the community.

As well, as we have seen over the last few decades, the development trends in this area of the community are for commercial and light industrial type uses. Recent developments within close proximity of the subject property include Guy's Auto Body (currently under construction), FICMAR Construction, George Stone and Sons (General Contracting), and the expansion of Maitland Ford. Re-designating and rezoning the west portion of the property would allow future commercial uses that currently front onto Great Northern Road to expand.

With respect to the landscape contractor operation, Planning staff are of the opinion that the use is similar in nature to "Building, Hardware, and Garden Supply Stores", which are permitted in commercial zones. The applicant's operation involves the retail of garden and landscape materials such as landscape stones, mulch, topsoil, etc. This element of the operation is very similar to outdoor garden centres you find at many retailers such as Home Depot, Soo Mill or Canadian Tire.

The applicant also acts as a landscape contractor, conducting landscape services off site in a variety of residential and commercial settings. Given that the use also includes a contracting aspect, a special exception to the Highway Zone is required.

Although Planning staff is recommending approval of the applicant's request, there are a number of design concerns that should be addressed as part of Council's approval.

First, the Urban Design policies of the Official Plan recommends a high standard of site design in strategic locations (such as along major arteries, and entrances into the City). Given the use's location on Great Northern Road, it is recommended that approval of this application be dependent on the implementation of a strategic buffering and landscape strategy.

The applicant has submitted a detailed landscape plan for the proposed landscape contractor operation. The use will be visually buffered along the sides facing Great Northern Road with visually solid fencing. In addition, an effective planting strategy will provide appropriate buffering between the landscape operation and the existing home. As well, trees will be planted along the westerly limit of the contractors operation, enhancing the visual buffer between the restaurant and the landscape business. Planning staff are recommending that these fencing and landscape provisions be included in the proposed special exception zoning.

Planning staff is also recommending that access to and from the site be through 1066 Great Northern Road only. Currently, there is a driveway between 1076 Great Northern Road (Gino's Restaurant) and the subject property (the two properties are owned by different family members). To mitigate any potential

conflict between the restaurant and the landscape operation, it is recommended that access and egress be taken from 1066 Great Northern Road only.

To address the above mentioned design concerns, Planning staff is recommending that the subject property be designated as an area of Site Plan Control. Prior to initiating the operation, the landscaping, fencing and access locations can be formalized in a Site Plan agreement.

Planning staff is also recommending that the screening (processing) of landscape material be limited to topsoil only. The screening of aggregate materials, such as gravel or sand should be prohibited, as the screening of these materials usually occurs in a pit operation, and has the potential to create dust. This would also preclude the processing of wood products, such as the production of mulch.

Planning staff is also recommending that the storage of materials and heavy equipment be within the fenced landscape operation (i.e. no storage is permitted along the access drive). Also, with respect to the storage of materials such as topsoil, mulch, etc., it should be noted that these materials are typically sorted in piles within landscape contractor's yards. Planning staff is recommending that no piles of landscaped materials be visible from the road (i.e. the piles would be no higher than the height of the visually solid fence).

With landscape operations, there is a potential for dust. For this reason, Staff is also recommending the Site Plan agreement include language to address dust, such as a dust control management plan or the inclusion of tarps to cover the landscape materials.

Consultation

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

- See attached letters – Conservation Authority, Building Division
- No objections/comments – Ministry of Transportation, Engineering Dept., CSD, Municipal Heritage Committee, EDC, PWT, PUC Services, Algoma Public Health

The Conservation Authority has advised that the property is located in an area under the jurisdiction of the Conservation Authority with regard to the Ontario Reg. 176/06 – Development, Interference with Wetlands and Alterations to the Shoreline and Watercourses. Any future development will need to be reviewed and approved by the Conservation Authority.

Building Division has commented that the landscape business has been operating on the site in contravention of Zoning By-law 2005-150 and that the City has initiated prosecution.

A number of abutting neighbouring businesses have provided correspondence in favour of this application, and are attached to this report for Council's review.

IMPACT

Approval of this application will not result in significant financial impacts for the municipality.

STRATEGIC PLAN

Approval of this application is not related to any activity defined in the City's Corporate Strategic Plan.

SUMMARY

The applicant is seeking Council's approval to locate a landscape contractor operation on the subject property. The landscape operation will be located behind the existing Gino's Restaurant, which is a separate property.

To facilitate this, an amendment to the City's Official Plan is required, redesignating the westerly portion of the subject property from Rural Area to Commercial. In addition, a zoning amendment is required, rezoning the westerly portion of the property from Rural Area, with Special Exception (S.208) to Highway Zone, with a Special Exception. The proposed special exception will add a landscape contractors operation as a permitted use on the subject property.

Although the Official Plan encourages the utilization of existing commercial lands, the current designation and zoning for the subject property is outdated, especially given its close proximity to Great Northern Road, the major commercial corridor in the community. As seen over the last few decades, the development trends in this area of the community are for commercial and light industrial type uses.

As well, the use proposed is similar in nature to "Building, Hardware, and Garden Supply Stores", which are permitted in commercial zones. However, given the contracting aspect of the operation, a special exception to the Highway Zone is required.

Planning staff is recommending approval of this application, subject to designating the property as an area of Site Plan Control. This will allow staff to address a number of design concerns through a formal agreement between the City and the applicant. Planning staff is also recommending that a number of buffering and landscape provisions be included in the Special Exception zoning. As well, approval should be conditional on the storage of materials and heavy equipment being within the fenced landscaped operation, and that the screening (processing) of landscape materials is limited to topsoil.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Division, dated 2015 03 23 be accepted and that Council approve OPA 211, re-designating the westerly portion of the subject property from Rural Area to Commercial, and rezoning the westerly portion of the subject property from Rural Area, S.208 to Highway Zone, with a special exception, with the following conditions:

1. That the following is added as a permitted use:
 - a. Landscape Contractor
2. That the above noted use be subject to the following provisions:
 - a. That the operation be fenced, with a minimum 1.8m high, 100% visually solid fence along the westerly and southerly boundary of the subject area
 - b. That a 4.0m vegetative buffer be implemented along the easterly boundary between the Landscape Contractor operation and the residential dwelling
 - c. That a row of trees be planted along the westerly boundary between the Landscape Contractor operation and the existing commercial use
 - d. That the screening (processing) of landscape material be limited to topsoil, and that the screening of aggregate materials (i.e. sand, gravel, etc.) and wood products (i.e. mulch) is prohibited
 - e. That the storage of materials and heavy equipment be within the fenced Landscape Contractor operation, and that no storage is permitted along the access drive portion of the property
 - f. That the storage of landscape materials be 100% visually screened from the street (Great Northern Road)
3. That the subject area be designated as an area of Site Plan Control

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

A-5-15-Z.OP – 1066 Great Northern Road

2015 03 23

Page 7.

ST:ps

Attachment(s)



2012 ORTHO PHOTO

1066 GREAT NORTHERN ROAD

Planning Application: 5-15-Z-OP



METRIC SCALE
1 : 3500

ROLL NUMBER
030-085-040-30

MAIL LABEL ID
A-5-15-Z

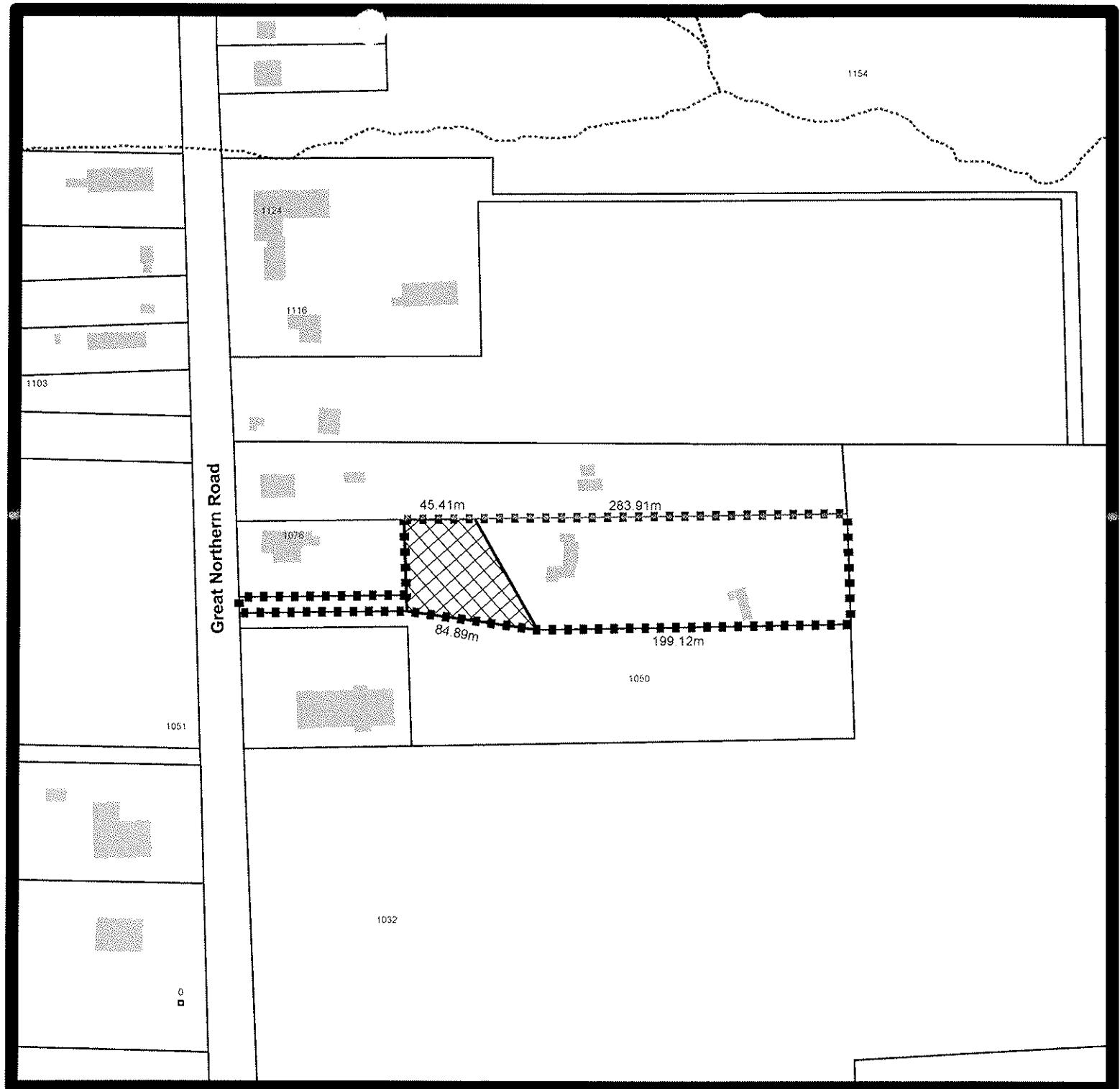
Legend



Total Subject Property = 1066 Great Northern Road



Subject Area to be Rezoned



SUBJECT PROPERTY MAP

1066 GREAT NORTHERN ROAD

Planning Application: 5-15-Z-OP

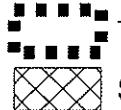


METRIC SCALE
1 : 3500

ROLL NUMBER
030-085-040-30

MAIL LABEL ID
A-5-15-Z

Legend



Total Subject Property = 1066 Great Northern Road



Subject Area to be Rezoned

**AMENDMENT NO. 211
TO THE
SAULT STE. MARIE OFFICIAL PLAN**

PURPOSE

This Amendment is an amendment to Schedule "C" of the Official Plan.

LOCATION

Westerly portion of Part of Lot 36 Registrar's Compiled Plan H737 being Part 2 Plan 1R11069 Tarentorus, Sault Ste. Marie, located on the east side of Great Northern Road, civic number 1066 Great Northern Road.

BASIS

This Amendment is necessary in view of the request to rezone the subject property to permit a landscape contractor operation.

The proposal does not conform to the existing Rural Area policies as they relate to the subject properties.

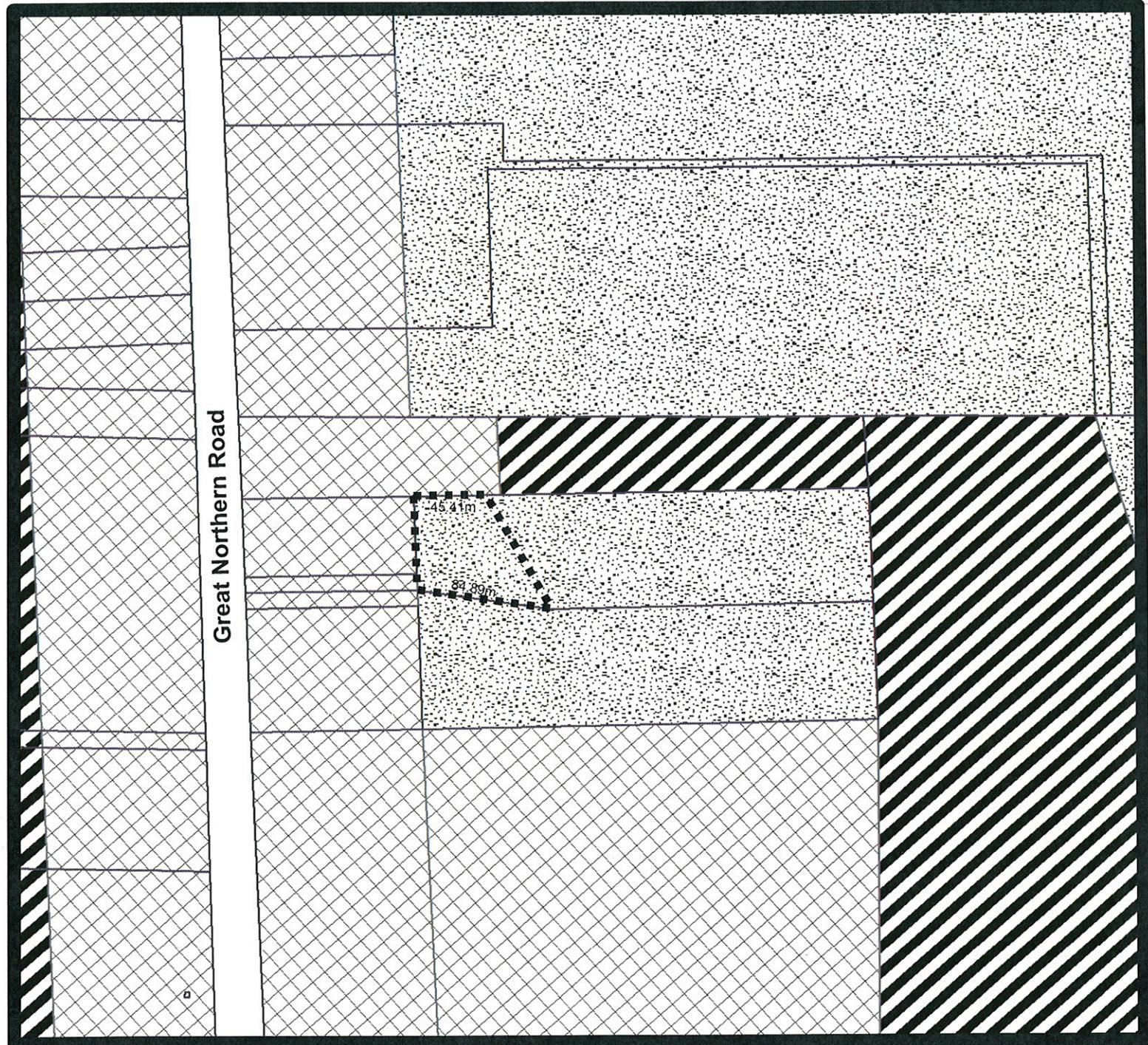
Council now considers it desirable to amend the Official Plan redesignating the westerly portion of the subject property from "Rural Area" to "Commercial".

DETAILS OF THE ACTUAL AMENDMENT & POLICIES RELATED THERETO

Land Use Schedule "C" to the Sault Ste. Marie Official Plan is hereby amended re-designating those lands identified on the attached schedule from "Rural Area" to "Commercial".

INTERPRETATION

The provisions of the Official Plan as amended from time to time will apply to this Amendment.



OFFICIAL PLAN MAP

Planning Application: 5-15-Z-OP

SCHEDULE "C" LAND USE



METRIC SCALE
1 : 3500



SUBJECT AREA

Official Plan Land Use Designation



Commercial



Industrial



Rural Area

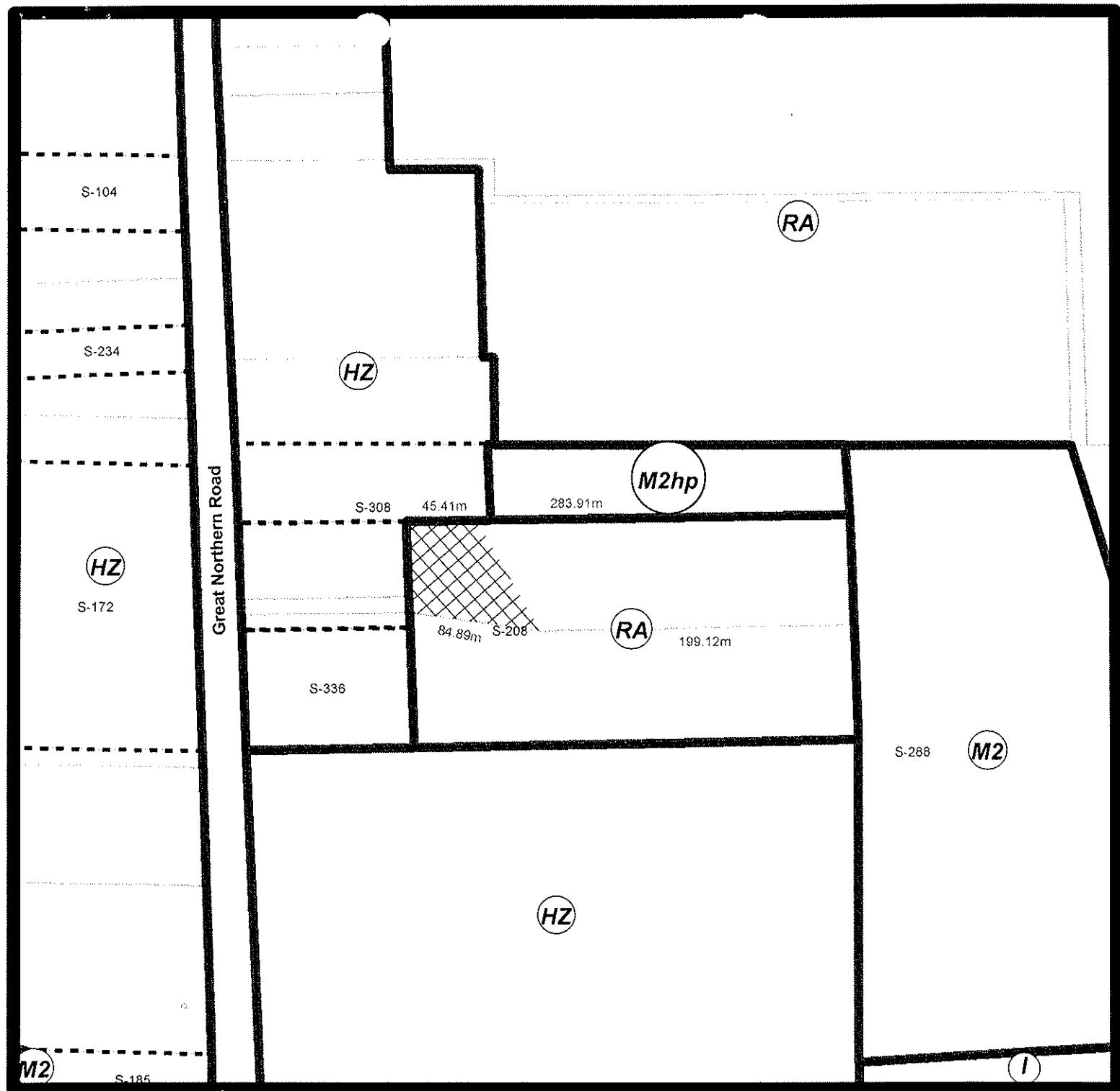
**OFFICIAL PLAN
AMENDMENT
No. 211**

Page 143 of 380

ROLL NUMBER
030-085-040-30

MAIL LABEL ID
A-5-15-Z

**MAP NUMBERS
113 & 1-142**



EXISTING ZONING MAP

1066 GREAT NORTHERN ROAD

Planning Application: 5-15-Z-OP



METRIC SCALE
1 : 3500

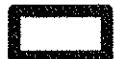
ROLL NUMBER
030-085-040-30

MAIL LABEL ID
A-5-15-Z

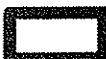
MAP NUMBERS
113 & 1-142



Subject Area to be Rezoned



M2 - Medium Industrial Zone; M2hp



RA



I - Institutional Zone



HZ - Highway Zone



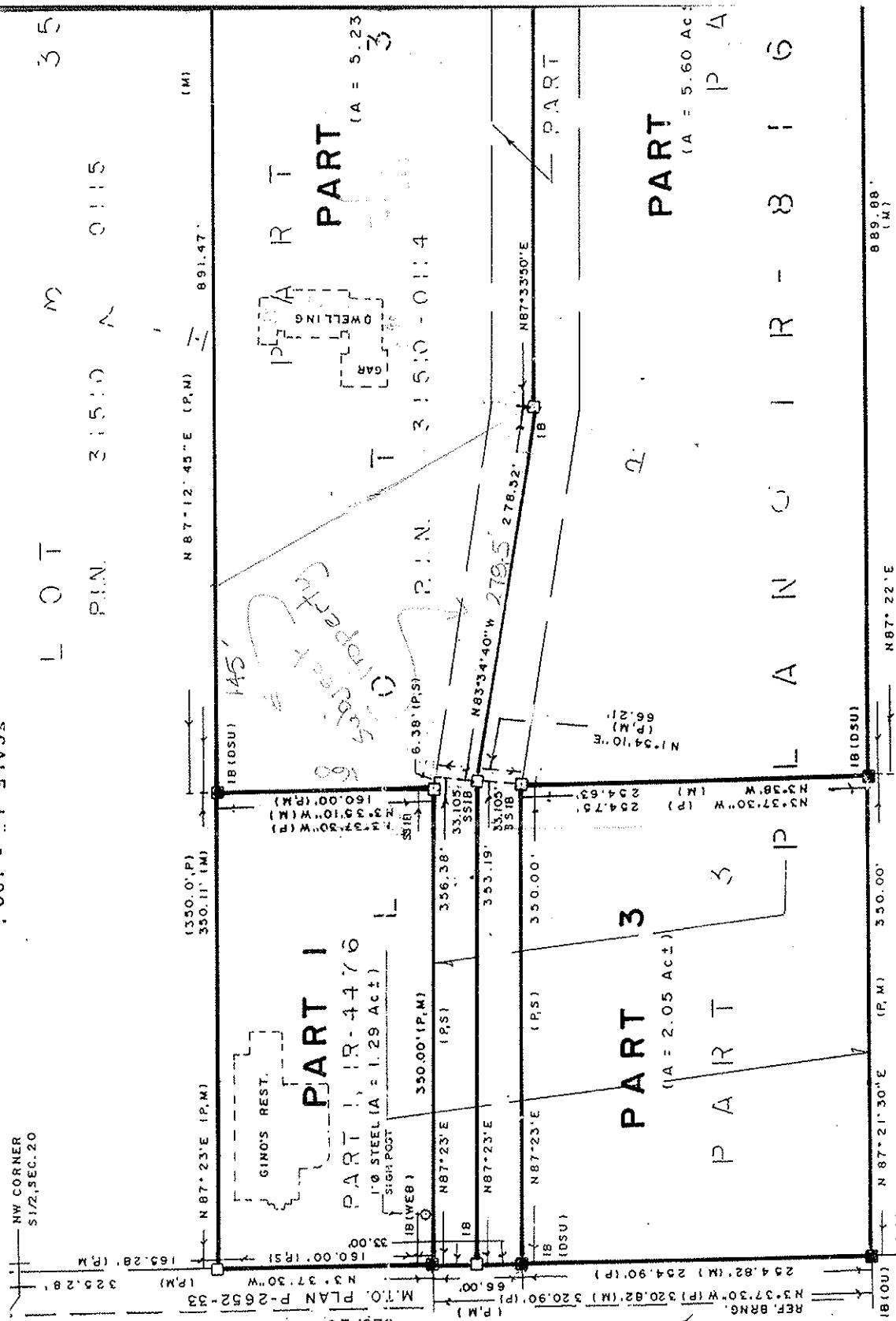
Page #14 Special Exception Zoning

NW CORNER
1/2, SEC. 20

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K I N G'S H I G H W A Y N° 17 (T) SEC. 19 0175 3:510 P.M. (P.M.) 1 SEC. 20 REF. BRNG.



1

IDEAL LANDSCAPER

1076 Great Northern Road, Sault Ste. Marie, Ontario

Proposed Site Plan - Rezoning Application



February 5, 2015

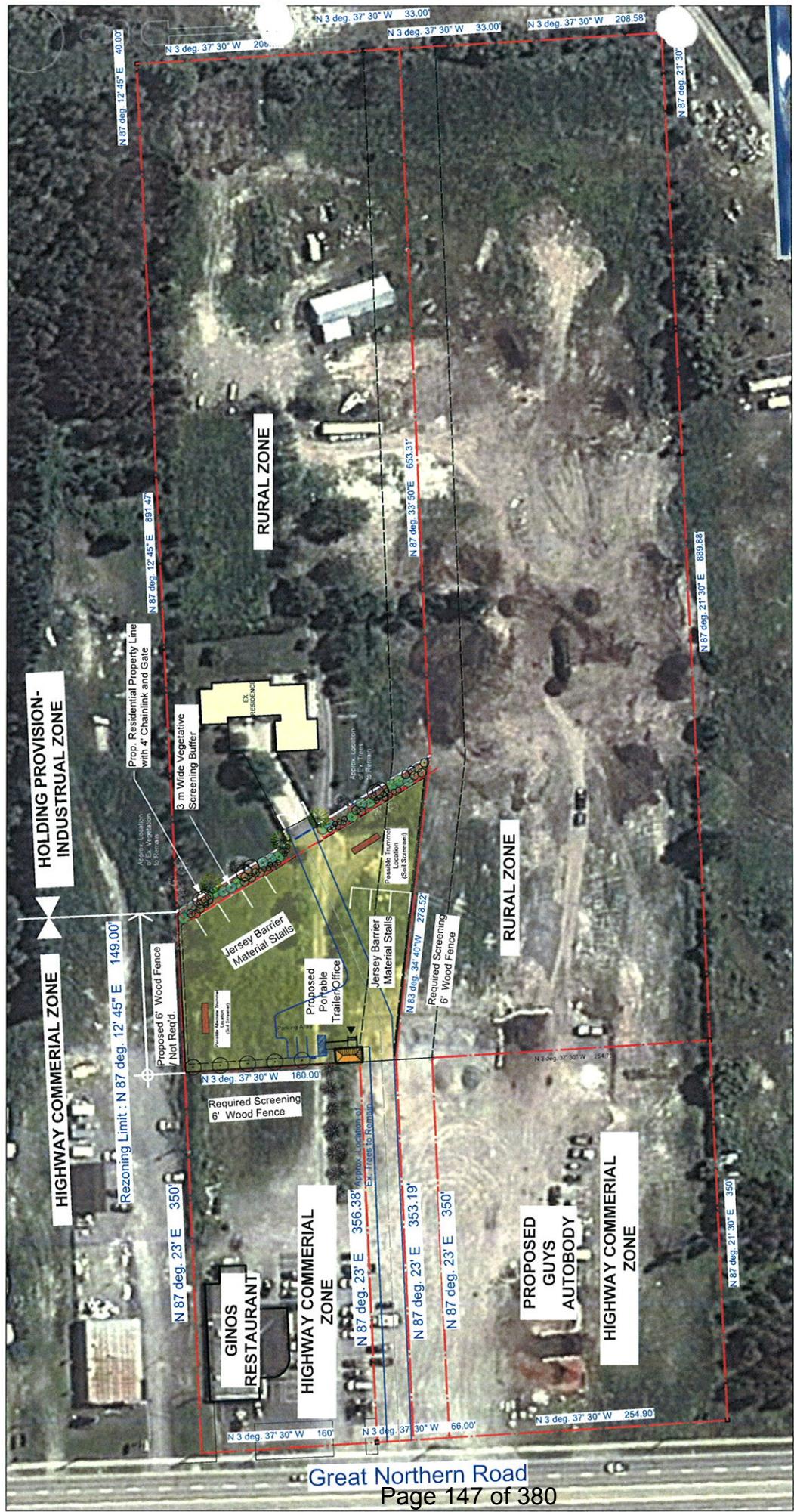


Ernst A. Kreps, B.L.A., O.A.L.A., C.S.L.A.
98 Haviland Shores Drive, Goulais River, Ontario P0S 1E0
Ph. (705) 649-5576 E-mail: designenvironment@shaw.ca

Project No.: 1425

List of Drawings

- L1.0 - Site Plan - Limits of Special Provision Rezoning
- L1.1 - Proposed Detailed Site Plan
- L2.0 - Proposed Buffer Planting Plan
- L2.1 - Typical Planting Details
- L2.2 - Atypical Planting Details

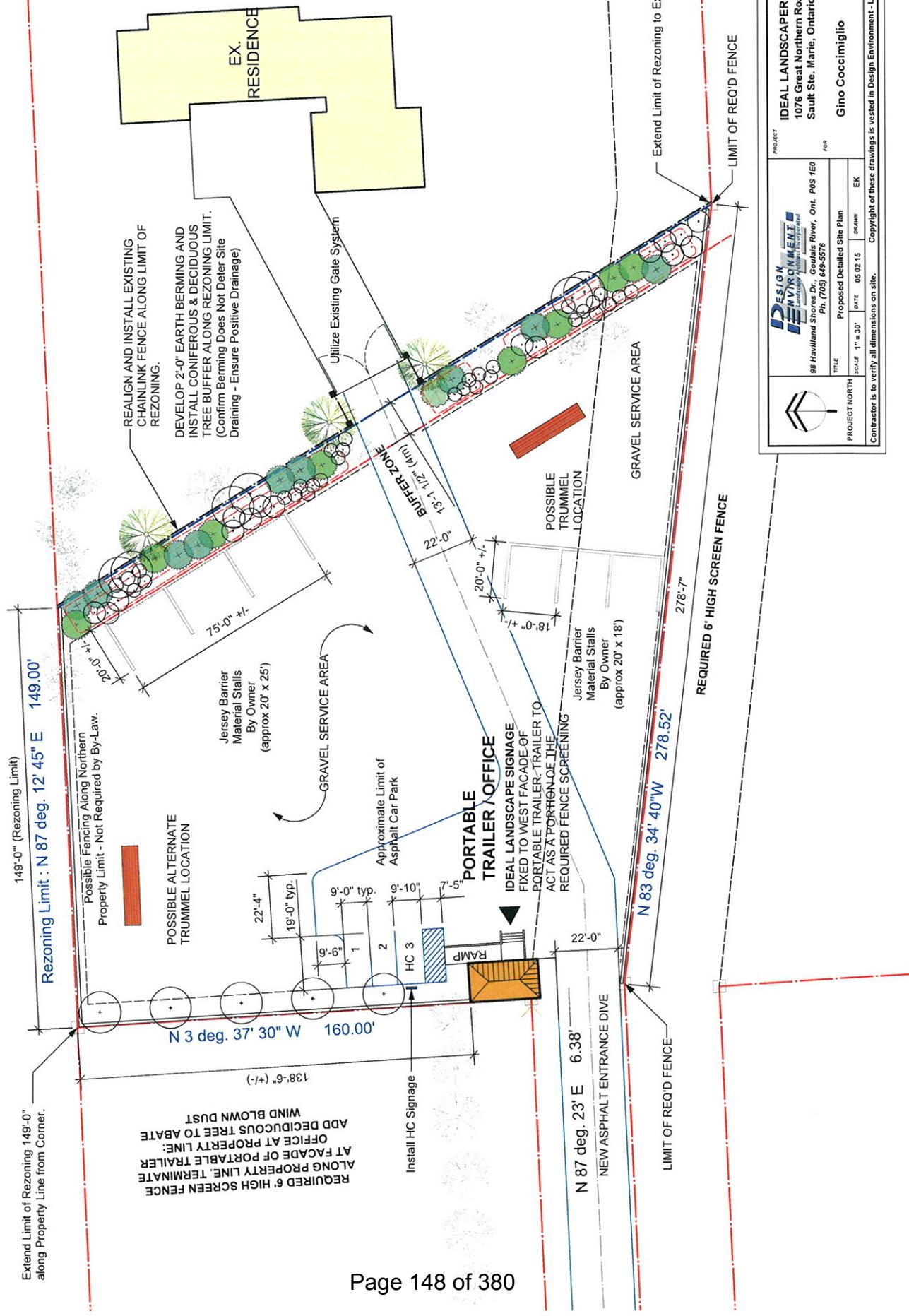


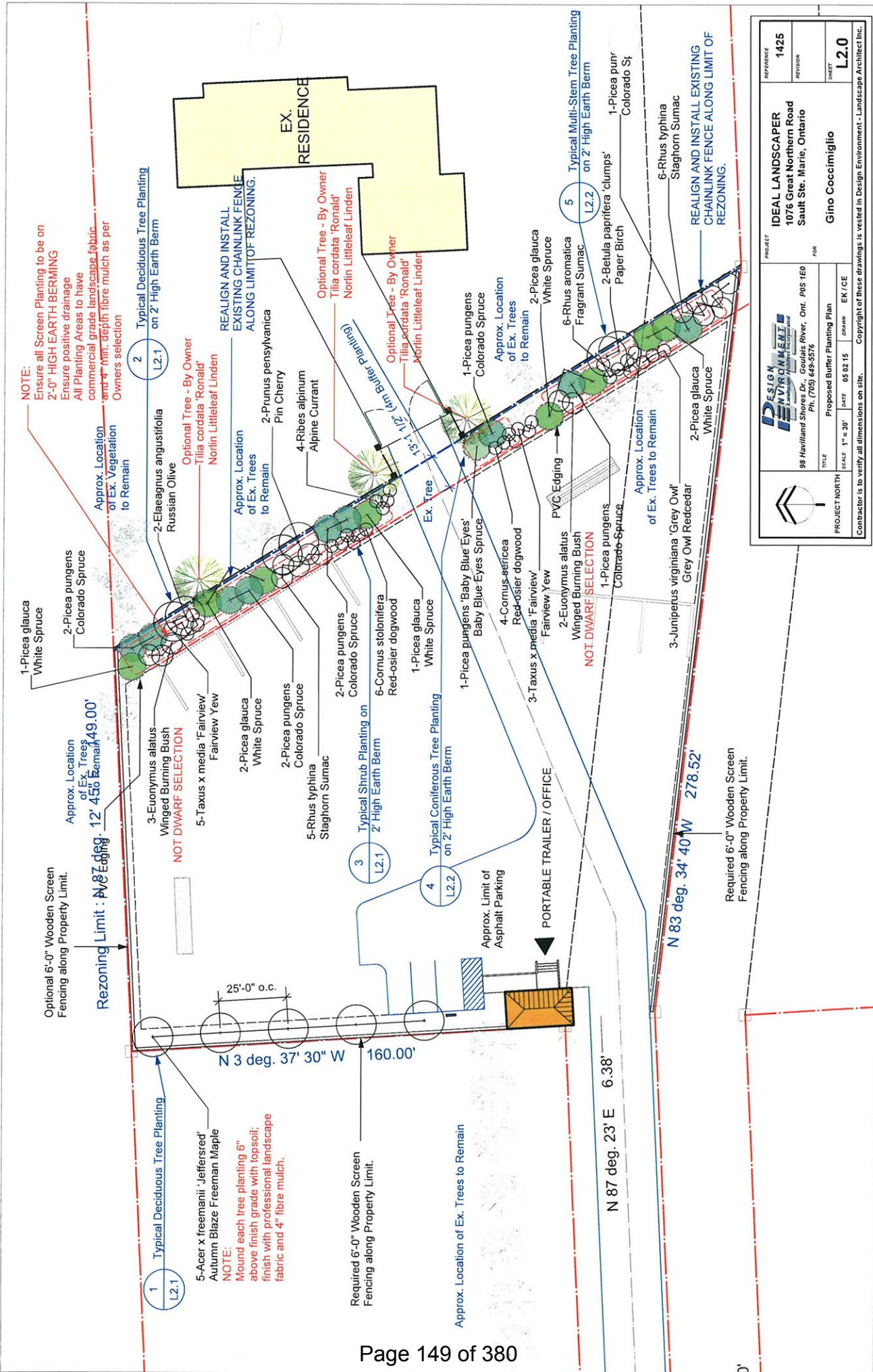
		PROJECT		IDEAL LANDSCAPER		REFERENCE
		38 Haviland Shores Dr., Sault Ste. Marie, Ontario		1076 Great Northern Road Sault Ste. Marie, Ontario		1425
		DESIGN ENVIRONMENT LANDSCAPE ARCHITECTURE INC.		Gino Coccimiglio		REVISION
		Ph: (906) 649-5276		FOR		SHEET
PROJECT NORTH		scale 1:1000	date 05/02/15	Site Plan - Limits of Special Provisions Rezoning		EK
		Copyright of these drawings is vested in Design Environment - Landscape Architect Inc.				
Contractor is to verify all dimensions on site.						

LEGEND

LIMITS OF PROPOSED REZONING
Approx. Area :
4120.28 ft²
382.77 m²







Pat Schinners

From: Marlene McKinnon <MMcKinnon@ssmrca.ca>
Sent: Tuesday, February 24, 2015 2:55 PM
To: Pat Schinners
Subject: SSMRCA Reponse - A-5-15-Z.OP - 1066 Great Northern Road

February 24, 2015

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

Conservation Authority Comments:

Application # A-5-15-Z.OP
Ideal Snow Ploughing Inc.
1066 Great Northern Road
Sault Ste. Marie

The subject property is located in an area under the jurisdiction of the Conservation Authority with regard to the Ont. Reg.176/06 Development, Interference with Wetlands and Alterations to Shoreline and Watercourses.

A site plan review of any proposed development on the subject property will be conducted by our office and the proposed development may require a permit from our office.

The subject property is not under consideration of the Drinking Water Source Protection Program of the Conservation Authority with regard to Drinking Water Source Protection.

Sincerely,

M. A. McKinnon, CGS
GIS Specialist
Sault Ste. Marie Region Conservation Authority
1100 Fifth Line East
Sault Ste. Marie ON P6A 6J8
mmckinnon@ssmrca.ca
www.ssmrca.ca
Phone 705-946-8530
Fax 705-946-8533

Member of Canadian Institute of Geomatics

Steve Turco

From: Tyler Bertrand
Sent: Friday, March 13, 2015 10:07 AM
To: Steve Turco
Subject: 1066 Great Northern Road

Steve,

1066 Great Northern Road has been operating a landscaping supply business and material processing site. This is in contravention of our Zoning By-Law. Charges have been laid due to non-compliance. Their next court date is March 24th, 2015.

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.



1092 Great Northern Road
Unit #1
Sault Ste. Marie, ON
P6B.0B6
T-705.253.0046
F-705.946.0517

March 11, 2015

City of Sault Ste. Marie Planning Division

RE: Application for Rezoning—File #23707
Plan H-737 PT. Lot 36 RCP RP
1R 11069 Part 2
Roll No. 030 085 040 30 0000

To Whom It May Concern:

Please be advised that FICMAR Builders Inc. is not opposed to the above mentioned property and their bid for rezoning.

Included in our support, is the fact that FICMAR has never had an issue with dust and/or dust control from The Ideal Landscaper.

Please feel free to contact us if you have any questions.

Sincerely,

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

Mario Febbraro
Vice President

DESIGN * DEVELOPMENT

March 5, 2015

City of Sault Ste. Marie
Planning Division

RE: The Ideal Landscaper
Rezoning

To Whom It May Concern:

I am the part owner of Guy's Autobody, which is currently being constructed adjacent to The Ideal Landscaper. Over the past nine months, we have never had any issues with dust or the daily operations of this business. There are absolutely no conflicts in regards to the re-zoning of this property. Our company will continue to support Gino Coccimiglio and his business, The Ideal Landscaper.

Please feel free to contact me with any questions or concerns in this matter.

Regards,

Nello Iannelli
Owner
Guy's Autobody





1124 Great Northern Road • Sault Ste. Marie, Ontario • P6A 5K7
Phone: 705-759-4545 • Toll-free: 1-800-461-6004 • Fax: 705-759-7832
www.maitlandford.com

March 10, 2015

City of Sault Ste. Marie
Planning Division

To Whom It May Concern

RE: Application For Rezoning – File No. 23707
Plan H-737 PT. Lot 36 RCP RP
1R 11069 Part 2
Roll No 030 085 040 30 0000

As the property owner of 1124 Great Northern Road, this is to confirm that there is no conflict with the rezoning on the above-mentioned property.

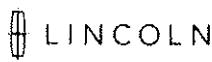
The rezoning is supported by this company. We have absolutely no issue with any type of dust or dust control from the landscape company known as The Ideal Landscaper.

Should you have any questions, feel free to contact me.

Yours truly,

A handwritten signature in black ink, appearing to read "Brent Lewis".

Brent Lewis
General Manager



Gino's Restaurant
1076 Great Northern Rd.
Sault Ste. Marie, ON
P6B 0B6
(705) 759-4756

March 10, 2015

City of Sault Ste. Marie
Planning Division

Dear Sirs:

RE: Application for Rezoning - File No. 23707
Plan H-737 PT. Lot 36 RCP RP
1R 11069 Part 2
Roll No 030 085 040 30 0000

As the President and CEO of David's Market Company operating as Gino's Family Restaurant, this is to confirm that there is no conflict of interest for rezoning on the above-mentioned property.

The rezoning is supported from our establishment. We have absolutely no issue with any type of dust or dust control from the landscape company known as The Ideal Landscaper.

Should you have any questions, feel free to contact me.

Yours truly,



Maria Coccimiglio
President & CEO of David's Market Company

Maria Coccimiglio
1066 Great Northern Rd.
Sault Ste. Marie, ON
P6B 0B6
(705) 759-4756

March 10, 2015

City of Sault Ste. Marie
Planning Division

Dear Sirs:

RE: Application for Rezoning - File No. 23707
Plan H-737 PT. Lot 36 RCP RP
1R 11069 Part 2
Roll No 030 085 040 30 0000

As the primary resident of 1066 Great Northern Road, this is to confirm that there is no conflict with the rezoning on the above-mentioned property.

The rezoning is supported by myself and my family. We have absolutely no issue with any type of dust or dust control from the landscape company known as The Ideal Landscaper.

Should you have any questions, feel free to contact me.

Yours truly,



Maria Coccimiglio
Resident of 1066 Great Northern Road



COUNCIL REPORT

March 23, 2015

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Peter Tonazzo, MCIP, RPP, Planner
DEPARTMENT: Engineering and Planning Department
RE: A-6-15-Z.OP & 57T-15-501 - Grammi

PURPOSE

The applicant, Grammi Developments Ltd. is requesting approval of a residential development with 137 dwelling units, consisting of:

1. Four 3-storey, 24-unit apartment buildings;
2. Two 4-storey, 40-unit apartment buildings; and
3. One single detached residential lot fronting onto Korah Road.

The application is for an Official Plan Amendment, Rezoning and Draft Plan of Subdivision, consisting of five building lots and one block for stormwater management purposes. Access to the proposed development will be from Second Line West via a proposed cul-de-sac.

PROPOSED CHANGE

1. Official Plan Amendment - As shown on the Official Plan Land Use Map attached.
 - a. To re-designate the southern portion of the subject properties from 'Commercial' to 'Residential' on Land Use Schedule 'C' of the Official Plan.
2. Rezoning – As shown on the Existing Zoning Map attached.
 - a. To rezone the southern portion of the subject property from "C4" (General Commercial Zone) to "R4" (Medium Density Residential Zone).
 - b. To rezone the remainders of the subject properties from "R2" (Single Detached Residential Zone) to "R4" (Medium Density Residential Zone).
3. Draft Plan Approval – As shown on the Draft Plan map attached.
 - a. To approve a Draft Plan of Subdivision consisting of five lots and one block for stormwater management purposes.

Subject Properties:

- Location – The subject properties are located in close proximity to the northwest corner of Second Line West and Korah Road, with approximately 14m of frontage on Korah Road, approximately 175m north of its intersection with Second Line West, and approximately 24m of frontage on Second Line West, approximately 222m west of its intersection with Korah Road.
- Size - Total Area of Subject Properties – 3.05ha (7.54acres)
 - 551 Korah Road – Irregularly shaped, approx. 15m (50') frontage on Korah Road, totalling 0.85ha (2.12acres).
 - 0 Prentice Ave. – Irregularly shaped landlocked parcel, 36m (118') wide at its narrowest point to 69m (226') at its widest by 115m (377') depth, totalling 0.63ha (1.57acres).
 - 400 Second Line West – 40.5m (133') frontage by 100m (328') depth totalling 0.4ha (1acre).
- Present Use – 551 Korah Road & 0 Prentice Avenue are vacant, 400 Second Line West – Single Detached Residential.
- Owner – Grammi Developments Ltd.

BACKGROUND

In April 2014 the applicants requested an Official Plan Amendment and Rezoning to facilitate the construction of a 6-floor apartment building behind Shoppers Drug Mart, surrounded by four 2-storey apartment buildings. The applicants also requested a rezoning of 400 Second Line West, for future commercial development purposes. This application was postponed at the applicant's request so that alternative development options could be explored.

ANALYSIS

Conformity with the Official Plan

The majority of the subject properties are designated 'Residential' on Land Use Schedule 'C' of the Official Plan, with the exception of southeastern portion of 551 Korah Road, which is designated 'Commercial'. The commercially designated portion of the subject properties was recently acquired from the Shoppers Drug Mart Property and attached to 551 Korah Road. An Official Plan Amendment, by way of a map change is required to support this application.

In general terms, the Official Plan supports the provision of a mixture of housing types throughout the community. The following specific Residential Policies apply to this development:

- R.1 A mixture of housing types and diversity of ownership and tenure forms shall be encouraged in new development.
- R.2 Low and high density development should be integrated and compatible in density, height and building setbacks. Generally high density development shall be restricted to major arterial streets and areas abutting the downtown core.

The applicants are proposing a total of 137 dwelling units on the 3.05ha (7.54acres) site, resulting in an overall development density of 45 units /ha (18 units/acre). Within the local context, the development is at the low end of high density.

The subject properties abut a well-established single detached residential neighbourhood to the north, east and west. Residential Policy 2, supports the integration of low and high density residential development, and provides general direction in ensuring such development is compatible in density, height and building setbacks. In general terms, it is Planning staff's opinion that the proposed development, along with a series of recommended conditions, will result in a residential development that is compatible with the surrounding area, in terms of density, height and building setbacks. A more detailed discussion follows in the *Comments* section of this report.

The subject properties have been identified as having archaeological potential, however based upon a review of historic air photography, the subject properties were actively tilled until sometime in the 1950's, and a portion thereof was utilized as a trucking yard until approximately 15 years ago. Archaeological Policy 2 notes that 'Archaeological assessments may not be required in areas that have been subject to previous intensive and extensive soil disturbance. According to the City's Archaeological Master Plan, local archaeological resources are relatively shallow. Any tilling in association with an agricultural use would negate any archaeological resources that may have been present. Consequently, an Archaeological Assessment is not required to support this application.

As part of the processing of this application, Planning staff has reviewed other aspects of the Official Plan, including Natural Heritage Features and Constraints, Transportation and Servicing. The subject properties are not impacted by these Official Plan policies. A more detailed discussion on how specific Official Plan policies relate to this proposal occurs throughout the *comments* section of this report.

Comments

The applicants are requesting the approval of a Draft Plan of Subdivision, Official Plan Amendment (map change) and Rezoning to facilitate the development of a

seniors housing complex on the subject property. The applicants are currently exploring various assisted living arrangements and potential services with local service agencies, to include as part of this 'lifestyle' development. All proposed buildings will contain elevators. It is worth noting that the requested zoning cannot regulate who may or may not live in these units. Although seniors are the target market, from a zoning standpoint anyone will be able to occupy the proposed units.

Referring to the preliminary site plan attached, the applicants vision includes a park like setting, with both active and passive greenspace, resulting in a 'lifestyle community' geared for seniors. Based on the preliminary site plan, landscaped open space will occupy approximately 40% of the overall development. Current "R4" zoning provisions require a minimum of 30% of apartment developments to be occupied by landscaped open space.

A 4-storey, 40-unit building is proposed for the interior of the site, on Lot 1, with four 3-storey 24-unit apartment buildings proposed to be located towards the periphery of the site, adjacent to rear yards of single detached dwellings fronting onto Prentice Avenue, Sussex Road, Korah Road and Second Line West. In total, there are 27 (primarily single detached) residential lots with rear lot lines abutting the subject property. From a land use perspective, mitigating off-site impacts to those residential lots is critical.

The 4-storey building ('Building A') and associated parking proposed for Lot 1 have adequate separation from adjacent existing residences to the east and south. Please see the attached site plan for a more detailed outline of setbacks. The residential lots abutting 'Building A' are relatively long, providing additional separation to existing dwellings. Having said this, buffering is still recommended, which will be discussed later.

The 3-storey buildings ('B, C, D & E') are proposed to be located between 10-15m (33' to 39') from the nearest adjacent rear lot lines. Please see the attached site plan for a more detailed outline of setbacks. The associated parking areas are proposed to be located in close proximity to the common lot lines. While these setbacks adhere to the requirements set out in the Zoning By-law, care must be taken to mitigate off-site impacts to neighbouring residential properties. The main issues are privacy related to 'overlook' and noise in association with the nearby parking areas.

In terms of privacy, the applicants have oriented the buildings in a manner that reduces the total number of windows facing directly into neighbouring properties. There are however additional options available to mitigate 'overlook'. First, the planting and maintenance of a substantial vegetated buffer is critical in maintaining privacy, especially over the long term. There exists a significant hedge along the western boundary of the subject properties. The remainder of

the perimeter to the north and east is vegetated, however in many places this vegetation is not of a significant thickness or species to provide an appropriate long term buffer. Fencing is another option, which will certainly create an appropriate buffer between parking areas and abutting residential lots, however a 1.8m (6') fence may not be effective in mitigating privacy concerns related to the proposed 3-storey buildings.

Second, there appears to be space to shift the buildings and associated parking areas further away from abutting residential properties. This would require reducing the required setbacks from the 'eyebrow' of the cul-de-sac. Placing the buildings close to the street could also potentially create an interesting streetscape and improve pedestrian access to and from the apartment buildings. To this end, it is recommended that front yard building setbacks on Lots 1-3 be reduced from 7.5m (25') to 5m (16.4').

Finally, the building envelopes could be terraced, so that the third floor could be 'stepped' back from the outer wall of the first and second floors. The resulting terrace would not only have the effect of blocking the 'overlook' from the third floor, but also provide additional outdoor amenity areas for occupants. The terraces could then be strategically planted, further reducing overlook, while at the same time increasing the overall landscaped open space.

Given the issue of 'overlook' and other impacts associated with the proposed layout of the four 3-storey buildings and parking areas, it is recommended that approvals be conditional upon the removal of a Holding Provision. Pursuant to Section 36 of the Planning Act, prior to development or site alteration of proposed Lots 2 and 3, Council must approve the removal of the Holding Provision. The following conditions for removal of the Holding Provision are recommended:

1. That the proponents hire a qualified professional to develop an overall landscape plan for Lots 2 and 3, which shall include a tree retention strategy, as well as a buffering plan, including tree species, callipers and heights on planting, as well as any fencing locations.
2. That the proponents submit a site plan for Lots 2 and 3, showing building and parking lot locations, building elevations and heights, parking locations, and any other design details intended to minimize offsite impacts to abutting residential neighbours.

Council will only remove the Holding Provision once it is satisfied that the proposed site plan, tree retention strategy and buffering plan will adequately mitigate offsite impacts associated with the proposed development of Lots 2 and 3.

The removal of the holding provision requires Council approval prior to development or site alteration of Lots 2 and 3; however it is worth noting that Section 36 of the Planning Act does not require public notice as part of the process. Finally, the Holding Provision may be removed entirely or on a lot by lot basis, as the site develops. Having said this, care will be taken to ensure that the site is developed in a consistent and coordinated manner.

Given the nature of the development, it is also recommended that the properties be subject to Site Plan Control. Pursuant to Section 41 of the Planning Act, Site Plan Control will grant City staff an opportunity to comment on exterior details of the proposed development, including but not limited to building and parking lot locations, landscaping, buffering, and stormwater management.

Access to the site is proposed via a cul-de-sac onto Second Line West. The proposed right-of-way (ROW) is 19m (62'), which is 1m narrower than the standard 20m ROW's found throughout the city. In this particular instance, the cul-de-sac will service this particular proposal, as well as very small scale development potential on the 2 lots abutting the proposed ROW. The travelled portion of the roadway from back of curb to back of curb will be 10m (33") with a boulevard on either side for underground utilities and snow storage.

It is recommended that a 1.5m (5') sidewalk be installed on the west side of the cul-de-sac, commencing from Second Line West, going north and around the 'eyebrow' of the cul-de-sac to where the proposed pedestrian path commences to the east along the southern boundary of the development. The aforementioned pedestrian path will be of a private nature (therefore not maintained by the City) intended to provide residents with easy access to nearby commercial amenities abutting the southeast portion of the development.

The applicants are also seeking Draft Approval of a Plan of Subdivision consisting of five lots and one block for stormwater management purposes. The proposed roadway and stormwater management facilities would be deeded to the City, once they have been approved to be constructed to the appropriate City standards.

Lots 1 to 3 are proposed to be developed with apartment buildings. Although there are concerns with the form of development currently proposed for Lots 2 and 3, all lots appear to be large enough to support apartment buildings.

Lot 4 is proposed for future single detached residential development. With 16.5m (54') of frontage and an area of 800m² (8611sq.ft.), Lot 4 exceeds the minimum frontage (15m) and lot area (550m²) required under the existing "R2" (Single Detached Residential Zone). The applicants are proposing to maintain the existing zoning on Lot 4, which is appropriate.

Lot 5 is the remnant portion of 400 Second Line West, resulting from the removal of the 19m (62') road allowance. Lot 5 is currently zoned "R2" (Single Detached Residential Zone) and is not proposed for a rezoning at this time; however the applicants have stated that they envision Lot 5 for future commercial development. With 40.25m (132') of frontage and 0.22ha (0.54acres) of area, this lot is large enough to support a variety of relatively small scale commercial uses, although a more thorough review will commence if a rezoning application is brought forward.

Block 6 is proposed for stormwater management purposes. According to the preliminary stormwater management report, Block 6 to provide the required stormwater management functions, with adequate space to allow for periodic maintenance. Much like the roadway, Block 6 will be deeded to the City as part of the registration of the subdivision.

Staff and Agency Consultation

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

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

The applicants must enter into a Subdivision Agreement with the City prior to registering the lots. As conditions of final subdivision approval, the applicants must submit plans and specifications to the satisfaction of the Commissioner of Engineering and Planning or his designate. The various studies outlined in Engineering's comments will be conditions to draft approval.

Comments from the Building Division note that a portion of the subject properties was used as a trucking and draying yard, which is considered an industrial use. Consequently, prior to the issuance of any residential building permits, a Record of Site Condition is required, which may include a phase 1 or 2 environmental assessment. Building Division also notes receiving several drainage complaints as a result of spring ponding. The likely source of the standing water is related to a snow storage facility that operated from the subject property in previous winters.

Correspondence from PWT notes no objection to approval; however it is PWT's preference that Right of Way (ROW) widths and the cul-de-sac radius meet City standards. As previously mentioned, the proposed ROW is 19m (62.3'), 1m (3.3') narrower than the standard 20m (66') City standard. Furthermore, the cul-de-sac radius is roughly 2.5m (8') smaller than the City standard. Given the local nature of the proposed roadway, the reduced standards are appropriate as proposed. The standards are intended to provide adequate snow storage space,

in addition to the ability to locate underground utilities beyond the extent of the travelled portion of the roadway. PWT's concern is that although the middle of a cul-de-sac is designed for snow storage purposes, experience has shown that property owners often contact PWT to remove the snow stored in the middle of the boulevard, regardless of the size. To this end, PWT is recommending that as a condition of approval, no winter on-street parking be permitted on the roadway, day or night. PWT also requests that all visitors parking be accommodated on-site. The current site plan shows parking at a ratio of 1.25 spaces per dwelling unit, which is the minimum by-law requirement. This parking ratio has been designed to include visitor parking, and works well in many existing apartment developments throughout the community. Finally, PWT recommends that the entire development be subject to Site Plan Control to allow input and approval of entrance locations.

The Conservation Authority has also received complaints in April 2014 regarding the use of the property as a commercial snow dump and the pushing/piling of snow towards neighbouring properties, resulting in spring ponding. The applicants have indicated that the property is no longer utilized as a commercial snow dump. Having said this, the applicants permit the abutting 'Shoppers Drug Mart' property to push snow onto the southern portion of the subject property. The Conservation Authority also notes that prior to final approvals, the detailed design of the stormwater management system must be submitted to SSMRCA for approval. SSMRCA will have opportunities to review and comment on detailed designs during the subdivision registration and site plan processes. Finally, SSMRCA notes the storage of certain chemicals could be a risk to the City's drinking water system, given the subject properties' close proximity to the Steelton Well, which supplies a portion of the city's drinking water. Residential land uses do not pose a threat to the well, and as such, are exempt from the regulations of the recently approved Sourcewater Protection Plan.

PUC has no objections to the proposed application, but wish to note to the applicant that water and primary electrical services must be 'looped' from Second Line through the development to Korah Road. All expenses related to installing on-site water and electrical infrastructure will be borne by the proponents. While it appears there is enough electrical and water capacity to service the development, the proponents will be required to provide PUC with detailed calculations to confirm capacity of both. PUC's comments also outline a number of other charges such as frontage charges and potential upgrades to existing nearby infrastructure that will be the responsibility of the proponent.

Public Consultation

Up to the drafting of this report, seven letters of objection (attached) have been received.

The following is a discussion of the general concerns raised in the attached objections, and those raised during the two neighbourhood meetings held to date.

Privacy

A loss of privacy or ‘overlook’ is a major concern, given the close proximity of the proposed 3-storey buildings. As previously discussed, it is recommended that Lots 2 and 3 be subject to the removal of the Holding Provision prior to development. The conditions for removal include the submission of a tree retention plan, detailed buffering plan, and a site plan showing building locations, envelopes, heights and setbacks. The Holding Provision will only be removed once Council is satisfied that through a combination of building design, layout, setbacks and buffering, adequate privacy can be maintained.

Noise

Noise pollution in relation to parking lot snow removal is also cited as a concern. Generally speaking, snow removal occurs in residential lots during the daytime when more residents (and their vehicles) are gone, whereas commercial lots are maintained during the night when businesses are closed and commercial parking lots are empty. Consequently, snow removal is not a major concern, however other noise and potentially dust (especially in the spring) from parking areas has the potential to be of concern. Similar to the privacy issue, the recommended Holding Provision will also address concerns related to parking lot design, setbacks and buffering.

Winter Maintenance of Proposed Cul-de-Sac

The proposed roadway from Second Line West is intended to be publicly owned and maintained. This roadway will be maintained to a standard similar to other local residential streets throughout the community. Although the travelled portion of the roadway will be identical to that of other local residential streets. Given the reduced boulevard widths, PWT has recommended that on-street parking be prohibited during winter months. This will mitigate snow removal concerns from the public roadway.

Traffic

Another concern is that of traffic from the proposed development utilizing Prentice Avenue and Sussex Road to access the Korah Road Second Line intersection. It is recognized that turning left or westbound from the proposed development onto Second Line may be difficult at certain times of the day. Drivers may choose to access the lights at Second Line and Korah Road via Prentice Avenue and Sussex Road. Prentice Avenue and Sussex Road are designated on Transportation Schedule ‘D’ to the Official Plan as ‘Local Streets’, designed to facilitate the safe movement of traffic within a residential area.

The objection notes that the development could result in up to a total of 272 daily vehicle trips through the subdivision, resulting in an average of 2 daily vehicle trips per dwelling unit. It is however noted that not all vehicles will turn right at Second Line and utilize the indirect route to Korah Road. Most vehicles entering the development will approach from the east and make the simple right turn. It is recognized that the proposed development may result in traffic increases along Prentice Avenue and Sussex Road, however these increases can be accommodated by the current roadway design. The traffic will be residential in nature (passenger vehicles) and limited primarily to the peak morning 'rush hour'. In this regard, it is Planning staff's opinion that traffic impacts along Prentice Avenue and Sussex Road will be very minor.

Property Values

Concerns related to a potential decrease in property values are difficult to calculate, as there are a wide variety of factors that determine property values. Planning staff does not have the expertise, and therefore do not comment on property value impacts related to a proposed development. Suffice to say the development could increase, decrease or not impact property values, depending on the details of the development. It is Planning staff's opinion that the various conditions and controls recommended will result in an appropriate development that respects the surrounding single detached neighbourhood.

Demonstrated Need for 137 New Apartment Units

Neighbours have questioned the overall need for additional rental units, especially in the west end. In fact, according to the Canadian Mortgage and Housing Corporation's (CMHC) *Fall 2014 Rental Market Report – Ontario Highlights*, the total vacancy rate in Sault Ste. Marie for apartment dwellings was 1.8%. According to this same report, vacancy rates were 2.9% in the east end/rural area, 1.5% in the central area, and only 0.4% in the west end/Prince area of the Community. Experts generally agree that a 3% vacancy rate is considered to be a healthy vacancy rate. Consequently there is a need for additional rental units, and according to the statistics outlined above, this need appears to be the highest in the west end.

In recognizing the need to provide additional rental units, on August 12, 2013 Council approved a Rental Housing Community Improvement Plan which provides tax increment relief to projects that consist of at least 4 rental dwelling units. The Community Improvement Plan is intended to provide developers with financial incentives for developing rental accommodation.

Drainage

Neighbours noted they have experienced spring ponding in recent years, likely the result of the property being utilized as a commercial snow dump. The applicants have ceased this operation. As part of the overall development approvals, post development flows cannot exceed pre-development flows.

Essentially, this means that water from hard surfaces such as rooftops and paved areas must be captured and managed on-site. Prior to final approvals, the applicants will be required to submit a detailed stormwater management plan, to the satisfaction of Engineering and the Conservation Authority. The applicants have set aside 'Block 6' to develop a stormwater management pond. All drainage from the site will flow to the pond and eventually outlet into the city's stormwater sewer system. Prior to final approvals the applicants Consulting Engineer will be required to assess downstream capacity to ensure the city's stormwater infrastructure can accommodate the water. Finally, as part of the Site Plan Control review process, the applicants will be required to identify on-site snow storage areas, and staff will ensure that these areas are located in a manner that spring melt is accommodated on-site. It is therefore anticipated that the overall drainage situation in the area will improve.

Water and Sewer Capacity to Service the Proposed Development

Neighbours were also concerned that there may not be enough capacity within the city's sanitary sewer and PUC's water distribution system to accommodate the proposed development. As with all developments of this nature, prior to final approval, the applicants' Consulting Engineer must provide detailed calculations to verify that existing infrastructure has the capacity to support the proposed development, in terms of the provision of potable water, sewer, stormwater and electrical services.

IMPACT

There is no direct impact to municipal finances resulting from the approval of this application; however, it is generally more efficient and cost effective to supply city services to higher density residential developments.

STRATEGIC PLAN

This application is not linked to any specific policies contained within the Corporate Strategic Plan.

SUMMARY

This proposal represents a brownfield redevelopment opportunity. There is a demonstrated need for rental apartment dwellings and Official Plan policies support a mixture of housing types and tenure forms throughout the community. The addition of apartment dwellings within this area would conceivably allow those currently residing in adjacent neighbourhoods the opportunity to downsize and remain in the same neighbourhood, well within the overall concept of 'aging in place'.

The applicants have indicated their target market is that of seniors, and they are exploring assisted living services that may be incorporated into the development. The applicants have also indicated their vision is that of a 'lifestyle' community with ample greenspace and easy pedestrian links to nearby commercial amenities. It is therefore appropriate to approach this as one contiguous

development, even though subdivision approvals would allow new proponents to own and develop the proposed lots separately from the current owners. While much of the discussion throughout this report has focused on impacts to abutting neighbours, staff will be diligent in ensuring that as the development progresses forward, the overall vision is maintained. Site plan control is an appropriate tool to ensure a contiguous development that is consistent with the overall vision.

From a land use planning standpoint, the concept of high density development on the subject properties is generally appropriate. The 4-storey apartment building and associated parking areas are well setback from abutting neighbours and represent an appropriate redevelopment of this former brownfield site. Having said this, there are potential impacts to abutting single detached dwellings that must be addressed prior to development on proposed Lots 2 and 3. Reduced building heights, stepped back building envelopes, increased setbacks, the planting and maintenance of a significant vegetative buffer, fencing or a combination thereof can be employed to appropriately mitigate the impact of overlook from apartment buildings and noise and dust from parking areas. To this end, the use of a Holding Provision on Lots 2 and 3 will ensure that appropriate measures are taken in this regard, prior to development. Neighbours have also raised additional concerns such as servicing capacity and drainage. As is customary for all Draft Plan Approvals, the applicants will be required to verify downstream servicing capacity, and submit detailed drainage plans to ensure that all stormwater is directed away from neighbouring properties and managed on-site prior to being discharged into the city stormwater system.

To conclude, the recommended conditions to Draft Plan of Subdivision Approval, the use of Site Plan Control, and the removal of a Holding Provision will ensure that this development does not negatively impact the 27 single detached dwelling units that back onto the proposed development site. The registration of the Subdivision and the Site Plan Control procedures are delegated to City staff, however the removal of the Holding Provision requires Council's review and approval.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the Report of the Planner dated 2015 03 23 be accepted as information and that Council approve Applications A-6-15 Z.OP and 57T-15-501 in the following manner:

1. That Council approves Official Plan Amendment 212 by way of a map change to re-designate the southern portion of the subject property from 'Commercial' to 'Residential' on Land Use Schedule 'C' of the Official Plan, as shown on the Official Plan Amendment map attached.
2. That Council approves the Draft Plan of Subdivision, in accordance with the attached subdivision layout plan.

3. That the applicants must enter into a subdivision agreement prior to development or site alteration. The following items shall be addressed and/or included in the final agreement:
 - a. That the proponents enter into a servicing agreement with the PUC.
 - i. That the water service and electrical distribution system be looped through the development from Second Line West to Korah Road.
 - b. Plans and specifications showing final presale grades must be submitted to and approved by the Commissioner of Engineering and Planning or his designate. Lot grading plans must show existing contours, proposed grades, and buildable areas for each lot. As constructed drawings must be modified to show only final grades.
 - c. A Stormwater management plan and sediment control plan and must be submitted to the satisfaction of the Commissioner of Engineering and Planning or his designate, and the Sault Ste. Marie Region Conservation Authority. 70% total suspended solids removal is required for the subject lands. Post development flows shall not exceed pre development flows for storm events up to and including the 100 year storm and the regional storm.
 - d. A soils report, prepared by a qualified professional, must be submitted to the satisfaction of the Commissioner of Engineering and Planning or his designate.
 - i. The soils report must provide comment in relation to the stability of the soil and its ability to sustain superimposed loads from building and filling operations.
 - ii. The soils report must include soil tests within the road allowance, including recommendations on the road base and pavement design.
 - e. That the proponents verify the downstream capacity of sanitary and storm sewers, to ensure that the flows from the proposed development can be accommodated.
 - f. That 'Block 6', (stormwater management pond) be designed in accordance with Ministry of the Environment and Climate Change Guidelines and transferred to the City.
 - g. That no winter parking be permitted upon the proposed roadway, both day and night.
 - h. That a sidewalk, built to city standards, be located on at least one side of the proposed roadway, with the exact location and extent to be determined.
 - i. That the proponents provide 5% cash in lieu of parkland.
4. That Council rezones the subject properties from "C4" (General Commercial Zone) and "R2" (Single Detached Residential Zone) to "R4" (Medium Density Residential Zone) subject to the following special provisions:

- a. That the front yard setbacks from Draft Approved Lots 1, 2 and 3 be reduced from 7.5m to 5m.
- b. That Lots 2 and 3 be subject to a Holding Provision, pursuant to Section 36 of the Planning Act, which will require proponents to:
 - i. Hire a qualified professional to develop an overall landscape plan for Lots 2 and 3, which shall include a tree retention strategy, as well as a buffering plan, including tree species, callipers and heights upon planting, as well as any fencing locations.
 - ii. Submit a site plan for Lots 2 and 3, showing building and parking lot locations, building envelopes, elevations and heights, parking locations, and any other design details intended to minimize offsite impacts to abutting residential neighbours.
 - iii. Council will only remove the Holding Provision once it is satisfied that appropriate measures will be put in place to adequately mitigate offsite impacts associated with the proposed development of Lots 2 and 3.
5. That the subject properties be placed under Site Plan Control, pursuant to Section 41 of the Planning Act.

Respectfully submitted,



Peter Tonazzo, MCIP, RPP
Planner

Recommended for approval



Donald B. McConnell, MCIP, RPP
Planning Director

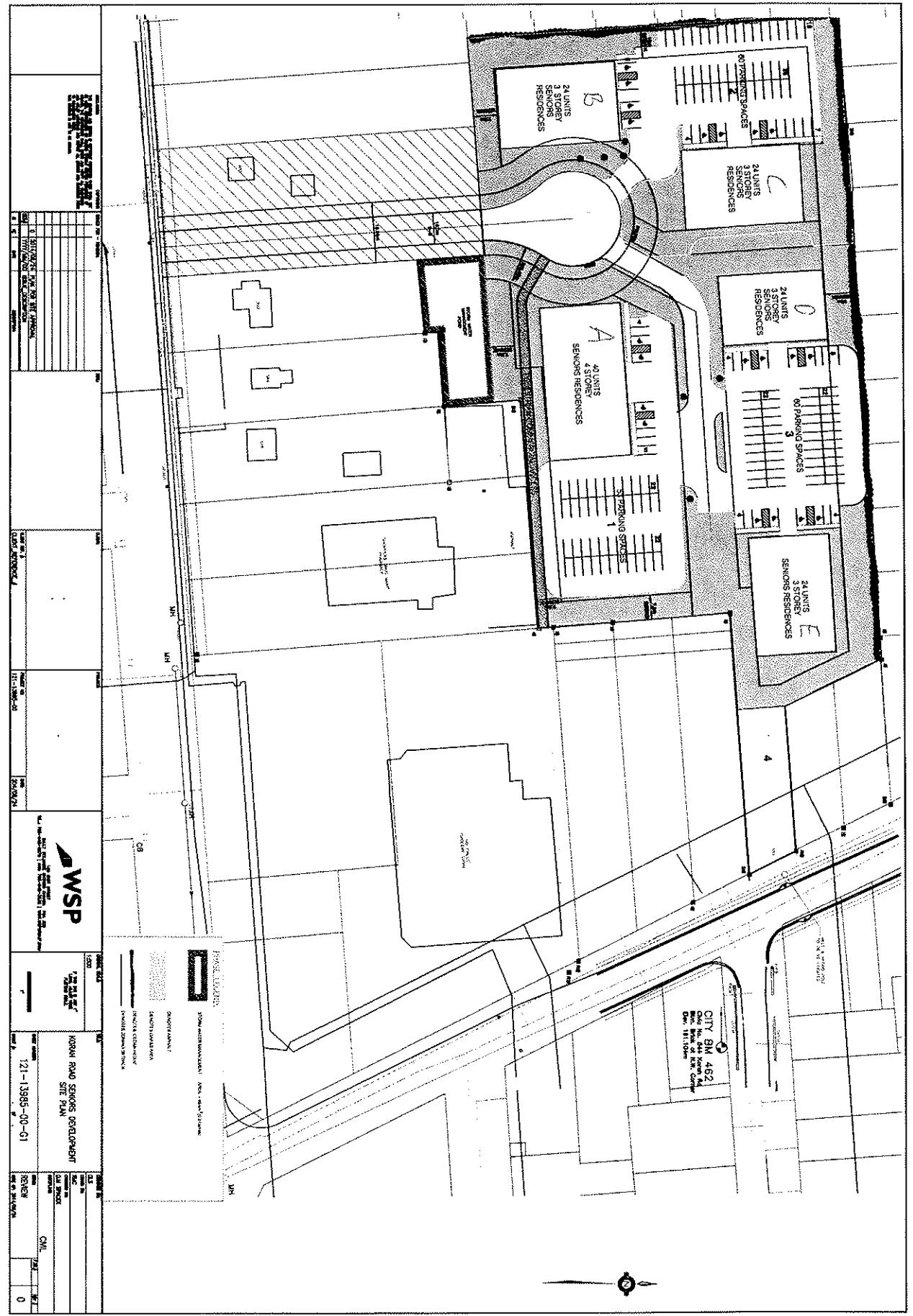
Recommended for approval



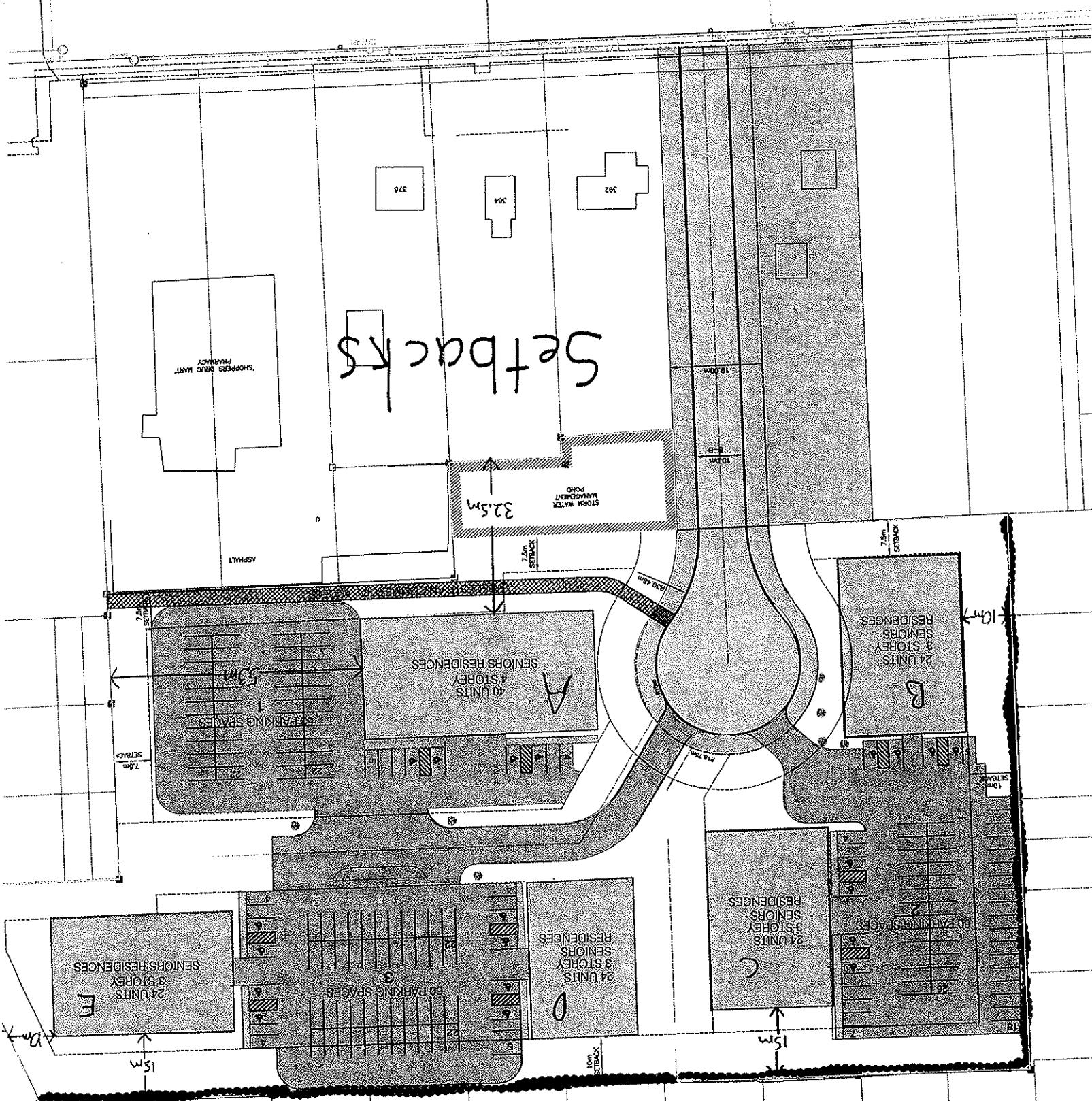
Jerry Dolcetti, RPP
Commissioner Engineering & Planning

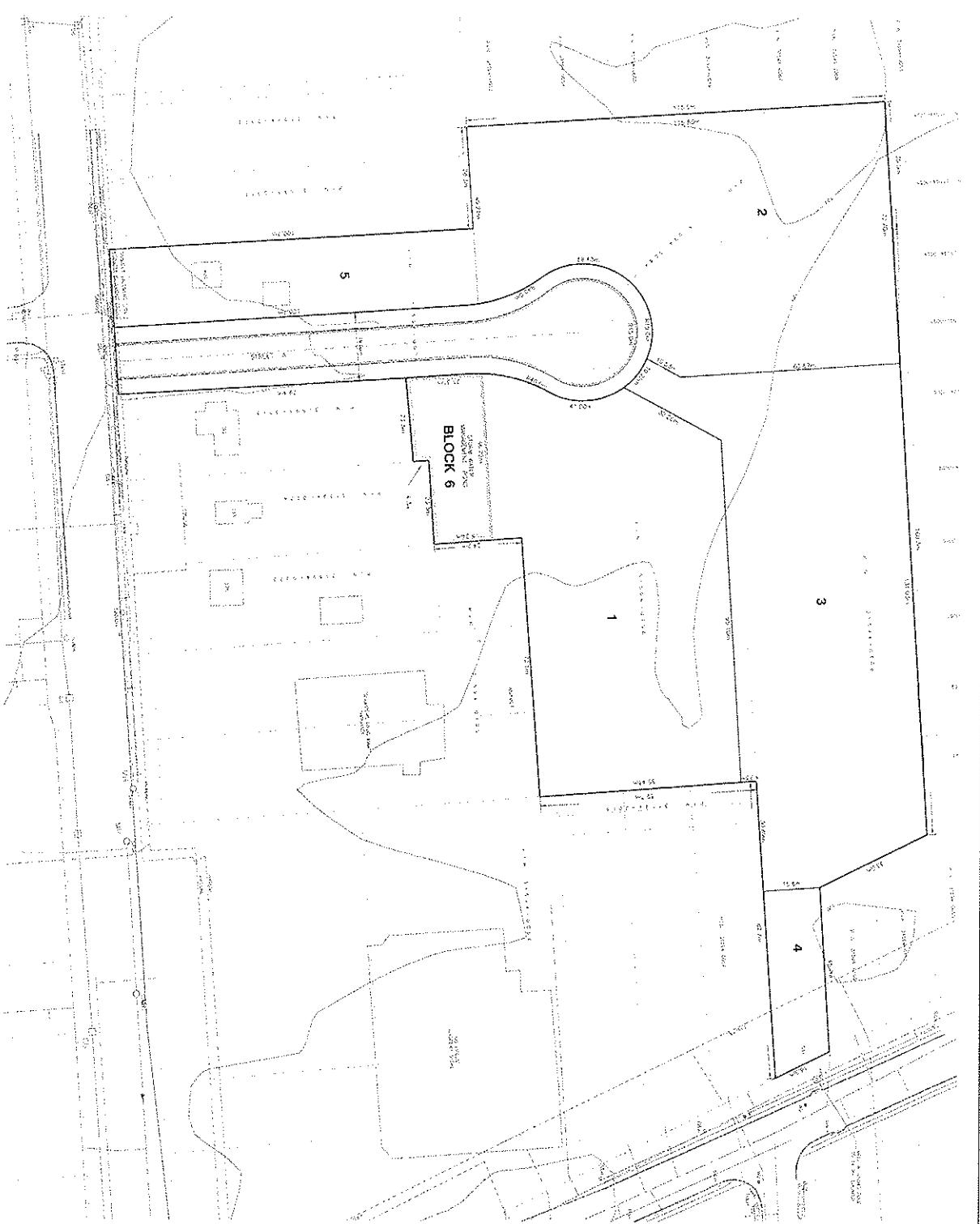
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Attachment(s)



THE CHAMBERS OF COMMERCE AND INDUSTRY OF THE
PROVINCE OF VENETO CALL UPON THE GOVERNMENT TO
INTRODUCE THE FOLLOWING PROVISIONS:
1) THAT THE CHAMBERS OF COMMERCE AND INDUSTRY
OF THE VARIOUS PROVINCES BE PROVIDED WITH
THE FACILITY OF EXPANDING THEIR ACTIVITIES
TO THE BOUNDARIES OF THE VARIOUS PROVINCES;
2) THAT THE CHAMBERS OF COMMERCE AND INDUSTRY
OF THE VARIOUS PROVINCES BE PROVIDED WITH
THE FACILITY OF EXPANDING THEIR ACTIVITIES
TO THE BOUNDARIES OF THE VARIOUS PROVINCES;





DRAFT PLAN KORAH ROAD SENIORS DEVELOPMENT

FIGURE 1. DRAFTS OF THE SITES

DRAFT

FINAL

SITE

LEGEND

- TAXES PAID
- TAXES DUE
- TAXES OVERDUE
- TAXES IN ARREARS

100 JOURNAL OF CLIMATE



**AMENDMENT NO. 212
TO THE
SAULT STE. MARIE OFFICIAL PLAN**

PURPOSE

This Amendment is an amendment to Schedule "C" of the Official Plan.

LOCATION

The southern +/-52m of PLAN H625 PT LOTS 13, 16, 23, 33 and 34 RP 1R1182 Part 3 RP 1R12096 PART 1, that being the southern +/-52m of the property having civic address 511 Korah Road, depicted on the map attached as 'Area to be re-designated from Commercial to Residential'.

BASIS

This Amendment is necessary in view of the request to rezone the subject property for residential purposes whereas this portion of the subject property is designated 'Commercial'.

The proposal does not conform to the existing Commercial policies as they relate to the previously described portion of the subject properties.

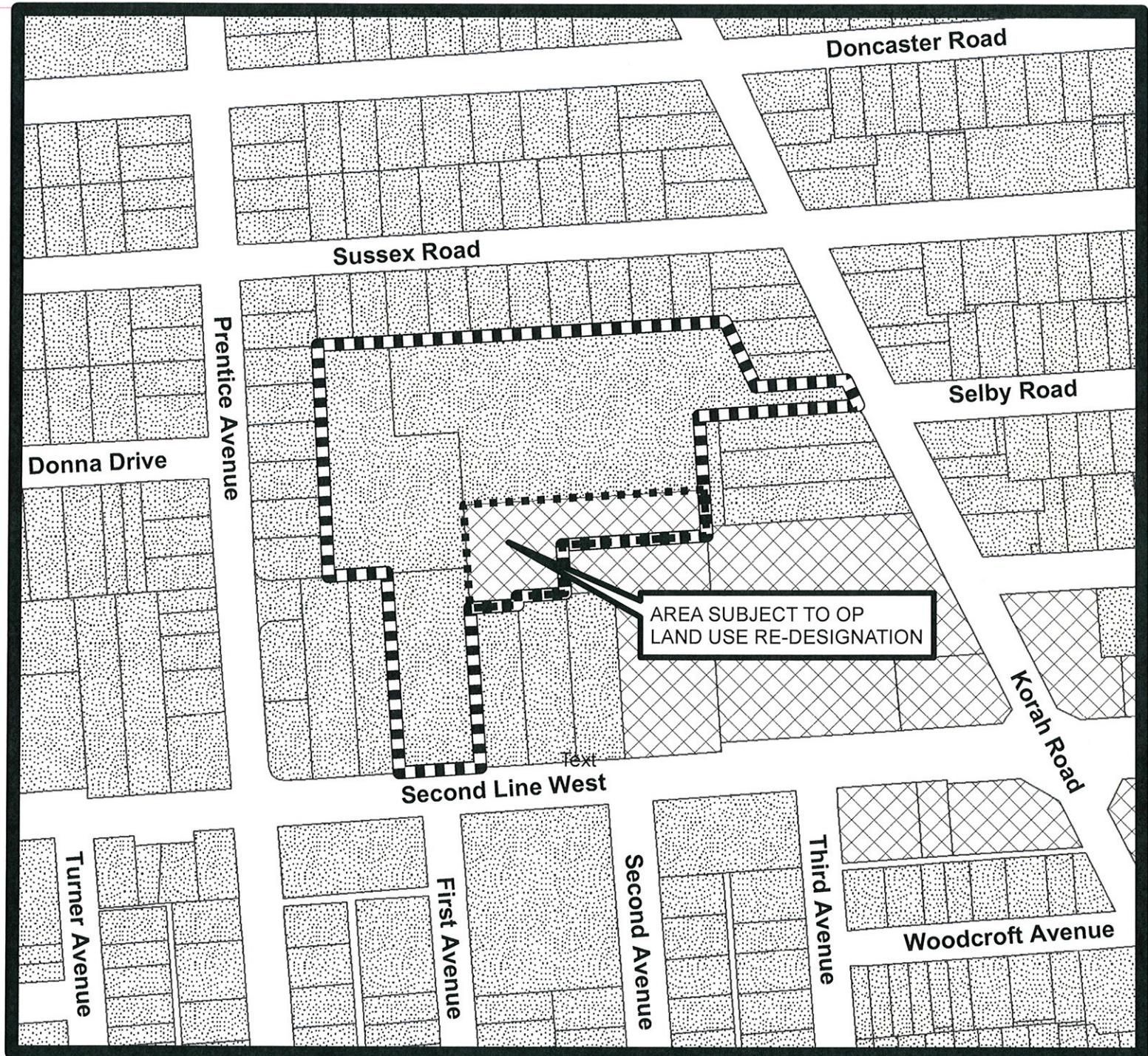
Council now considers it desirable to amend the Official Plan re-designating the southern +/-52m of 551 Korah Road from "Commercial" to "Residential" on Land Use Schedule "C" of the Official Plan.

DETAILS OF THE ACTUAL AMENDMENT & POLICIES RELATED THERETO

Land Use Schedule "C" to the Sault Ste. Marie Official Plan is hereby amended re-designating those lands identified on the attached schedule from "Commercial" to "Residential".

INTERPRETATION

The provisions of the Official Plan as amended from time to time will apply to this Amendment.



OFFICIAL PLAN LANDUSE MAP

PLANNING APPLICATION A-7-14-Z-OP



METRIC SCALE
1 : 2500

MAP REFERENCE
80 & 1-90

- Roll: 060-011-076-00 / Location: 551 Korah Road
 Roll: 060-011-088-00 / Location: 400 Second Line West
 Roll: 060-011-094-00 / Location: Rear Prentice Avenue

Legend

- Area Subject to OP Land Use Re-designation
- Residential
- Commercial
- SUBJECT PROPERTIES

OFFICIAL PLAN LANDUSE

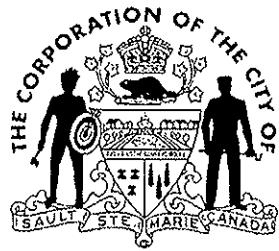
OFFICIAL PLAN AMENDMENT
Number 212

MAIL LABEL ID
551-Korah

ROLL NUMBER
060-011-076-00
060-011-088-00
060-011-094-00

Jerry D. Dolcetti, RPP
Commissioner

Daniel Perri, EIT
Engineering Intern



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2015 03 12

Our File: A-6-15-Z.OP & 57T-15-501

MEMO TO: Donald B. McConnell, MCIP, RPP
Planning Director

RE: **A-6-15-Z.OP & 57T-15-501 – 400 SECOND LINE WEST, 0 PRENTICE AVENUE, & 551 KORAH ROAD
REQUEST FOR AN AMENDMENT TO THE ZONING BY-LAW, OFFICIAL PLAN AND DRAFT PLAN APPROVAL**

The Engineering and Construction Division has reviewed the above noted application and provides the following:

- The applicant must enter into a Subdivision Agreement with the City;
- Plans and specifications showing final presale grades must be submitted to and approved by the Commissioner of Engineering & Planning or his designate. Lot grading plans must show existing contours, proposed grades, and buildable area for each lot. As constructed drawings must be modified to show only final grades;
- A sediment control plan and stormwater management plan must be submitted to the satisfaction of the Commissioner of Engineering & Planning or his designate, and the Sault Ste. Marie Region Conservation Authority;
- Post-development flows shall not exceed pre-development flows for storm events up to and including the 100-year storm and the regional storm;
- 70% total suspended solids removal is required for this site;
- Soils tests are required in the road allowance, including a report on the road base and pavement design;
- A soils report, prepared by a qualified professional, must be submitted to the satisfaction of the Commissioner of Engineering & Planning or his designate. The soils report must provide comment in relation to the stability of the soil and its ability to sustain superimposed loads from building and filling operations and to furnish, at no

2015 03 12

Page 2

cost to the City, certified copies of the results thereof for examination by the Commissioner of Engineering & Planning or his designate;

- The downstream capacity of the sanitary sewer on Second Line must be verified to ensure that the flows from the proposed development can be accommodated; and
- No work shall be commenced without the approval of the Commissioner of Engineering & Planning or his designate. Any work that requires approvals from the City shall not commence until such approvals and agreements are endorsed.

If you have any questions, please contact the undersigned.

Yours truly,

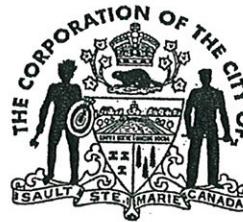


Daniel Perri, EIT
Engineering Intern

c: Jerry Dolcetti, Commissioner, Engineering & Planning
Susan Hamilton Beach, P. Eng., Deputy Commissioner, PWT
Pat Schinners, Planning

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

2015 02 23

FEB 23 2015

TO: N. Kenny, City Solicitor
J. Dolcetti, Commissioner of Engineering & Planning
D. Perri, EIT, Engineering & Planning Dept.
S. Hamilton Beach, Deputy Commissioner of Public Works & Transportation
F. Pozzebon, Chief Building Official
N. Apostle, Commissioner of Community Services
R. Harten, Manager of Engineering, P.U.C.
T. Dodds, CEO, E.D.C.
P. Milosevich, Assistant Fire Chief
R. Bateman, General Manager, Conservation Authority
Municipal Heritage Committee, C.S.D.
N. Scott, Accessibility Coordinator, Social Services

SUBJECT: Application No. A-6-15-Z.OP & 57T-15-501
Request for an amendment to the Zoning By-law, Official Plan
and Draft Subdivision Approval

APPLICANT: Grammi Developments Ltd.

SUBJECT PROPERTY: 400 Second Line West, 0 Prentice Avenue, & 551 Korah Road

Please find enclosed a copy of the above-mentioned rezoning application for your review and comments.

City Council should receive all pertinent data with respect to the subject property. A summary will form part of the report on this matter. Please ensure your review and comments contain a history of any problems experienced, such as non-conformity with by-laws, site agreements, drainage, neighbourhood complaints, etc.

We would appreciate receiving your comments on or before March 6, 2015.

Yours truly,

A handwritten signature in black ink, appearing to read "DBM McConnell".

Donald B. McConnell, MCIP, RPP
PLANNING DIRECTOR

DBM/pms

Enclosure

Please see attached Don Maki Previous comments

No further comments

1015.03.04

A handwritten signature in black ink, appearing to read "Thomas W. F. Jones".

Don Maki

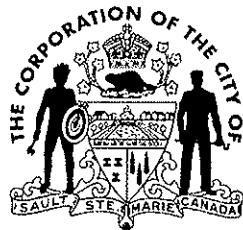
From: Don Maki
Sent: Monday, March 31, 2014 2:29 PM
To: Don McConnell; Pat Schinners
Subject: Rezoning Application A-7-14-Z.OP 551 Korah Road, 0 Prentice, and 400 Second Line West

Hi Don

A portion of the above noted site was used as a trucking and draying yard, an industrial use. Prior to the application for building permits for any residential uses the owners will have to demonstrate compliance to the Brownfield regulations by way of a record of site condition being registered for this property. This could involve a phase or phase 2 environmental assessment of the property We have also received complaints with regard to site drainage as it had related to a snow storage facility on this property. I have no further comments .

Don

S. Hamilton Beach P. Eng
Deputy Commissioner



Larry Girardi
Commissioner

March 12, 2015

Donald McConnell
Planning Director

PWT File No.: P.10.0

Subject: Application Number A-6-15-Z.OP & 57T-15-501
Request for an amendment to the Zoning By-law, Official Plan and Draft Subdivision Approval

Applicant: Grammi Developments Ltd.

Subject Property: 400 Second Line West, 0 Prentice Avenue, 551 Korah Road

Staff from Public Works and Transportation ('PWT') has reviewed this application. It is PWT's preference that the City standard be met with all new development (ie. Road width and radius of cul-de-sac). PWT finds it difficult to manage snow storage with the current design standards and to compromise for new developments makes this even more onerous. Recognizing this challenge we do not oppose this development, however, we respectfully request the following conditions be part of the approval:

- No winter on-street parking – day or night. All visitor parking should be accommodated on-site.
- Each of the blocks should be under Development Control in order to allow for input and approval of entrance locations to each.

If you have any further questions please contact me at (705) 541-5207.

Susan Hamilton Beach, P. Eng.

Deputy Commissioner
Public Works and Transportation

c. D. Perri, EIT

Pat Schinners

From: Peter Tonazzo
Sent: Monday, March 09, 2015 3:53 PM
To: Pat Schinners
Subject: FW: Review Comments Grammi Dev - Korah Rd. (Application No. A-6-15-Z.Op & 57T-15-501)
Attachments: FW: Flooding/ Ponding

Pat, please print off attachment as well.

Thanks

Peter.

From: Anjum Amin [mailto:Aamin@ssmrca.ca]
Sent: Monday, March 09, 2015 3:45 PM
To: Don McConnell
Cc: Peter Tonazzo; Rhonda Bateman; Dan Perri
Subject: RE: Review Comments Grammi Dev - Korah Rd. (Application No. A-6-15-Z.Op & 57T-15-501)

Re: Review of Application No. A-6-15-Z.Op & 57T-15-501
400 Second Line W, 0 Prentice Avenue, & 551 Korah Rd.
Grami Developments Ltd., Sault Ste. Marie

Dear Mr. McConnel:

The Sault Ste. Marie Region Conservation Authority (SSMRCA) has reviewed the above noted planning application and supporting documents. We offer following comments:

1. Our office received several complaints in April 2014 regarding snow piling/pushing towards private properties. The neighbors expressed concerns on snow melt and effects on their backyards. We suggest that snow should not be piled / pushed towards private properties and snow melting must be controlled within the property during winter and spring thaws. Please see attached email includes pictures from Walter Shield of Local MOE Office.
2. The stormwater management system must be constructed as suggested in Korah Road Seniors Development Servicing Report by WSP Inc. dated February 2015. The design of stormwater management system must be submitted to review by the SSMRCA staff in order to receive clearance for MOE's Environmental Compliance Approval (ECA). The SSMRCA would require detailed design of storm management system and final study report including all details of proposed storm outlets prior to commencing the development work.
3. Storage of dense non aqueous phase liquid (DNAPL) is not recommended at the site. Examples are chlorinated solvents include metal cleaning and de-greasing, dry-cleaning, pharmaceuticals, dyes and paints, adhesives, aerosols and manufacturing of various chemicals. This excludes residential uses and storage.

If you have any questions or concerns, please contact us.

Yours truly,

Anjum



March 5, 2015

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

Dear Sir:

**Re: Application No. A-06-15-Z.OP & 57T-15-501
400 Second Line W., 0 Prentice Ave., 551 Korah Rd.**

With respect to the above noted application, our comments remain identical to those provided to the City Planning Division regarding application A-7-14-Z.OP.

Comments were made April 10, 2014 and May 12, 2014 and are attached herein for reference.

Best Regards,

PUC SERVICES INC.

A handwritten signature in black ink, appearing to read 'Rob Harten'.

Rob Harten, P. Eng.
Manager of Engineering



April 10, 2014

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

emailed: d.mcconnell@cityssm.on.ca

Dear Sir:

**Re: Application A-7-14-Z.OP
551 Korah Rd, 0 Prentice Ave, & 400 Second Line W**

PUC wishes to advise that we have no objection to the proposed rezoning application. We do take the opportunity however to comment as follows:

Water

- A looped private watermain along the private access road connecting to existing utility watermains on Second Line and Korah Road would be required.
- The developer would be required to do an engineering study to determine flows for the entire proposed final development meet all FUS and OBC requirements. In particular, the developer should be made aware of limitations in watermain size in the immediate area – some main in Second Line is only 37mm
- The development would be subject to frontage charges.
- The cost of service installation will be borne by the developer;
- “Private systems” such as proposed may be problematic with respect to MOE and the SDWA regulations. In this case, a “large residential development” is contemplated in conjunction with commercial development. If a non-municipal year-round drinking water systems is established, there are operating requirements under those regulations the owner should be aware of. The developer is encouraged to engage a consultant to review these MOE requirements.

Electrical

- A looped private primary electrical distribution system would be required connecting the development to the existing primary overhead lines on Second Line and Korah Road. PUC would operate and maintain (at cost to the customer) customer purchased primary conductors, primary switching, and PUC owned transformation and metering only. All other aspects of electrical plant on the development property would be the responsibility of the developer.
- Some minor additions to the utility distribution system along Korah road may be required. Costs to the developer would be determined in accordance with sections 3.2 and 3.3 of the Ontario Energy Board (OEB) Distribution System Code.
- An initial estimate of the required electrical load indicates that connection of this development will not present a loading issue, it will be the responsibility of the developer to provide loading calculations to PUC to make an adequate assessment.

Street lighting

- PUC would not be providing street lighting in this development.

Best Regards,

PUC SERVICES INC.



Rob Harten, P. Eng.
Manager of Engineering

RH*jf



May 12, 2014

Peter Tonazzo, MCIP, RPP
Planner
The Corporation of The
City of Sault Ste. Marie
P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

emailed: p.tonazzo@cityssm.on.ca

Dear Sir:

**Re: Application A-7-14-Z.OP
551 Korah Rd, 0 Prentice Ave, & 400 Second Line W
Further Comments with Respect to Proposed Public Road through Development**

In response to your email, inquiring if we have any comments with respect to a proposed change to the above noted application, in which, a reduced width 17.25m public roadway was created as an alternative to the originally proposed private road we comment as follows:

Water

- A looped watermain along the reduced width public access road connecting to existing utility watermains on Second Line and Korah Road would be required. The design would be subject to review by the PUC and would need to meet any technical requirements with respect to access for the purposes of operating and maintaining the plant by PUC personnel. Easements would be required wherever the plant crossed private property.
- The developer would be required to do an engineering study to determine flows for the entire proposed final development meet all FUS and OBC requirements. In particular, the developer should be made aware of limitations in watermain size in the immediate area – some main in Second Line is only 37mm
- The development would be subject to frontage charges.
- The cost of service installation will be borne by the developer

Electrical

- A looped private primary electrical distribution system would be required connecting the development to the existing primary overhead lines on Second Line and Korah Road. The

design would be subject to review by the PUC Distribution Inc. and would need to meet any technical requirements with respect to access for the purposes of operating and maintaining the plant by PUC personnel. Easements would be required wherever the plant crossed private property. PUC would operate and maintain the loop as part of its distribution system. An initial capital contribution from the developer for the construction of this loop, in accordance with Ontario Energy Board (OEB) Distribution System Code (DSC) Rules would be required. All other aspects of electrical plant on the development property would be the responsibility of the developer (ie servicing to lots).

- Some minor additions to the utility distribution system along Korah road may be required. Costs to the developer would be determined in accordance with sections 3.2 and 3.3 of the OEB DSC.
- An initial estimate of the required electrical load indicates that connection of this development will not present a loading issue, it will be the responsibility of the developer to provide loading calculations to PUC to make an adequate assessment.

Street lighting

- PUC would provide street lighting in this development should it proceed as a public road.

Best Regards,

PUC SERVICES INC.



Rob Harten, P. Eng.
Manager of Engineering

RH*rh

Cc: Darren Seabrook, Electrical Engineering Intern
Andrew Hallett, Water Distribution Engineer

March 11th, 2015

Re: Planning Application # A-6-15-Z-OP & 57t-15-501

Mr. Peter Tonazzo and City Council of the City of Sault Ste. Marie:

As a lifetime resident of Prentice Avenue, I feel compelled to express the concern shared by myself and the other residents in the neighborhood who will be negatively affected by the proposed development.

I grew up on the northern section of Prentice Avenue and subsequently built my familial home there. We built the home I live in at 248 Prentice Avenue thirty-three years ago and this area and this house will always be home to me and my family. My parents live in the immediate area, as does my sister and her family.

Although I am not opposed to the development of the area abutting the eastern-most boundary of my property, I am vehemently opposed to the actual structure of the apartment building being constructed ten meters from my property line. The proposed building is a three-storey apartment building made up of twenty-four units and will feature windows and balconies facing directly into the backyards of the existing residents. The privacy of these residents should be respected and preserved to as great a degree as is practical and reasonable, however the current proposal does not appear to concern itself with this in the least.

My neighbours and I are also concerned with the noise pollution that will be caused by the nightly snow removals in winter, then grass-cutting in the summer. All of our properties back onto the new development area and the east-facing sides of our homes are typically where all the bedrooms are located.

I am curious to know if the lone road into the development property will be maintained by the city or privately. If maintained by the city, what will happen when the snow banks begin to rise? At best times, Prentice Avenue is not a priority street for bank removal. This new access road would, presumably, be even less so.

Another major concern is that of traffic flow into and out of the proposed development. The only access into the property will be from Second Line, within a very short distance from Prentice Avenue. With only a stop sign at this intersection, it is well-known to residents that access to eastbound Second Line from Prentice Avenue is nearly

impossible at almost all times of the day. The visibility is even worse in the winter months because of the snowbanks. As is my habit, and the habit of most of those who live on this section of Prentice Avenue, our exit and access to Second Line is by way of Sussex Avenue, then giving us access to the traffic lights on the corner of Second Line and Korah Road.

It was mentioned at the last public meeting that traffic could possibly be routed mandatorily in one direction in order to exit the development property. The traffic would be required to go west onto Second Line then north onto Prentice Avenue and exit through this residential area. Prentice Avenue would then become the thoroughfare for all the traffic exiting from the new proposed development. The total number of units involved is 136, making the potential number car-driving residents as high as 272. If the number of vehicles utilizing this potential route is even a fraction of this, the affected thoroughfares will become nightmares.

Ultimately, this development will adversely affect the value of homes in the neighbourhood. Most of the people who live in the area affected by this proposal are long-time residents. In fairness to these homeowners and the hard work and lifetime of pride they have invested in their homes, it is hardly just that they should have to sacrifice any of it in order for someone else to profit from an ill-planned venture that so blatantly lacks consideration for the established residents.

Mary-Lou MacDonald
248 Prentice Avenue
705 949-8318

Sault Ste. Marie March 12, 2015

Mr. Peter Tonazzo p.tonazzo@cityssm.on.ca

Re: Application # A-6-15-Z.OP 3 57t-15-501

Dear Mr. Tonazzo,

We are writing to you as long-time residents, citizens and taxpayers regarding the above application by Grammi Developments Ltd. They are requesting to have said property rezoned to allow the construction of 6 buildings totaling 137 units on this small piece of land to which we strongly object. According to the assessment role this property is zoned as "single detached residential" which we believe should remain unchanged to compliment the current neighborhood.

Our reasons for this objection are based on the following:

1. We simply don't see a need for such a large apartment complex in this area which is already saturated;
2. According to the Sault Star, Sootoday and in speaking with landlords that own apartments in the west end of town there are thirteen (13) vacant units for rent and four (4) vacant houses for rent;
3. There are another 12 apartments being built on Second Line West (old library site), 15 units on Connaught, 14 empty units recently constructed on Greenfield Drive and 3 4-unit condos on Second Line West that are also empty. Adding another 137 units in this area will put greater stress on existing struggling landlords; and
4. The value of our homes will be impacted

We strongly believe that by allowing this to take place the taxpayers mentioned above will be put at risk because they have already put out large amounts of money to construct these apartments which still remain empty. We don't see the purpose in allowing more units to be built in the west end of town when there are a number of units readily available for rent and remain empty!

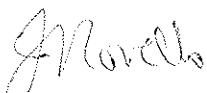
According to the Sault Star and Sootoday there were only 2 people looking to rent. Based on this who will Grammi Developments Ltd. rent these 137 units that they are proposing to build? As you can see we already have 57 units in the west end alone that are vacant and this is not even taking into consideration units available through Algoma Housing.

Other concerns that we have are:

1. What type of renters will these units attract?
2. How much green area and parking will be left on this area?
3. In our opinion the exit onto Second Line West will definitely not be able to handle all this traffic. In recent years there have been an alarming number of accidents on Second Line West between Korah Road and Goulais Avenue. Allowing additional vehicular traffic for 137 units directly onto Second Line West will greatly add to this already hazardous traffic situation.

We hope that you will vote in favor of the concerned citizens and taxpayers of this community.

Sincerely,



Albert & Joanne Novello
Sussex Road

Peter Tonazzo

From: rene a <andresen1955@yahoo.com>
Sent: Friday, March 13, 2015 2:23 PM
To: Peter Tonazzo
Subject: Application No.: A-6-15-Z.OP & 57t-15-501

To Peter Tonazzo

This is my written input, on the proposed Official Plan Amendment, Zoning-Bylaw and Draft Subdivision Approval.

I want my right to appeal.

I do not want any rezoning changes to the proposed properties.

Thanks

Rene' Andresen
348 Sussex Rd.
Sault Ste. Marie
On. P6C 2S3

Peter Tonazzo

From: kelly boudreau <kaboudreau20@gmail.com>
Sent: Tuesday, March 17, 2015 10:48 AM
To: Peter Tonazzo
Subject: Re:Planning Application#A-6-15-Z.OP&57t-15-501 Applicants:Grammi Developments

The proposed plans by Grammi Developments is requesting a zoning change to allow 1 4storey unit, 4 3storey units, and 1 residential in our backyard. The list of concerns are, greater traffic for Prentice Avenue & Sussex Rd that exit to Korah Rd, possible decrease in resale value of homes that abut this development, and the loss of privacy due to the close proximity of such high buildings to the existing properties.

The fact that this property may be developed is inevitable, but could this be done with one storey unit that do not infringe on the privacy and natural view that we enjoy today.

City council members when hearing the reasons for this venture, please consider that we chose to live in this area because there were no apartment buildings looking into our backyards.

Kelly&Vince

Boudreau
Rd

359 Sussex

Peter Tonazzo

From: Janice Andresen <janixx107@gmail.com>
Sent: Friday, March 13, 2015 3:40 PM
To: Peter Tonazzo
Subject: Application No. A-6-15-Z.OP & 57t-15-501

This is my written submission in regards to the said Application No. A-6-15-Z.OP& 57t-15-501.

I oppose the re-zoning application approval requested by applicant :Grammi Developments Ltd.

This is to acknowledge my right to appeal.

Sincerely,
Janice Andresen
348 Sussex Road.
Sault Ste. Marie,
Ontario. P6C2S

Peter Tonazzo

From: Jason Findlay <mudman322@gmail.com>
Sent: Friday, March 13, 2015 8:05 PM
To: Peter Tonazzo
Subject: regarding rezoning A-6-15-Z.OP & 57t-15-501

With regard to rezoning 400 Second Line, 0 Prentice Avenue & 551 Korah Rd (Application no.: A-6-15-Z.OP & 57t-15-501) we are against this rezoning application.

Jason Findlay
322 Sussex Rd

Peter Tonazzo

From: Enrica Braido <ejbraid15@hotmail.com>
Sent: Tuesday, March 17, 2015 11:48 AM
To: Peter Tonazzo; Joe Krmpotich; Ross Romano
Subject: RE: A-6-15-Z.OP & 57t-15-501

As a resident at 264 Prentice ave., we have concerns about the proposed development of the property behind our home.

A 3 story apartment building with windows and balconies overlooking our backyard will invade our privacy, as well as increased

noise by snow removal, grass cutting and increased traffic. Traffic flow as proposed with a westerly exit onto Second Line, for anyone

going east will make Prentice and Sussex their preferred route. Prentice on the north side of Second Line is narrower than Prentice

on the south side of second Line, and with Our Lady of Lourdes School taking on students from closed schools, traffic and congestion

has already increased greatly.

We are not opposed to the development of the property but are opposed to the drastic change THIS proposed development would bring to our neighborhood.

John and Enrica Braido
264 Prentice Avenue
705942-4679



2012 ORTHO PHOTO

Application A-7-14-Z-OP

Subdivision File Reference: 57T-15-501



METRIC SCALE
1 : 2500

MAP REFERENCE
80 & 1-90

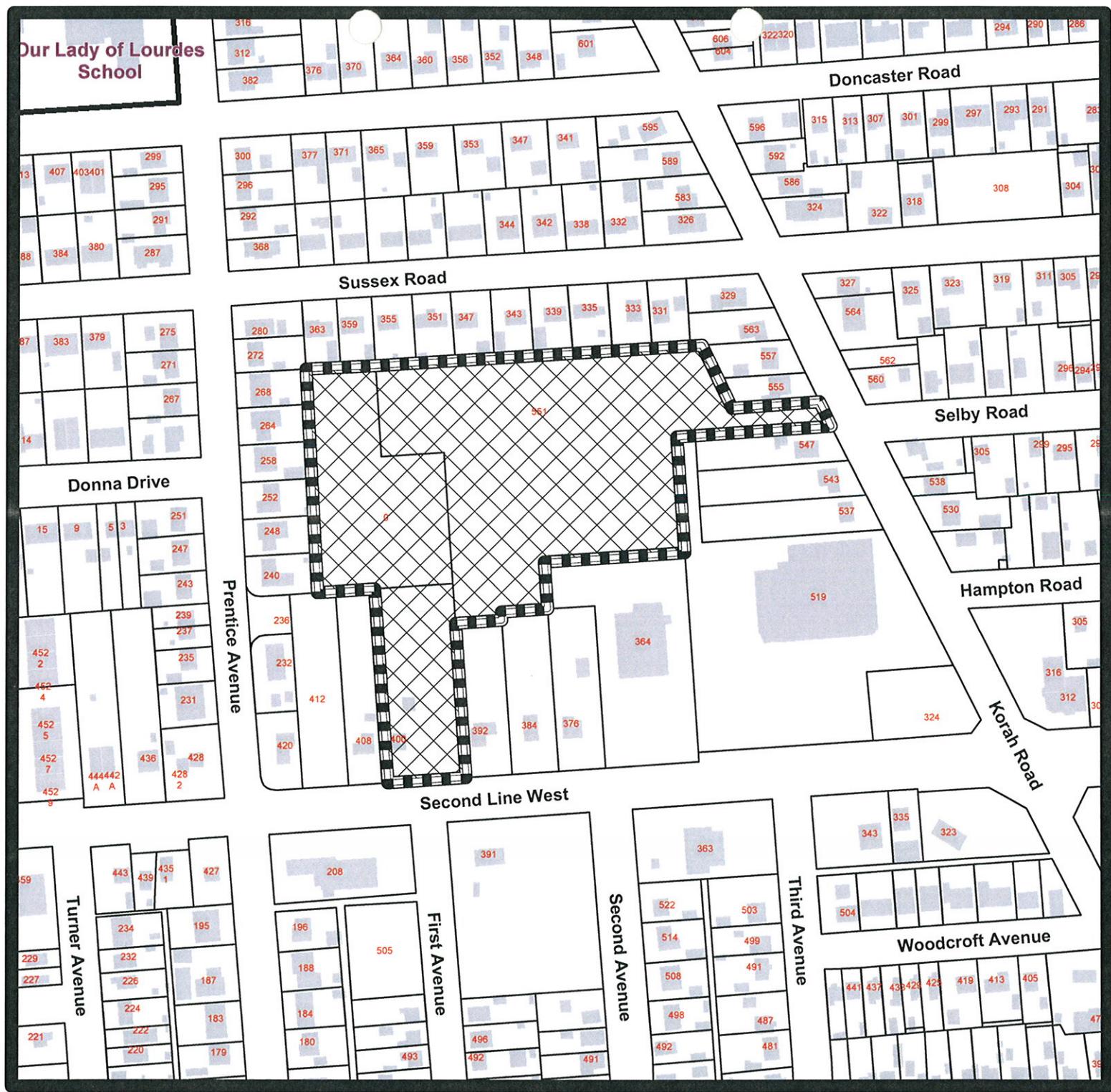
MAIL LABEL ID
A-6-15-Z

Legend



SUBJECT PROPERTIES

Roll: 060-011-076-00 / Location: 551 Korah Road
Roll: 060-011-088-00 / Location: 400 Second Line West
Roll: 060-011-09400 / Location: Rear Prentice Avenue



SUBJECT PROPERTY MAP

PLANNING APPLICATION A-6-15-Z-OP

Subdivision File Reference: 57T-15-501

Roll: 060-011-076-00 / Location: 551 Korah Road
 Roll: 060-011-088-00 / Location: 400 Second Line West
 Roll: 060-011-094-00 / Location: Rear Prentice Avenue



METRIC SCALE
1 : 2500

MAP REFERENCE
80 & 1-90

MAIL LABEL ID
A-6-15-Z

ROLL NUMBER
060-011-076-00
060-011-088-00
060-011-094-00

Legend



SUBJECT PROPERTIES



EXISTING ZONING MAP

Application A-7-14-Z-OP

Subdivision File Reference: 57T-15-501

Roll: 060-011-076-00 / Location: 551 Korah Road

Roll: 060-011-088-00 / Location: 400 Second Line West

Roll: 060-011-094-00 / Location: Rear Prentice Avenue



METRIC SCALE
1 : 2500

MAP REFERENCE
80 & 1-90



SUBJECT PROPERTIES



R2 - Single Detached Residential Zone; R2hp



R3 - Low Density Residential Zone



C4 - General Commercial Zone



C5 - Shopping Centre Zone



PR - Parks and Recreation Zone

MAIL LABEL ID
A-6-15-Z

To the Mayor and Members of City Council,

Regarding Application No.: A-6 15-Z.OP & 57t-15-501, the proposed re-designation of the lands abutting 364, 376, 384, and 329 Second Line West.

The property in question has served as a central feature of the local community for over sixty years; bluntly put, to develop it into for-profit housing would be to destroy the community that has grown over that half-century.

This property has existed as agricultural lands during the 1940s; baseball diamonds in the 1950s and 1960s; snowmobile trails since the 1980s; as garden plots for families; as a year round ecological classroom; and feeding grounds for two species of falcons and four species of woodpeckers. Children's treehouses have been built, and rebuilt on this property for over fifty years. Quality of life in Sault Ste. Marie means more than going to work, returning home, watching television, and then going to bed. This property; this community surrounding an undeveloped lot, is a living record of what life is like in the Sault. It is a living history of what life is like in Ward 6 of Sault Ste. Marie.

Currently, residents have lived this way of life for almost three quarters of a century and hope to continue to do so long into the future. New families are growing up in the neighbourhood; Our Lady of Lourdes Catholic Elementary school is one block away on Prentice Avenue. There is a healthy mix of generations, from octogenarians to newborns; all of whom either have enjoyed this land or will enjoy it in years to come. The proposed re-zoning and development of the property in question destroys all of the above. Having lived in Southern Ontario for eight years, I have seen, sadly, the destructive first hand effects of density housing.

The City, Wards 5 and 6 particularly, need economic development; as a 28 year old professional who chose to return to my hometown, I clearly recognize this need. However, as the City continues to develop, decision makers need to truly understand what it means to be from Sault Ste. Marie. To move forward into prosperity and how we can raise our quality of life, developing this lot into medium density housing is a step backwards in this regards. To build in spirit of the existing lands and local residents is more appropriate.

Please join me in the considerations I have made in writing this letter. I invite The Mayor and City Councillors to keep the following repercussions in mind when voting on this issue:

I) The increase in traffic 137 housing units would make to the children walking to Our Lady of Lourdes Elementary School, including the existing bus traffic, the unploughed sidewalks during the winters, and future congestion along Second Line West. The proposed development would have a single entrance/exit on Second Line West; and as it stands now, Eastbound traffic from Prentice Avenue onto Second Line is difficult at best. With foresight, the traffic from this proposed housing project will turn right onto Prentice Avenue to meet the lights at Korah Road (i.e., go around the block); this is the heavily trafficked school route.

II) Please consider the City's current motto of "*Naturally Gifted*" in your decision, I have. Although Sault Ste. Marie is surrounded by unbroken forest, urban green spaces such as this undeveloped lot are more valuable to the City because of their proximity to residences. This concept is fast becoming a measure of a City's quality of life in the modern age. Additionally, lawns which need to be maintained by the City's Park Staff are not suitable habitat for anything large. This lot is habitat for wild life because of the

density and diversity of plant life presently inhabiting it. In the span of an average day it is visited by over 20 different species of birds including raptors; this means that there is enough of an established ecology on the property to support such a population.

III) Finally, please keep in mind the noise pollution generated by density housing. Sault Ste. Marie is defined as a Winter City in its Official Plan, the noise generated from snow removal from the property over 6 months of winter will factor heavily into the quality of life of the existing residents. In the short term, there is also the noise and dust generated from the construction of such a large property.

I ask council members to reflect on the types of neighbourhoods that they wish to develop during their term in office; to weigh heavily the future that their decisions will create, and the heritages they will either preserve or destroy.

Sincerely,

Jordache Boudreau
B.Sc., M.Sc.
Voting resident at 359 Sussex Road.

March 17, 2015

Re: Planning Application #A-6-15-Z-OP

Mr. Tonazzo and City Council of the City of Sault Ste. Marie:

We are residents of this section of Prentice Avenue since 1971. Our's was one of the first homes built here.

We are writing to tell you that we are firmly opposed to the development proposed by Grammi Developments as presented in this rezoning application. We are not opposed to development in the neighbourhood...just not a development of this magnitude. We are seriously worried about the traffic issues that will be caused by the drastic increase in vehicles that would be involved.

By our calculations, there is a potential for an additional 272 vehicles added to the area. Will our neighbourhood become the parking lot for all of these cars when it is necessary to remove parking lot snow from the apartment buildings? The corner of Prentice Avenue and Second Line is treacherous at best times as far as exiting to go in an easterly direction. There have been many serious collisions at this intersection. We were told at the last information meeting, that it was going to be suggested that all traffic exiting the proposed neighbourhood make right hand turns and use Prentice Avenue as the thoroughfare to ultimately go in an eastward direction. This is not acceptable at all. It will be a traffic nightmare to our already congested road. Visibility on this corner is at it's worst in winter because of snow banks. Prentice Avenue is not or has ever been a priority street for maintenance even with a school being present. The easterly side of Prentice Avenue as far north as Sussex Avenue does not

even have sidewalks. With added traffic flow, it will be very dangerous for those pedestrians walking in this area. We do believe that the development will adversely affect the value of the homes in the neighbourhood and it will be an invasion of privacy to all concerned. In our opinion, this is a very poorly planned endeavor and only serves the purpose of making the developers money while destroying an otherwise, established, mature and quiet neighbourhood and the hundreds of people who already live here.

Peter and Amalia DalCin
231 Prentice Avenue
705 256-6013

Re: Application No.:A-6-15-Z.OP & 57t-15-501
Applicant:Grammi Developments Ltd.

ATTN: MAYOR AND COUNCIL

RECEIVED
CITY CLERK

MAR 18 2015

NO.: S2771

DIST: Agenda

We the owners of the lot next to civic No.551 Korah Rd. strongly disagree with the zoning of said lots to be rezoned from "R2" (single detached residential zone) and "C4" (General commercial zone) to "R4" (medium density residential zone) that allows a special exception for a 6 story building.

When we purchased our home and property the lot next to us was and still is zoned "R2" (single family residential). We never would have purchased our home no matter how much we loved the location and the large backyard if there was a possiblity that the zoning would be changed and apartment buildings would be put in the center of this city block which is surrounded with single family homes. It is our understanding that the development of said property was turned down by city council some time ago with the Prentice Ave. issue. Enclosed you will find a copy of the accepted plan that was turned down. You can see in this plan the zoning is single family residential with a road access comming in off Prentice Ave. where the city already has an approved street allowance there.

There are 32 single family homes on the outskirts of said property. If each home averaged 4 people living in them that would be 128 people plus 4 if a home was built on 551 Korah Rd..Grammi Developments is proposing to put 136 units in the center of the property. You would assume that there would be at least 2 people per unit. That would be a minimum of 272 people in our backyards.

The homes that run along Sussex Ave. have lots that are approx. 114 ft. deep and the lots on Prentice Ave. are approx. 120 ft. deep. If you allow this rezoning the people who live on Prentice Ave. and Sussex Ave. will loose all expectation of privacy in their backyards and in their homes as far as being able to leave their curtains open in the back of their homes to let sunshine and fresh air in without someone looking in. The value of our property will decrease. The amount of traffic exiting onto Second line would overwhelming.Would you consider buying a home in this area with 5 apartment buildings in the backyard? Also the 3 parking lots would have their snow melting and flooding our backyards again, like they did when the property was used as a snow dump. Myself and my two neighbours to the south of me had that experience with the flooding in the spring of 2014.

There is nowhere in the westend where there is a 5 or 6 story apartment building in the center of a city block surrounded by single family homes. What happened to the senior homes that we were told the severence was for. We feel sympathy for all residences that abut ~~on~~ this proposed development as they will all loose the enjoyment of their properties if it is allowed. Please allow us the respect and enjoyment of our homes and property and turn down this application for rezoning for 5 apartment buildings on this property. Leave it zoned "R2" (single family residential).

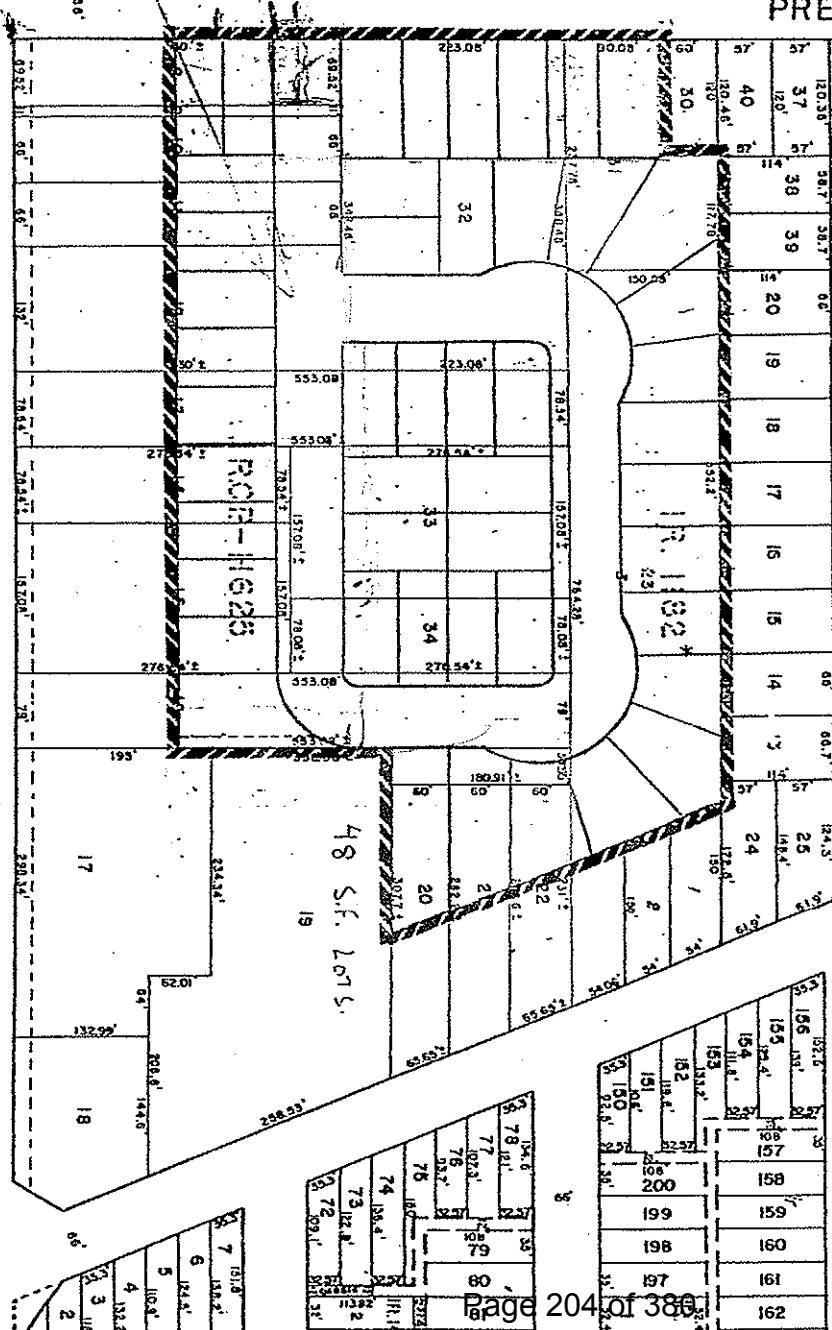
THANK YOU

Carol & Terry Garson
547 Korah Road

and

*Revised
Plan*

SECOND



Malcolm White

From: Peter Tonazzo
Sent: Tuesday, March 17, 2015 3:50 PM
To: Malcolm White
Subject: FW: Application File Number (A-6-15-Z.OP & 57t-15-501) rezoning behind Shoppers Drugmart from R2 to R4

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S icati n i e er 6 15 . 57t 15 501 re ning e in S ers r g art r 2 t 4

Subject Application File Number (A-6-15-Z.OP & 57t-15-501) rezoning behind Shoppers Drugmart from R2 to R4

My family and I live at 343 Sussex. Our property backs onto the property in question. We have lived here for 19 years. Prior to that my parents owned our home which I lived at since I was 9 years old. When we purchased the house we knew it would be a great place to raise a family like my parents did before me. We suspected over time the vacant property zoned R2 behind us would eventually be developed into other single family homes and that was never an issue. I don't think it's fair or ethically right that Grammi Developments can buy these properties zoned R2 with no intention of building R2 homes on it. If they would like to build apartment buildings then they should buy property zoned for apartment buildings. People have been living around the surrounding property for years. Just because the developer purchases the property zoned (Single Detached Residential R2) realizes he can't get enough density/volume(\$\$\$) in the area, he wants to go upward with multiple story buildings. This will only have a negative effect on the surrounding properties having apartment buildings backing onto our properties. There's still money to be made by developing it R2 and I don't think greed should have such a negative effect on the people who already live here.

- property value decreasing (who wants a house with an apartment building in the back yard (no privacy)?)
- property taxes increasing because of the cost of such a development (much more than residential homes)?
- bought here because low purchase price/ taxes now if we want to move there'll be additional costs(higher market prices)?
- (SAFETY) impact with entrance/exit onto Second Line (there's enough accidents on Second Line around No Frills and Shoppers) crossing multiple lanes of traffic?
- the original property would have had 30-40 single family homes on it. By putting multiple apartment complexes on it, it will have 137 family units on it. That's a lot more toilets, showers, and laundry. Can the existing(sewer, water, electricity) that was only put there for residential homes handle this?
- Brown water issues from different flows thru the existing water pipes?
- (SAFETY) increased vehicle traffic with multiple apartment buildings vs residential homes on surrounding streets trying to avoid crossing Second Line..?

My family and I wanted to write this email to the members of council to show that we strongly disagree with the proposed rezoning of the property from R2 to R4. We have nothing against the development of this space. We would just like to see it developed R2 the way it was originally zoned. Please help us keep our residential area residential.

Thank you very much. Bob,Becky,Avery and Addison.

Malcolm White

From: Peter Tonazzo
Sent: Monday, March 23, 2015 9:00 AM
To: Malcolm White
Subject: FW: 400 Second Line

-----Original Message-----

From: terrilmauro@bellnet.ca <mailto:terrilmauro@bellnet.ca>
Sent: Saturday, March 21, 2015 7:51 PM
To: Peter Tonazzo
Subject: 400 Second Line

Mr Peter Tonazzo

Sorry for the delay in responding but its Tax season and it's a very busy time. We live in the area under review right now. I think the meeting is actually Monday. We are not opposed to improvements on the city but want to protect what we do have. Destruction of our beautiful neighborhood would be a tragedy. We really don't want any two three or four story houses going in behind us. There are some amazing trees that if they took down would be a tragedy. If they came in with a proposal for a one story it would be so much better I really don't want anyone looking down into my back yard. If they had a one story house they would be on the same level as us and it wouldn't even be an issue. Three and four story houses would so hurt any privacy we have enjoyed. Your backyard is like your get away from the world after a hard day's work would you really want someone looking out their window at you. We have neighbors with pools and little kids if this was your niece, nephew, child or grandchild would you want that. Everyone wants their privacy do they really want their view to be us either. We swim in our pools sit on our decks we have neighbors but the fence or trees protects our privacy.

We cannot build a fence high enough for more than one story building.

When you purchase a house you have a choice of what your backyard looks onto or into. When we choose our house it was with the thought that someday other like homes would be built behind us. Taking that choice away from us is not what is supposed to happen. Please accept this letter as our plea to let them build one appropriate level homes.

Terri & Jerry Mauro
339 Sussex Road

--
Terri-Lynn Mauro
Bookkeeping Department
Marian's Bookkeeping & Tax Service
120 Brock Street
Sault Ste. Marie, Ontario
P6A 3B5
705-759-4844 Fax 705-759-4440
1-877-298-4844

Malcolm White

From: Peter Tonazzo
Sent: Monday, March 23, 2015 9:04 AM
To: Malcolm White
Subject: FW: A-6-15-Z.OP & 57t-15-501; Grammi developments

-----Original Message-----

From: TUULA JODOIN <mailto:t.jodoin@shaw.ca>
Sent: Sunday, March 22, 2015 8:55 PM
To: Peter Tonazzo
Subject: A-6-15- .OP & 57t-15-501; Grammi developments

Dear Mr. Tonazzo,

We are writing to express our concerns regarding application A-6-15- .OP & 57t-15-501, by Grammi developments limited. Our major concern is regarding the slope of the land and water drainage to prevent flooding onto our adjacent property at 563 Korah Road. We are also concerned regarding the time required to build the property and in what sequence the buildings will be built. If the empty sections of land are used for snow accumulation/snow dumping, this furthers our concerns regarding drainage and potential for flooding to adjacent properties. Another concern we have is with the height of the buildings and its impact on our privacy (I.e. Currently planned 3 storey building adjacent to our property versus a 2 storey building).

We would appreciate being notified regarding the decision of the Council of the City of Sault Ste. Marie to adopt or refuse the approval of the application.

Thank you for your consideration of this matter.

Tuula and Dan Jodoin
563 Korah Road, Sault Ste. Marie

Malcolm White

From: Peter Tonazzo
Sent: Monday, March 23, 2015 9:06 AM
To: Malcolm White
Subject: FW: Regarding Application No. A-6-15-Z.OP & 57t-15-501

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S n a Marc 22 2015 11 52 M
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S egar ing icati n . 6 15 . 57t 15 501

Dear City Councilors

I am writing this email today because due to a schedule change at work I unfortunately will not be able to attend the council meeting scheduled for 23 March 2015. I was hoping to attend to voice my concerns regarding Application No. A-6-15-Z.OP & 57t-15-501 as put forth by Grammi Developments.

I understand that you have issues in the wards that you represent and I appreciate you taking the time to read this email. I feel it was important to reach out to each of you since all city councilors may cast a vote on this rezoning application.

My wife, my two kids, and myself moved into our home located on Korah Rd in early of 2009. When we were shown the house by our real-estate agent we fell in love with the amount of property that our children and dog have to run and play. We knew the lot behind our home was vacant and we asked our agent what could be built there. He responded that it was zoned low density residential and as such, only single family homes could be built there. If he had of responded that multi story apartment units could be built on the lot, we never would have purchased our home.

While I understand the need for retirement housing in the West End and the current trend towards "Age In Place", I feel this does not require building multi-level apartment buildings in the middle of a single detached neighborhood that is over 65 years old.

During the recent town-hall meeting between residents of the neighborhood, our Ward 6 Councilors, and a member of the City Planning Staff, a comment was made by Mr. Tonazzo that roughly the same density could be achieved with single story town houses. These could be similar to those built near Tim Horton's on Farewell Terrace. A development such as that would fit much better with the existing area, provide roughly the same amount of units, and give seniors more freedom as opposed to living in an apartment. These units were fully occupied within months of construction end.

Safety for the seniors living in the units would also be increased as they would not have to descend multiple flights of stairs if the elevators were out due to power failure or an emergency situation. I believe this plan could be developed with an "R3" zoning application or an "R4" Application with special restrictions to limit building height and structure design.

I ask you to vote "No" on the current plan as tabled by Grammi Construction and urge them to come back to the table with a plan that would fit better with the existing community. Every home owner should have the right to own a home without fear that someone will have adjacent property rezoned and apartment units in their

backyard. In no way, shape, or form am I against development of the property, I only ask for a development the same as or similar to what the land was originally zoned for.

Again, I apologize for not being able to attend the meeting in person. Due to the short notice schedule change I was unable to find someone to cover my shift. If you have any further questions for me or would like to talk please feel free to contact me at (705)987-8106.

Sincerely,

Chris, Amy, Emma, & Jake
537 Korah Rd, Sault Ste. Marie, ON

Malcolm White

From: Peter Tonazzo
Sent: Friday, March 20, 2015 3:23 PM
To: Malcolm White
Subject: FW: Planning Application - Grammi Developments

F r nt St re Manager S M929 [_ai t s 929 s ers r g art.ca](#)
S ri a Marc 20 2015 3 12 M
T eter na
S e anning icati n ra i e e ents

Hello Peter,

In Regards to the application put forward by Grammi Developments, it is my belief that it would benefit Shoppers Drug Mart as well as the surrounding business and home dwellings. As such, this application has my full support.

Regards,
Dave Ross
Shoppers Drug Mart 364 Second Line West

March 23, 2015

To: Sault Ste. Marie City Council

From: Tom Dodds, CEO, Sault Ste. Marie Economic Development Corporation

Re: **2015 Accountability Report on the MOU between the City and SSMEDC**

Please find enclosed the following materials related to the above-noted agenda item:

- **2015 Report Highlights: Memorandum of Understanding for Accountability (MOU) between this City of Sault Ste. Marie (City) and the Sault Ste. Marie Economic Development Corporation (SSMEDC) for Accountability - May 23, 2015**
- **Supporting Documentation**

Schedule 1:

Summary of the MOU Between the City and SSMEDC

Schedule 2:

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

Schedule 3:

Economic Development Fund Information and Criteria

Schedule 4:

Labour Force Stats (2008-2014)

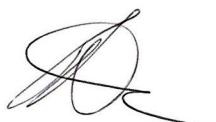


This submission to City Council represents the fourth time the Sault Ste. Marie Economic Development Corporation (SSMEDC) has reported on its obligations described in its Memorandum of Understanding (MOU) with the City of Sault Ste. Marie (City). The MOU was signed was signed between the two parties in 2009 (Schedule 1). This 2015 report provides information on MOU requirements for the period of January 1, 2014 to December 31, 2014.

The MOU and its associated key performance indicators serve as important tools and references for City Council, staff, the citizens of Sault Ste. Marie and the SSMEDC. These are complimented by reports on EDF funding requests and other economic development matters for Council's information and consideration, including the SSMEDC's 2012-2015 Strategic Plan Update (https://icreate4.esolutionsgroup.ca/230002_iCreateNewsModule/230759_SaultSteMarieEDC_Uploads/doc_634962664509878423.pdf), its 2013 Annual Report (http://www.sault-canada.com/uploads/doc_635385928033575207.pdf) and its upcoming 2014 Annual Report that's slated to be released later this year following the release of the Corporation's audited Financial Statements. A comprehensive report on the MOU accountabilities will be provided later this year.

This MOU Report Highlights is City Council with an overview on SSMEDC activity and demonstrate a return for taxpayer investment. It's important to note, however, that none of this activity would be possible without the continued support of Council and the City staff team. While this report outlines SSMEDC activity, along with the wealth generation, job creation and retention, and visitor attraction created by it, the activity is a result of City Council's continued commitment to the SSMEDC, for which the Corporation is most grateful.

Regards,



Tom Dodds, CEO

cc: Sault Ste. Marie Economic Development Corporation Board of Directors & Staff



Highlights on the
**Memorandum of Understanding
(MOU) for Accountability**
Between the City of Sault Ste Marie and
Sault Ste Marie Economic Development Corporation

March 23, 2015



Note To Readers

This submission to City Council represents the fourth time the Sault Ste. Marie Economic Development Corporation (SSMEDC) has reported on its obligations described in its Memorandum of Understanding (MOU) with the City of Sault Ste. Marie. The MOU was signed was signed between the two parties in 2009. This report provides information on MOU requirements for the period of January 1, 2014 to December 31, 2014.

The MOU and its associated key performance indicators serve as important tools and references for City Council, staff, the citizens of Sault Ste. Marie and the SSMEDC. These are complimented by reports on EDF funding requests and other economic development matters for Council's information and consideration, including the SSMEDC's 2012-2015 Strategic Plan Update, its 2013 Annual Report and its upcoming 2014 Annual Report that's slated to be released later this year following the release of the Corporation's audited Financial Statements.

This MOU report is meant to update City Council on SSMEDC activity and demonstrate a return for taxpayer investment. It's important to note, however, that none of this activity would be possible without the continued support of Council and the City staff team. While this report outlines SSMEDC activity, along with the wealth generation, job creation and retention, and visitor attraction created by it, the activity is a result of City Council's continued commitment to the SSMEDC, for which the Corporation is most grateful.



Sault Ste. Marie Economic Development Corporation
99 Foster Drive - Level One
Sault Ste. Marie, ON P6A 5X6
Phone: 705-759-5432
www.sault-canada.com

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1. Corporate Overview

With its offices located on the first level of the Civic Centre, the Sault Ste. Marie Economic Development Corporation (SSMEDC) is governed by a Board of Directors that includes a City Councillor and the Mayor (ex-officio), along with individuals who represent the community's private, public and non-profit sectors. The Corporation receives operating and project funding from all three levels of government, the private sector and other sources.

MISSION STATEMENT

The Corporation's mission is to support the sustainable growth and the further development of a diversified community economy through activities and undertakings, which facilitate:

- The creation and retention of wealth in the community;
- Increasing productivity and global competitiveness;
- Inward investment and trade; and
- The marketing and promotion of local business development and tourism;

thereby achieving the Corporate vision.

MANDATE

The SSMEDC is a not-for-profit Corporation, funded by public and private partners. It is the City's lead agency on economic development providing strategic advice, policy, implementation of projects, Economic Development Fund recommendations pertaining to economic development (which is inclusive of tourism) and private sector relations.

To fulfill its mandate, the SSMEDC is organized around three operating divisions. Though the divisions have unique roles and mandates, they often work together on projects designed to bolster the local economy. The SSMEDC divisions are:

Business Development

Primary role: Support existing businesses, along with current and aspiring entrepreneurs, and attract external businesses. The division's overall goal is to help generate wealth for the community, create and retain jobs, and increase the Municipal tax base.

Tourism Sault Ste. Marie

Primary role: Deliver marketing strategies and activities, develop tourism-related products, and attract and support events. The division's overall goal is to help attract visitors to the community who, in turn, inject capital into the economy.

Corporate Services

Primary role: Support the SSMEDC as a whole with a number of functions, including finance, information technology, human resources, communications, and freedom of information and protection of privacy. The division, which also administers special projects from the CEO's office, is additionally responsible for matters pertaining to SSMEDC Board of Directors governance, along with Destiny Sault Ste. Marie and the City's Economic Development Fund.

2. Key Performance Indicators (KPIs)

At its core, the Sault Ste. Marie Economic Development Corporation works to create and retain jobs in the community. The organization, through its Tourism Sault Ste. Marie division, also works to attract visitors and visitor spending. The following lists these key performance indicators for 2014, along with their five-years total:

BUSINESS DEVELOPMENT

In 2014, the Business Development division of the SSMEDC assisted 37 local companies in their start-up and expansion plans. This activity helped create or retain 358 direct jobs in the community. Between 2010 and 2014, the SSMEDC worked with a total of 165 companies in their start-up and expansion plans, which created or retained 1,600 direct jobs.

	20 4	20 3	20 2	20	20 0	TOTAL
Startups and Expansions	37	32	29	32	35	165
Jobs Created and Retained	358	279	352	274	337	1,600

Note: these figures refer to direct job creation only. However, direct jobs and investment also generate a significant amount of indirect and induced employment and other economic benefits as a result of what's referred to as the "multiplier effect."

Tourism Sault Ste. Marie

In 2014, Tourism Sault Ste. Marie's work at attracting major events and selling vacation packages generated 22,780 visitor days and \$3.2 million in direct visitor spending into the local economy. Between 2010 and 2014, this activity generated 173,280 visitors days and led to \$24.4 million of direct visitor spending.

	20 4	20 3	20 2	20	20 0	TOTAL
Total Visitor Days	22,780	18,918	62,400	29,182	40,000	173,280
Direct Visitor Spending	\$3.2 M	\$2.7 M	\$8.1 M	\$4.4 M	\$6.0 M	\$24.4 M

Note: these figures refer to direct visitor spending using industry and government-accepted models. For general visitors, such as those that travel to the Sault for an event, an estimate of \$150 per person, per day is used, which includes accommodations, dining, entertainment and other spending. For vacation packages, Tourism SSM uses the value of the purchase to determine direct spending. In both cases, direct spending also generates a considerable amount of indirect and induced economic activity as the money makes its way through the economy.

3. SSMEDC Activity

BUSINESS DEVELOPMENT

- Under its **Business Retention and Expansion** program, 58 on-site consultations led to 12 firms growing, which helped create or retain 332 jobs and generate \$21.9 million in investments.
- Work with **small business** and youth clients helped start 25 companies and create 26 jobs.
- Secured a location and funding from senior levels of government to establish a **Small Business Incubator**, which will provide space and services to help budding entrepreneurs.
- Worked with the City and Essar Steel Algoma to secure more than \$4 million from senior levels of government for the **Port of Algoma** project, a game-changing transportation initiative that's expected to significantly impact the local economy in the future.
- 18 students took part in the SSMEDC-administered **Summer Company** youth entrepreneurship program, essentially filling all spaces allocated by the Province of Ontario to the Sault area.
- A number of young entrepreneurs (non-students) took part in the new, SSMEDC-administered **Starter Company** program, which provides training, mentoring and potential access to funding.
- Signed an historic **cross-border partnership** agreement with the Sault Michigan Economic Development Corporation.
- Continue to work with community proponents on **Canal District** and other downtown redevelopment projects.
- Assisted with the production of several **feature films**, including Remember (with Christopher Plummer), Fall, and Coconut Hero.
- Continued working with the Innovation Centre to secure funding and an operator to establish a **Data Centre** in the community.
- Supported the community's **physician recruitment** efforts by providing a number of city tours to visiting doctors.
- Hosted various **business and government delegations** from Denmark, Finland, Israel, Sweden and the United States.
- Hosted or organized a number of **business workshops** and other events, including Bridges to Better Business, First Steps to Exporting, the Chamber's June Take 5 event, and the Northern Ontario Business Awards.



SSMEDC client Nathan Chevallier, owner of Knight Legal Solution, who took part in the 2014 Starter Company program.



SSMEDC President and Board Chair Don Mitchell speaks at the funding announcement for the Port of Algoma project.



Economic development representatives from both sides of the border of the Twin Sault EDCs signing ceremony in July.



Nevin Buconjic, from Startup Sault, hosts an entrepreneur panel discussion at the SSMEDC's Bridges to Better Business.

TOURISM SAULT STE MARIE

- Worked with community groups to attract or host 23 **conventions and sports tournaments**, which generated:
 - Total visitor days: 13,866
 - Direct visitor spending: \$2.08 million
- 2014 events bid on or support by Tourism SSM include the:
 - U-12 Provincial Ringette Championships;
 - Northern Ontario Elettra Marconi Convention;
 - Grand Slam of Curling National;
 - Muddy Moose Charge;
 - Ontario Chamber of Commerce AGM; and
 - CCAA National Curling Championships.
- Successfully secured a number of 2015 events, including the:
 - Central Regional Synchronized Skating Championships;
 - United Steelworkers' Ontario/Atlantic Conference;
 - Northern Ontario Tourism Summit;
 - Rogers Hometown Hockey Tour; and
 - Economic Developers Council of Ontario (EDCO) AGM.
- Sold 4,168 two and three-night **vacation packages**, with options including the Agawa Canyon Train Tour, heritage/culture, golf/gaming, and spa/dining. A total of 1,116 packages were sold on the division's **online reservation system**, which is the first of its kind in Northern Ontario. This was a 19% increase over 2013. In total, 2014 vacation package sales led to:
 - Total visitor days: 8,914
 - Direct visitor spending: \$1.1 million
- With Tourism Sault Ste. Marie's involvement with the Great Lakes Cruise Coalition, two **cruise ships**, Pearl Mist and Hamburg docked here, and more are slated to come in 2015.
- Tourism Sault Ste. Marie was represented on the **ACR Passenger Service Working Group**, which worked to keep the critical transportation service operating.
- Attended a number of **motor coach marketplaces**, which helped generate nearly 200 motor coach visits to the community.
- Continued to develop tourism products around the **Group of Seven** artists and advance the **North Shore Bike Route** project.
- Represented on **Tourism Northern Ontario** and **Ontario Tourism Marketing Partnership** to facilitate marketing partnerships.
- Hosted the 12th annual **Tourism Sault Ste Marie Awards**



At the announcement for the 2015 Skate Canada Central Regional Synchronized Skating Championships, Tourism SSM Executive Director Ian McMillan and Councillor Terry Sheehan with organizers.



The Agawa Canyon Train Tour continues to be the Sault area's number one travel generator.



With a capacity of 210 passengers, the Pearl Mist moored on the Sault's waterfront six times in 2014, bringing a total of 1,200 visitors to the community.



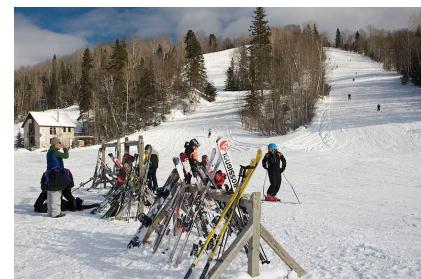
The 2014 Tourism SSM Award winners with TSSM Executive Director Ian McMillan (left) and MPP David Orazietti (right).

CORPORATE SERVICES

- The Corporate Services division is the driving force behind the implementation of the **SSM/OLG Modernization Project**, which is designed to best position the city to take advantage of the modernizing of lottery and gaming in the province (more information available on the following page).
- Corporate Services also helped manage the **ACR Passenger Service Working Group**. Chaired by City CAO Joe Fratesi, the Working Group was formed in early-2014 following Transport Canada's announcement of ending its annual investment in the rail line (see next page for further details).
- The SSMEDC purchased **Searchmont Resort** in December 2014. The acquisition, expected to be short term, was needed to ensure the attraction remains open and financially-stable moving forward.
- Provided due diligence on several applications for the City's **Economic Development Fund**, including:
 - Port of Algoma, Harbour Feasibility Project (\$300,000);*
 - Invest Sault Ste. Marie (\$100,000);*
 - Growth & Development Stewardship Strategy (\$50,000);*
 - ACR Passenger Service Retention Project (\$50,000); and*
 - Destination North Discovery Centre (\$28,000).*
- Helped organize or host various **community events**, including the Youth Engagement Forum, Energy Opportunities Conference, and Greater Community Economic Forum.
- Processed approximately **5, 50 financial transactions**, including the more than 1,000 attractions packages sold on Tourism Sault Ste. Marie's Online Reservation System.
- Produced six **The Pulse** newsletters, generated 74 news stories for the **SSMEDC website** and external publications, and released 31 **press releases**, all of which garnered positive media coverage.
- Began a **weekly summary report** on SSMEDC activity that's shared with City Council and senior levels of government.
- The **@SaultEDC Twitter** page has grown to well over 800 followers, caused by daily activity and frequent two-way communication.
- Worked with the Chamber of Commerce to produce the 2014 **Business Directory**, a valuable economic development tool that lists virtually every company in the community.



Home to the head office of the OLG for more than 25 years, Sault Ste. Marie has the expertise and infrastructure required to lead lottery and gaming modernization.



Given its significance to the Sault economy, along with its quality-of-life benefits, the SSMEDC purchased Searchmont Resort in 2014 to ensure the hill remains open and viable.



Hundreds of participants gathered for the Destiny SSM Youth Engagement Forum.



The @SaultEDC Twitter page has grown considerably in followers and activity, becoming one of the Corporation's main communications tools.

SPECIAL PROJECTS

Over the past couple of years, the Sault Ste. Marie Economic Development Corporation has undertaken a number of major special projects on behalf of the community. This work was — and is — outside of the normal duties of the organization. To facilitate these initiatives, a significant amount of financial resources and staff time is required.

SSM/OLG Modernization Project

Beginning in 2012 after the Provincial Government announced it was privatizing the lottery and gaming sector in Ontario, this initiative is designed to best position Sault Ste. Marie to take advantage of this changing landscape. Highlights for 2014 include:

- Created the Gaming Taskforce, a group of industry experts who provide strategy to help grow the sector locally.
- Met with several major lottery and gaming companies to discuss the Sault's competitive industry advantages.
- Represented Sault Ste. Marie at the 2014 Canadian Gaming Summit and 2014 Global Gaming Summit.

ACR Passenger Service Retention Project

In January 2014, Transport Canada announced its intention to cut its annual investment into the Algoma Central Railway passenger service. Chaired by City CAO Joe Fratesi, the ACR Passenger Service Working Group was formed to come up with solutions to keep the remote rail line in operation. The Working Group, which is managed by the SSMEDC, represents a larger committee of concerned regional stakeholders. Highlights for 2014 include:

- To keep stakeholders informed throughout the process, the SSMEDC created a website, www.algomapassengerrail.com.
- To show the value of the ACR passenger service, the Working Group facilitated an economic impact assessment from BDO, which determined the service generates between \$38 and \$48 million in annual economic activity, supports more than 200 jobs, and generates over \$5 million in tax revenue each year.
- With these efforts, the Working Group helped secure a 1-year funding extension from Transport Canada, which is set to expire March 31, 2015.
- The Working Group also engaged with CN, which owns the ACR, to find a qualified third-party to take over the service.
- The Working Group, third party operator and CN later sent a limited funding request to Transport Canada.



Members of the Sault Ste. Marie Gaming Taskforce, including local MPP David Orazietti and SSMEDC CEO Tom Dodds (middle) following the announcement of the formation of the group in April 2014



The ACR Passenger Service generates a significant economic benefit for the region, which is why the SSMEDC and other agencies formed the ACR Passenger Service Working Group in 2014.



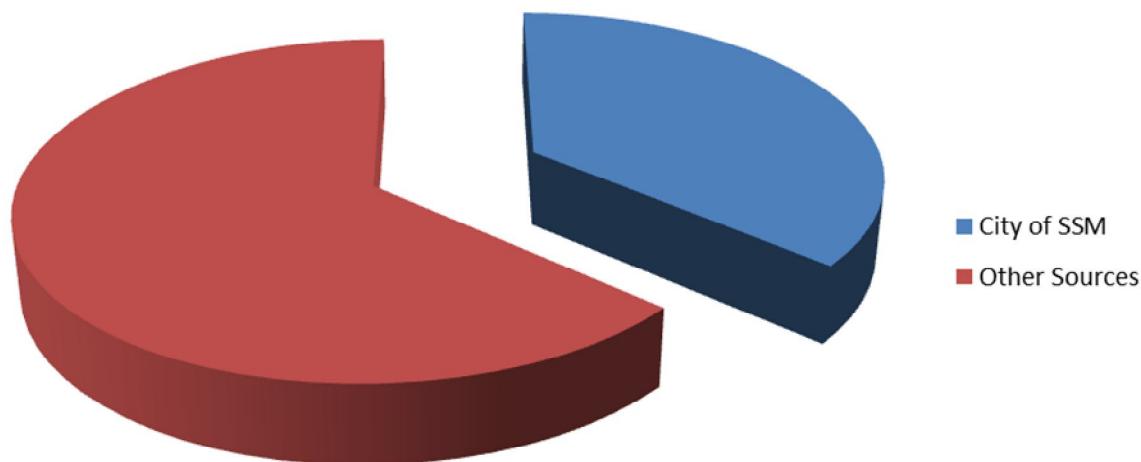
For recognition of their efforts in working to save the ACR passenger service, SSMEDC CEO Tom Dodds (left), along with Linda Savory-Gordon and Al Errington from the Coalition of Algoma Passenger Trains (CAPT), were presented with the 2014 Award of Excellence from the Algoma Kinniwabi Travel Association.

4. Budget/Leveraging Municipal Investments

The Sault Ste. Marie Economic Development Corporation receives funding from various sources, including all three levels of government and the private sector. Its 2014 investment from the City of Sault Ste. Marie totaled \$1.76 million, which represented less than 1% of the Municipality's total expenses for the year. The SSMEDC received \$2.27 million from other sources in 2014.

The SSMEDC uses its Municipal investment to lever significant amounts of additional funds to undertake programs and services on behalf of the community. For instance, between 2010 and 2014, the Corporation received a total of \$7.98 million from the City. The SSMEDC used this funding to secure \$14 million from senior levels of government, the private sector and other sources. Essentially, for every dollar the Corporation received from the City over this period, it secured roughly two dollars from other sources.

SSMEDC Funding 20 0 - 20 4 Levering Municipal Investments



The other sources listed in the chart above include the following:

- Community Development Corporation of Sault Ste. Marie & Area;
- FedNor - Industry Canada;
- Northern Ontario Heritage Fund Corporation;
- Ontario Ministry of Economic Development, Employment and Infrastructure;
- Ontario Ministry of Northern Development and Mines;
- Ontario Ministry of Tourism, Culture and Sport;
- Ontario Tourism Marketing Partnership Corporation;
- Service Canada;
- Tourism Northern Ontario (RTO 13); and
- Various private sector sources.

Note: 2014 figures are based on unaudited financial statements. Also, the Municipal investments in the SSMEDC include one-time projects funded by City Council's Economic Development Fund. Recent examples of such initiatives include the Algoma Passenger Rail and Lottery/Gaming retention projects, both of which are above and beyond the SSMEDC's normal scope of work and came about rather unexpectedly due to changes in policy by the Provincial and Federal Governments.

5. Client/Partner Testimonials



"When you're involved with a large infrastructure development project like the Port of Algoma, you need a solid champion to support your efforts and help you liaise with the many stakeholders involved. The Sault Ste. Marie Economic Development Corporation team has been exceptional in their support, by opening doors, making the right connections for us and have been instrumental in our progress with the project. We look forward to working more with them to continue to drive the project forward."

- *Anshumali Dwivedi, CEO, Port of Algoma*



"The SSMEDC has been key in developing a strategic plan for my business, and the Corporation's staff have provided support in all the stages of opening my business. It's great knowing that when I may have a question about any aspect of my company, the SSMEDC is there to help. The services that the Corporation has provided me will help me long into the future and help me achieve my business goals."

- *Nathan Chevalier, a Paralegal and owner of Knight Legal Solutions, a client of the SSMEDC-administered Starter Company program*



"The Sault Ringette club has worked with Tourism Sault Ste. Marie and the SSMEDC on two major events – the 2008 World Club Ringette Championships and 2014 U12 Provincial Ringette Championships. They assisted us with our bid package and budget planning. Everything was put together very professionally, and we were successful in our bids and with applying for grant money to help host the events. With Tourism Sault Ste. Marie there to help, any organization can host a championship or event in our community."

- *Debbie-Jo Linklater, Chair 2014 Provincial Ringette Championships*



"The Sault Ste. Marie Economic Development Corporation has been incredibly helpful. The Corporation's staff have assisted us with public consultation and information sessions, and they have helped connect us with people and organizations throughout the region. The Sault Ste. Marie Economic Development Corporation has been very community-minded, and its support has been – and continues to be – greatly appreciated by myself and the entire BluEarth Renewables team."

- *Bryan Tripp, Project Development Lead for BluEarth, which is developing the Bow Lake Wind Farm with Batchewana First Nation*



"The Community Services Department has had – and continues to have – a very productive relationship with Tourism Sault Ste. Marie and the SSMEDC. Together, we've secured a number of high-profiled events for our community, including the 2010 Scotties Tournament of Hearts, 2012 CAR-HA Hockey World Cup and 2014 Grand Slam of Curling. We look forward to working together again on attracting more major events in the future."

- *Nick Apostle, Commissioner of the Community Services Department for the City of Sault Ste. Marie*

6. Economic Scan

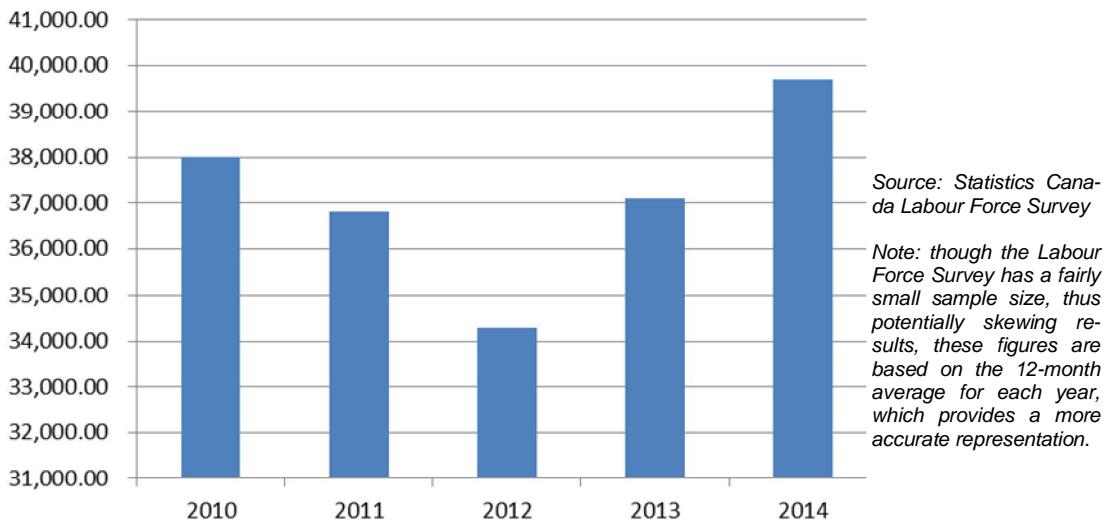
Throughout 2014, the Sault Ste. Marie economy continued to remain on fairly stable ground. This stability was reflected by a number of positive economic indicators for the community, including:

- Employment levels returning to pre-2008 recession amount;
- Increased credit rating for the City;
- Growing Municipal tax base;
- Rising residential property value; and
- Stable levels of public and private sector investments in the community.

EMPLOYMENT LEVEL

Representing the total number of people working, employment level is generally seen as one of the most meaningful measures of economic strength. In 2008, before the onset of the global recession, the employment level in Sault Ste. Marie was 40,100. Throughout the following five years, it ranged between 34,300 and 38,000. However, in 2014, the employment level reached 39,700, returning to just under the 2008 amount.

Total Number of People Employed



Though widely cited in the news media, unemployment rate, which is the percentage of people who don't have a job and are looking for work, sometimes doesn't capture the true state of an economy. For instance, during tough economic times, individuals without a job who stop looking for work — perhaps due to frustration — would not be considered unemployed. Likewise, an economy growing rapidly might actually cause the unemployment rate to rise, at least temporarily, when people without a job see hope and start looking for work. Nevertheless, a low unemployment rate is often indicative of a strong economy. According to the Labour Force Survey from Statistics Canada, the 12-month average for the Sault's unemployment rate was 6.8% in 2014, down from 8.4% in 2013.

CIT CREDIT RATING

In November 2014, Standard & Poor reaffirmed its positive outlook for the City of Sault Ste. Marie. S&P, a financial institution that provides global credit benchmarks and research, increased the Municipality's credit rating from A+ Stable to A+ Positive. The high rating reflects S&P's opinion that, over the next two years, the City will continue to have a very low debt burden — particularly when compared to similar communities — along with an exceptional liquidity position and a fairly stable budgetary performance.

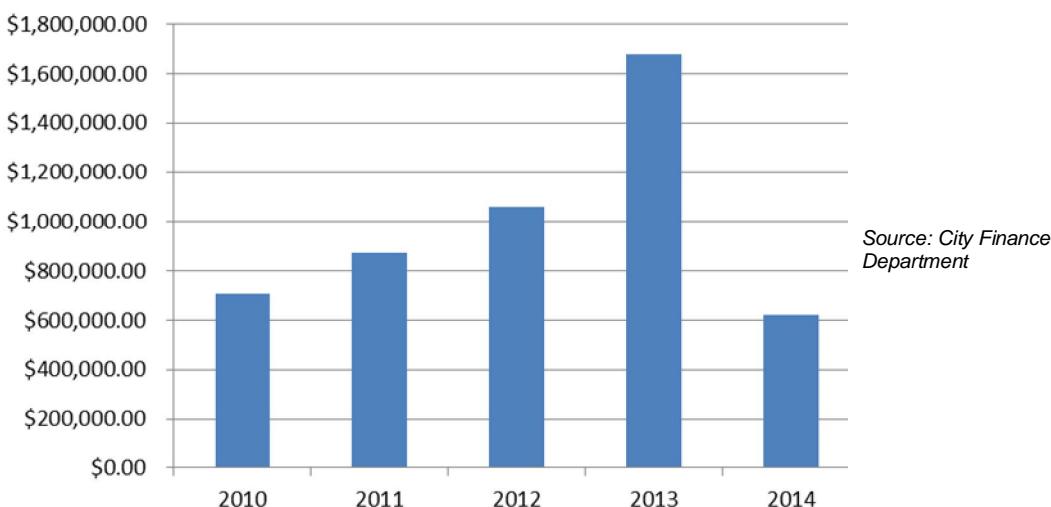
Essentially, the analysis by S&P reveals that the City continues to be in a very strong financial position. The credit agency rates Municipalities and other jurisdictions across Canada based on their debt management, local economy and expected growth. Its positive outlook for Sault Ste. Marie suggests a promising future for the community.

MUNICIPAL TAX BASE

For the past several years, there has been steady growth in the Municipal tax base. Caused by the construction of new residential, commercial and institutional buildings, along with tax assessment increases, the growth signifies a relatively strong economy. Tax increases to the City have been positive for the past five years, reaching:

- 2010: \$ 705,252
- 2011: \$ 870,846
- 2012: \$1,059,399
- 2013: \$1,678,582
- 2014: \$ 622,696

Total Increase in Tax Revenue to the City



As in previous years, the majority of tax revenue growth to the City in 2014 was from new residential builds. It's also important to note that 2013 was higher than normal due to several large-scale commercial developments. Also, though tax increases to the Municipality in 2014 were lower than recent years, the growth remained positive. The alternative — decreases in tax revenue to the City — occurred three times since 2002, meaning increases should be seen as a positive indicator.

PROPERTY VALUE

In 2014, the average price of a single family residential home in the Sault Ste. Marie area reached \$170,626. Since 2010, the value has increased by more than 20%, and over the past decade, property value has essentially doubled. Though a number of external factors, including historically low mortgage interest rates, can be cited as a cause, rising residential property value in the area is also indicative of a strong and stable local economy, along with home buyers feeling confident in the future of the city.

Average Price of a Single Family Home in the Sault Area

- 2010: \$137,368
- 2011: \$152,499
- 2012: \$160,250
- 2013: \$163,856
- 2014: \$170,626

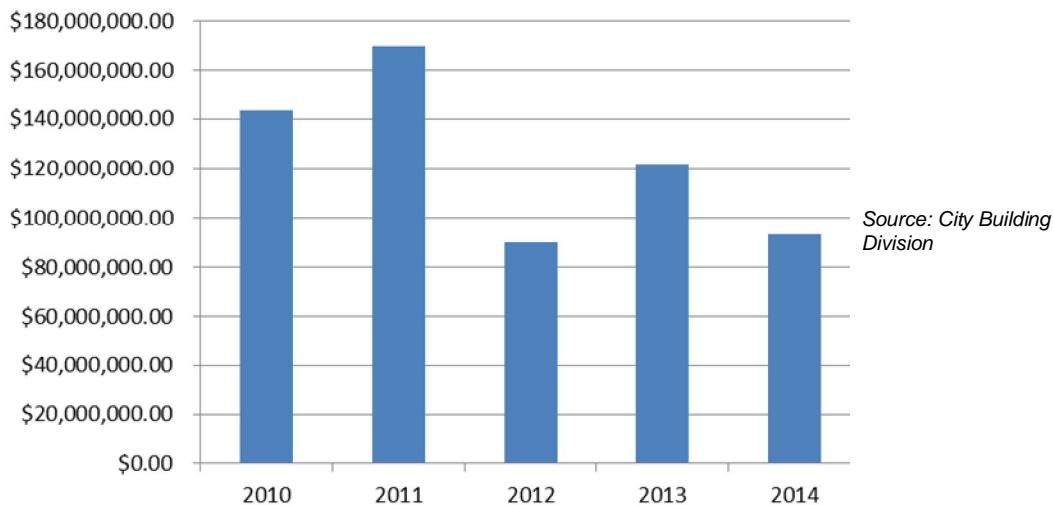
Source: Sault Ste. Marie Real Estate Board

Note: Values do not contain private transactions and include sales made in rural areas and smaller communities around Sault Ste. Marie, including Elliot Lake, Wawa, Blind River and Thessalon.

PRIVATE AND PUBLIC SECTOR INVESTMENT

In 2014, City building permits, which represents the total value of reported construction projects, were \$93.5 million. Though lower than some recent years, 2010, 2011 and 2013 had very high amounts of institutional/government construction projects, caused largely by the building of new elementary and high schools, along with major post-secondary building projects.

Total Value of Construction Based on City Building



What's particularly encouraging for 2014 is that the commercial (\$25.5 million) and industrial (\$7.8 million) construction values were above the five-year averages of \$22.5 million and \$7.5 million. Also, for residential builds, the 2014 amount (\$42.3 million) was the same as the five-year average. Simply put, when you factor out institutional construction projects, which are based mostly on government policy and the availability of public funds, 2014 construction values in Sault Ste. Marie were encouraging.

SUMMARY

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

Program:

- In recognition of the vital role of economic development in Sault Ste. Marie and area to support job creation, attract new tax assessment, and to carry out strategic economic development initiatives, the City and the SSMEDC have agreed to sign this Memorandum of Understanding to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties.

Purpose:

- Intent of MOU: "to ensure there is an understanding of accountability between the two organizations and to put in place reporting and communications timeframes on this understanding."

SSMEDC ACCOUNTIBILITIES

R H H R H H H

Mission:

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

SSMEDC Programs and Services:

- Produce strategic outcomes (increased and retained job creation, city tax assessment, and the completion of key economic development projects) based upon current economic development strategic priorities.

Economic Development Best Practices

- Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMEDC is spent wisely and effectively in the pursuit of economic development.

Regular Reporting

- Regular reports on the strategic outcomes as driven by the SSMEDC programs and services and, as required by City Council, on specific projects or the Economic Development Fund.

Community Partnership and Client Support

- Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.

Collaboration

- Work with other community economic development agencies and partners (e.g., Sault Ste. Marie Innovation Centre, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services.

R H H H H H R R

Lead Agency on Economic Development

- Go to the SSMEDC as its lead agency on economic development (e.g., tourism and economic development programs that are delivered by the divisions of the SSMEDC – Business Development, Tourism Sault Ste. Marie and Corporate Services), strategic advice, policy, implementation of projects, economic development fund recommendations, etc. pertaining to economic development (which is inclusive of tourism) and private sector relations.

Moral Support and Recognition

- Provide to the SSMEDC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.

Financial Support

- Provide continued financial support for the operations of the SSMEDC as approved in the City's annual budget.
- Consider special financial requests from the SSMEDC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- These special requests could be in the form of applications to the City's Economic Development Fund or through other City financial tools.
- Work in lead role with the SSMEDC as a partner on City infrastructure, regulations, and special projects (e.g., industrial land, proactive business bylaw, Economic Development Fund, CIP, etc.) that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

ADMINISTRATIVE AND COST-SHARING ARRANGEMENTS

- SSMEDC is responsible for its own administration costs.
- City of Sault Ste. Marie understands that City funds are required to support the SSMEDC Corporation.
- Both parties shall work together to reduce operating costs and expenditures.
- SSMEDC to monitor the activities of its associated organizations that receive City funding and works to resolve the overlap and waste of resources in providing economic, tourism, and development programs and services.

REPORTING AND MONITORING:

- Regular Reporting and Financial Statements.
- City will respect the confidential nature of SSMEDC's relationships with clients, partners, and individuals.
- City Council will nominate a City Councilor for election to the SSMEDC Board of Directors.
- SSMEDC will respond to City Council resolutions and requests for information on a timely basis.
- SSMEDC Board of Directors and City Council will present its business plans to City Council.
- SSMEDC will recommend expenditures of the City's Economic Development Fund in accordance with the criteria established by City Council.

Key Indicators

- Key indicators behind performance measurement for each division of the SSMEDC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
 - i. Creation of new jobs or retention of endangered jobs.
 - ii. Creation of new tax assessment or retention of endangered businesses.
 - iii. Addition/retention of businesses that have diversified the community's business base.
 - iv. Attraction of more tourists and/or more visitor spending dollars.
 - v. Investing in planning for long-term initiatives that are most likely to lead to growth.
 - vii. Client satisfaction.

City Commitment to MOU, Term of the Agreement and Funding

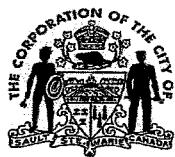
- This Memorandum of Understanding is in effect upon the signature by all parties concerned, and can be amended at any time by mutual consent or can be terminated by either party upon one year's written notice.
- City of Sault Ste. Marie will maintain core and supplemental budget funding and appropriate annual adjustments to ensure the SSMEDC can lever its partnership dollars to operate.

Promotion and Publicity

- SSMEDC will recognize the City in SSMEDC publications for its financial and partnership contributions.

Dispute Resolution

- In the event that the City of Sault Ste. Marie or the SSMEDC is of the opinion that there has been a breach by either party, both organizations agree to work on a collaborative solution to address the breach.



**Memorandum of Understanding
between the
City of Sault Ste. Marie (City)
and the
Sault Ste. Marie Economic Development Corporation (SSMEDC)
For Accountability**

Table of Contents:

1. Purpose
2. Program
3. Deliverables
4. Administrative and Cost Sharing Arrangements
5. Reporting and Monitoring
6. Promotion and Publicity
7. Term of Agreement
8. Dispute Resolution
9. Signatures

This Memorandum of Understanding includes the following schedules:

Schedule A	SSMEDC Business Plans (Period of agreement)
Schedule B	SSMEDC Reporting Template (Quarterly)
Schedule C	SSMEDC Annual Report (Previous Year)
Schedule D	City of Sault Ste. Marie Budget for SSMEDC
Schedule E	Economic Development Fund (EDF) Criteria

Memorandum of Understanding
Between
the City of Sault Ste. Marie
and
the Sault Ste. Marie Economic Development Corporation

for Accountability

1. Purpose

- 1.1 The intent of this Memorandum of Understanding (MOU) between the City of Sault Ste. Marie (City) and the Sault Ste. Marie Economic Development Corporation (SSMEDC) is to ensure there is an understanding of accountability between the two organizations and to put in place reporting and communications timeframes on this understanding.

2. Program

- 2.1 In recognition of the vital role of economic development in Sault Ste. Marie and area to support job creation, attract new tax assessment, and to carry out strategic economic development initiatives, the City and the SSMEDC have agreed to sign this Memorandum of Understanding to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties.

3. Deliverables

In accordance with the terms and conditions in this MOU, the SSMEDC shall:

- 3.1 Carry out the following mission: The Sault Ste. Marie Economic Development Corporation is a non-profit organization funded by public and private partners whose goal is to be the community's leader in supporting and promoting an environment which generates sustainable employment in a healthy, growing and diversified economy.
- 3.2 The SSMEDC will deliver its programs and services as outlined in its annual business plans for its divisions (e.g., TSSM, ECSSM, and DSSM) that will aim to produce strategic outcomes (increased and retained job creation, city tax assessment, and the completion of key economic development projects) based upon current economic development strategic priorities.
- 3.3 Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMEDC is spent wisely and effectively in the pursuit of economic development.
- 3.4 Report quarterly on the strategic outcomes as driven by the SSMEDC programs and

services (Key Performance Indicators - see attached Report Template) and as required by City Council on specific projects or economic development fund (Schedule E – EDF Criteria) recommendations.

- 3.5 Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- 3.6 Work with other community economic development agencies and partners (e.g., Sault Ste. Marie Innovation Centre, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- 3.7 Go to the SSMEDC as its lead agency on economic development (e.g., tourism and economic development programs that are delivered by the divisions of the SSMEDC – Tourism Sault Ste. Marie, Enterprise Centre Sault Ste. Marie, and Development Sault Ste. Marie; and Corporate Services), strategic advice, policy, implementation of projects, economic development fund recommendations, etc. pertaining to economic development (which is inclusive of tourism) and private sector relations.
- 3.8 Provide to the SSMEDC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- 3.9 Provide continued financial support for the operations of the SSMEDC as approved in the City's annual budget (e.g., see attached SSMEDC letter on budget request for 2008). The City of Sault Ste. Marie would also consider special financial requests from the SSMEDC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development. These special requests could be in the form of applications to the City's Economic Development Fund (see attached Schedule F – City's Economic Development Fund) or through other City financial tools (e.g., loans, CIP, etc.)
- 3.10 Work in lead role with SSMEDC as a partner on City infrastructure, regulations, and special projects (e.g., industrial land, proactive business bylaw, Economic Development Fund, CIP, etc.) that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

4. Administrative and Cost-Sharing Arrangements

- 4.1 It is understood that the SSMEDC is responsible for its own Administration Costs and that the City of Sault Ste. Marie understands that City funds are required to support the SSMEDC Corporation. Both parties shall participate in working together to reduce operating costs and expenditures whether it is in the provision of office space, goods and services procurement to receive the best price for items such as copy services, I.T. services, etc. and from time to time would review areas where further cost savings would be mutually beneficial.
- 4.2 The SSMEDC will continue to monitor the activities of its associated organizations that receive City funding and provide notification and would work to resolving the overlap and waste of resources in providing economic, tourism, and development programs and services.

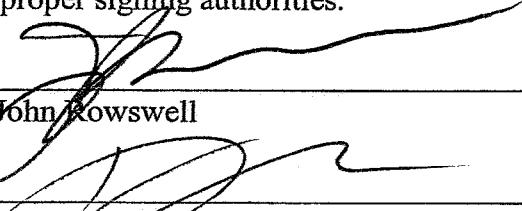
5. Reporting and Monitoring

- 5.1 In addition to the annual Business Plan (s) and Annual Report, SSMEDC will provide the City of Sault Ste. Marie quarterly reports and other reports that the City may reasonably request in a manner and format mutually agreed upon.
- 5.2 SSMEDC shall provide to the City of Sault Ste. Marie its annual financial statements. The City will maintain and respect the confidential nature of its relationships with clients, partners, and individuals.
- 5.3 The Corporation of the City of Sault Ste. Marie will nominate a City Councilor for election to the SSMEDC Board of Directors.
- 5.4 The SSMEDC will respond to City Council resolutions and requests for information on a timely basis.
- 5.5 The SSMEDC Board of Directors and City Council would present its business plans to City Council annually by year end.
- 5.6 The SSMEDC will recommend expenditures of the City Economic Development Fund in accordance with the criteria established by City Council.
- 5.7 The key indicators behind performance measurement for each division of SSMEDC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
 - i. Creation of new jobs or retention of endangered jobs.
 - ii. Creation of new tax assessment or retention of endangered businesses.
 - iii Addition/retention of businesses that have diversified the community's business base.

- iv. Attraction of more tourists and/or more visitor spending dollars.
 - v. Investing in planning for long-term initiatives that are most likely to lead to growth.
 - vii. Client satisfaction.
- 5.8 The City of Sault Ste. Marie will maintain core and supplemental budget funding and appropriate annual adjustments to ensure the SSMEDC can lever its partnership dollars to operate. Schedule D (as attached) outlines the financial contributions commencing in 2009.
6. Promotion and Publicity
- 6.1 SSMEDC will recognize the City of Sault Ste. Marie in appropriate publications of the SSMEDC for its financial and partnership contributions. The City will provide appropriate logo information for such promotion.
7. Term of Memorandum of Understanding
- 7.1 This Memorandum of Understanding is in effect upon the signature by all parties concerned, and can be amended at any time by mutual consent or can be terminated by either party upon one year's written notice.
8. Dispute Resolution
- 8.1 In the event that the City of Sault Ste. Marie or the SSMEDC is of the opinion that there has been a breach by either party, both organizations agree to work on a collaborative solution to address the breach.

9. Signatures

- 9.1 This Memorandum of Understanding has been signed on behalf of the City of Sault Ste. Marie and on behalf of the Sault Ste. Marie Economic Development Corporation by the proper signing authorities.


Mayor John Rownswell

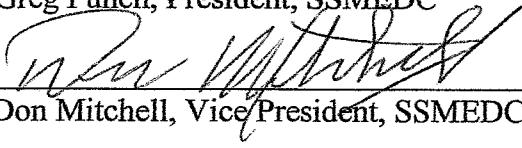
Sept 28 2009
Date


Donna Irving, City Clerk

Sept 28 2009
Date


Greg Punch, President, SSMEDC

Oct 2/09
Date


Don Mitchell, Vice President, SSMEDC

Oct 2/09
Date

Schedules

Schedule A

SSMEDC Business Plans by Division – Plans are in the process of being revised for 2010 and beyond.

i. Enterprise Centre Sault Ste. Marie –

- <http://www.sault-canada.com/UserFiles/File/2008-2009%20ECSSM%20Business%20Plan%20-%20website%20version.pdf>

ii. Tourism Sault Ste. Marie –

- <http://www.sault-canada.com/UserFiles/File/SSMTourismReport.pdf>

iii. Development Sault Ste. Marie –

- <http://www.sault-canada.com/development/index.aspx?l=0,3,43,415>

Schedule B

SSMEDC Reporting Quarterly Reporting Template

Schedule C

SSMEDC Annual Report 2008 –

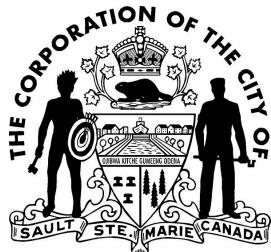
- Presented to City Council on August 24, 2009
- <http://www.sault-canada.com?UserFiles?File/EDC%202008%20Annual%20Report.pdf>

Schedule D

City of Sault Ste. Marie Budget For SSMEDC

Schedule E

Economic Development Fund (EDF) Criteria



July 10, 2007

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

The City of Sault Ste. Marie has established a City Economic Development Fund (EDF). The purpose of this fund is to support job creation, support the increase of new tax assessment through new investments, and to support economic development projects. City Council annually establishes the funding support for the EDF and as this fund is limited, City Council must be very selective in how it is disbursed to ensure that the maximum return on investment is achieved.

To ensure accountability to City Council, the City of Sault Ste. Marie Finance Committee, the SSMEDC has updated the EDF program criteria, delivery, and reporting. Consultation and input was also carried out with the Sault Ste. Marie Chamber of Commerce, Sault Ste. Marie Innovation Centre, Community Development Corporation of Sault Ste. Marie and Area and Destiny Sault Ste. Marie and a Public Session to receive input from the community was hosted by SSMEDC.

1. Key Performance Targets

The previous EDF was established by City Council to promote economic growth and provide opportunities in areas of business, technology, tourism and education. This is still important today, but City Council must ensure that the community benefits include specific performance targets, such as net job creation and support for community initiatives that will support existing and attract new employers, investment, and employees. Therefore, in deciding how to allocate funding consideration should be given to support for initiatives that would result in:

- 1.1. Net Job Creation:** The focus of the fund is to support new economic development projects that will create sustainable wealth generating jobs and diversify our economy. Wealth generating jobs are those that bring new monies (e.g., payroll) into the community. This will support economic development that focuses on the creation of new products and services (e.g., manufacturing, science & technology, etc.) that are driven by external market demands;

and

- 1.2. Increase Tax Assessment:** The greatest rate of return of the City Economic Development Fund to the City of Sault Ste. Marie is to invest in those projects that would increase new tax assessment (e.g. new industrial construction) or increased investment in existing facilities that would increase the tax assessment value of that facility.

and

- 1.3. Economic Development Projects** (“enhanced” promotion, marketing, research, and strategy development) that are consistent with Destiny SSM strategic priorities or that support the creation of new economic engines for Sault Ste. Marie.

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

2. Criteria for the Use of the Fund

The fund will provide capital for projects that create or protect jobs and the tax base by:

- 2.1. Promoting economic diversification and supporting the establishment of new businesses or industries that support new products, services, and innovation;
- 2.2. Where benefits warrant, contributing to the sustainability or expansion of existing enterprises as long as it does not unfairly compete with other local enterprises and the use of the City's EDF is absolutely necessary in order for the project to succeed;
- 2.3. Supporting strategic community initiatives that support creating the environment for business development (e.g. infrastructure development, educational/economic opportunities, labour development initiatives, specific sector strategy development, innovation, and support for new economic cluster development).

3. Eligible Applicants

Eligible Applicants for applying directly to the City of Sault Ste. Marie for the EDF would be non-profit economic development organizations and City departments.

Private Sector applicants would be required to work in partnership with a non-profit economic development organization such as the Sault Ste. Marie Economic Development Corporation. The reason for this is that the City of Sault Ste. Marie has restrictions pertaining to the Municipal Act in providing bonusing to the private sector. However, as the lead economic development agency for the City of Sault Ste. Marie, the SSMEDC could work with the private sector in a partnership that could access the EDF as long as the project meets the criteria and application requirements of the EDF.

4. Application Requirements

Applicants will complete the following application information, provide a covering request letter, and will provide the necessary supporting documentation to support their request. The application will include a business or project plan, which outlines:

- 4.1. Applicant Information
 - 4.1.1. Legal name of business/organization
 - 4.1.2. Names of Officers, Directors & Principals
 - 4.1.3. History of Organization
 - 4.1.4. Organization mandate
 - 4.1.5. Key contact for initiative
 - 4.1.6. Contributing partners and
 - 4.1.7. References

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

4.2. Project Information

- 4.2.1. Project description**
- 4.2.2. Objectives**
- 4.2.3. Performance targets**
- 4.2.4. Impacts and Limitations of Project**
- 4.2.5. Methodology and timing (including key dates for progress reports and final report to Council)**

4.3. Costs and Financing

- 4.3.1. Detailed project costs**
- 4.3.2. Financing arrangements (e.g., equity, loans, etc.) and funding partners**
- 4.3.3. In-kind contributions**
- 4.3.4. Balance, Financial Statements, Cash flow projections (historical and projected)**
- 4.3.5. Demonstrated need for assistance and supporting documentation and applications to other government assistance programs, etc.**

4.4. Economic Benefits

- 4.4.1. Description of how the project promotes economic growth and diversification**
- 4.4.2. Projected job creation**
- 4.4.3. Potential for tax assessment increase**
- 4.4.4. Other economic and community benefits**

4.5. Community Benefits

- 4.5.1. How the project complements other local initiatives**
- 4.5.2. Impact on the community as a whole**

After receiving the Application requirements, the SSMEDC may at its discretion request further information and clarification from the proponent.

For processing, all applications will be sent to:

Manager of Corporate Services
Sault Ste. Marie Economic Development Corporation
99 Foster Drive, First Level
Sault Ste. Marie, ON P6A 5X6

Telephone enquiries: (705) 759-5432
Fax: (705) 759-2185
E-mail: d.lafleur@ssmedc.ca
Website: www.sault-canada.com

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

5. Process for Evaluating Proposals

- 5.1. The Sault Ste. Marie Economic Development Corporation will be responsible to provide the resources to support the intake of applications and support the proponent (s) in the development of their proposal.
- 5.2. The City Finance and Legal Department, through the SSMEDC, will provide recommendations regarding economic resources available and related concerns (e.g., due diligence collaboration, risk management, municipal act, etc.)
- 5.3. Prior to presentation to City Council the Managing Director of Destiny SSM will review requests if appropriate, determine need from Destiny SSM Committee for input and recommendations, and provide their input to the evaluation of the application.
- 5.4. Unless there are special circumstances, all requests shall contain written recommendations from the Sault Ste. Marie Economic Development Corporation Board of Directors, and the City Finance Department prior to presentation to Council. This would be coordinated through the SSMEDC.
- 5.5. All requests will be presented to Council in writing with supporting presentations by the applicant if required.
- 5.6. City Council will make the final decision re: financial contributions from the fund.

6. Accountability, Monitoring and Reporting of Results

The following will be expected from the successful applicants:

- 6.1. Recognition of the City Economic Development Fund contribution to the project in reports and appropriate marketing products, including the City logo.
- 6.2. Progress reports as outlined in their submission's timetable and proposal to City Council.
- 6.3. A final project report containing an evaluation of the success of the initiative in meeting its goals and key performance targets as well as the benefits to the community.
- 6.4. A complete report of all revenues and disbursements for the project within 6 months of completion of project. The City Finance Department will require supporting financial documentation (e.g. paid invoices, etc.) and has the right to review or audit project.

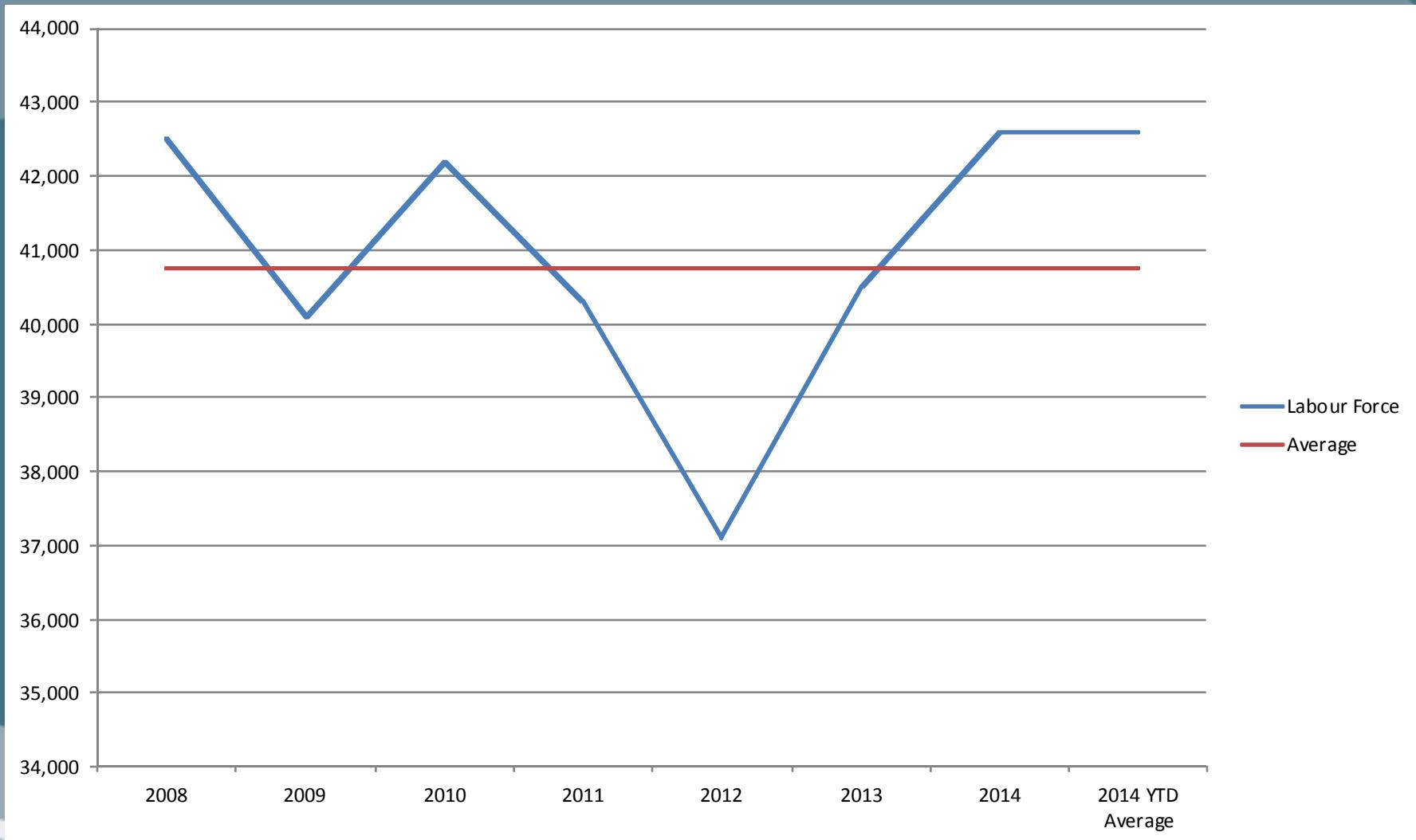
SSM Labour Force Stats (2008 – 2014)

Labour Force Characteristics	2008	2009	2010	2011	2012	2013	2014
Labour Force Population 15 years	69,500	69,400	69,300	69,200	68,800	68,200	67,800
Labour Force	42,500	40,100	42,200	40,300	37,100	40,500	42,600
Employment	40,100	36,300	38,000	36,800	34,300	37,100	39,700
Unemployment	2,400	3,800	4,200	3,600	2,800	3,400	2,900
Not in Labour Force	27,000	29,300	27,200	28,900	31,600	27,700	25,200
Unemployment Rate	5.6	9.5	10	8.9	7.5	8.4	6.8
Participation Rate	61.2	57.8	60.9	58.2	53.9	59.4	62.8
Employment Rate	57.7	52.3	54.8	53.2	49.9	54.4	58.6

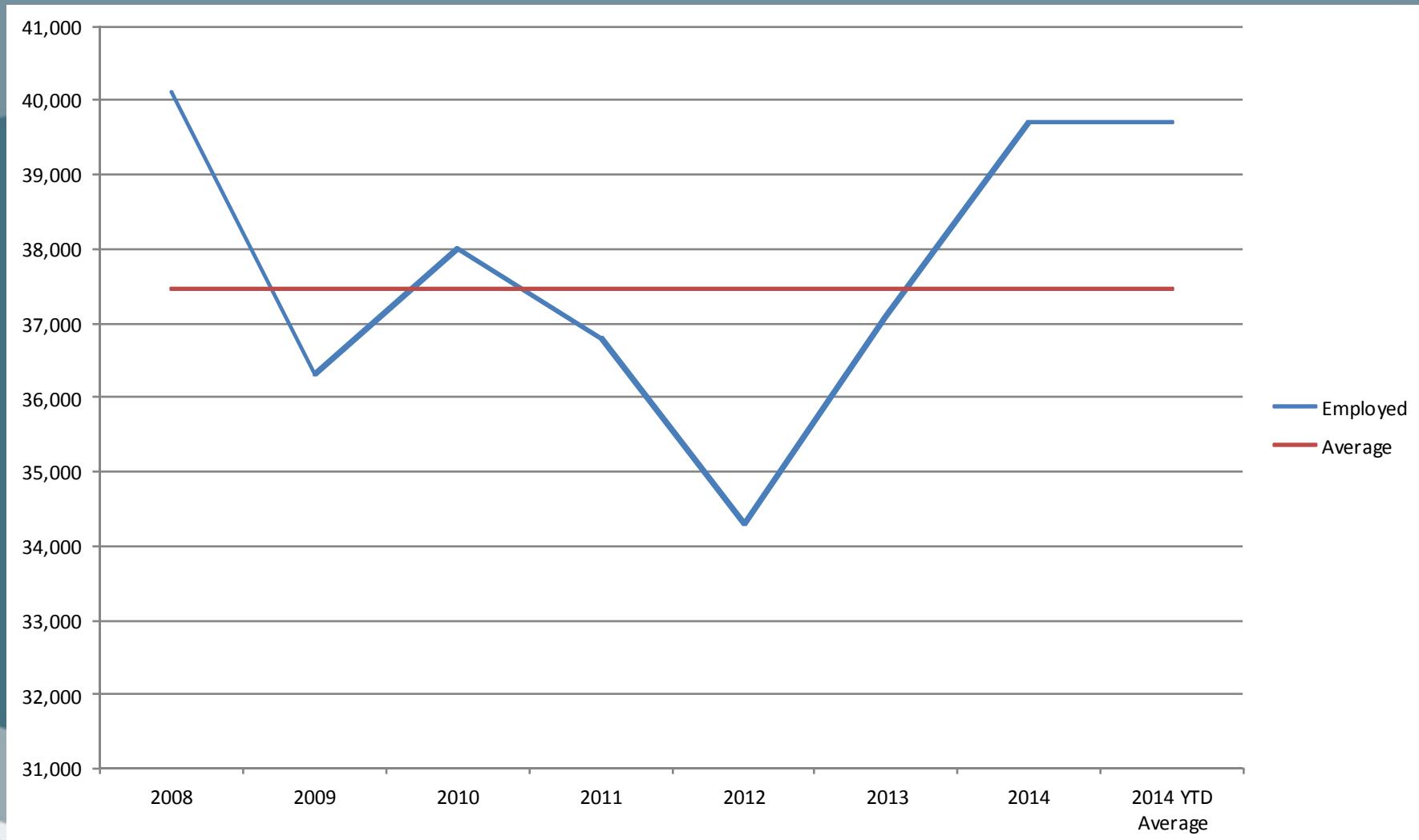
SSM Labour Force Stats (Mar – Dec , 20 14)

Labour Force Characteristics	Mar-14	Apr-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Labour Force Population 15 years	68,000	67,900	67,900	67,800	67,800	67,700	67,700	67,600	67,600
Labour Force	41,700	41,600	42,400	42,600	42,700	43,700	44,400	43,500	42,500
Employment	38,100	37,800	39,100	40,200	40,300	40,800	41,400	41,400	40,700
Unemployment	3,600	3,900	3,300	2,400	2,400	2,900	3,000	2,100	1,800
Not in Labour Force	26,300	26,300	25,500	25,200	25,100	24,100	23,300	24,100	25,100
Unemployment Rate	8.6	9.4	7.8	5.6	5.6	6.6	6.8	4.8	4.2
Participation Rate	61.3	61.3	62.4	62.8	63	64.5	65.6	64.3	62.9
Employment Rate	56	55.7	57.6	59.3	59.4	60.3	61.2	61.2	60.2

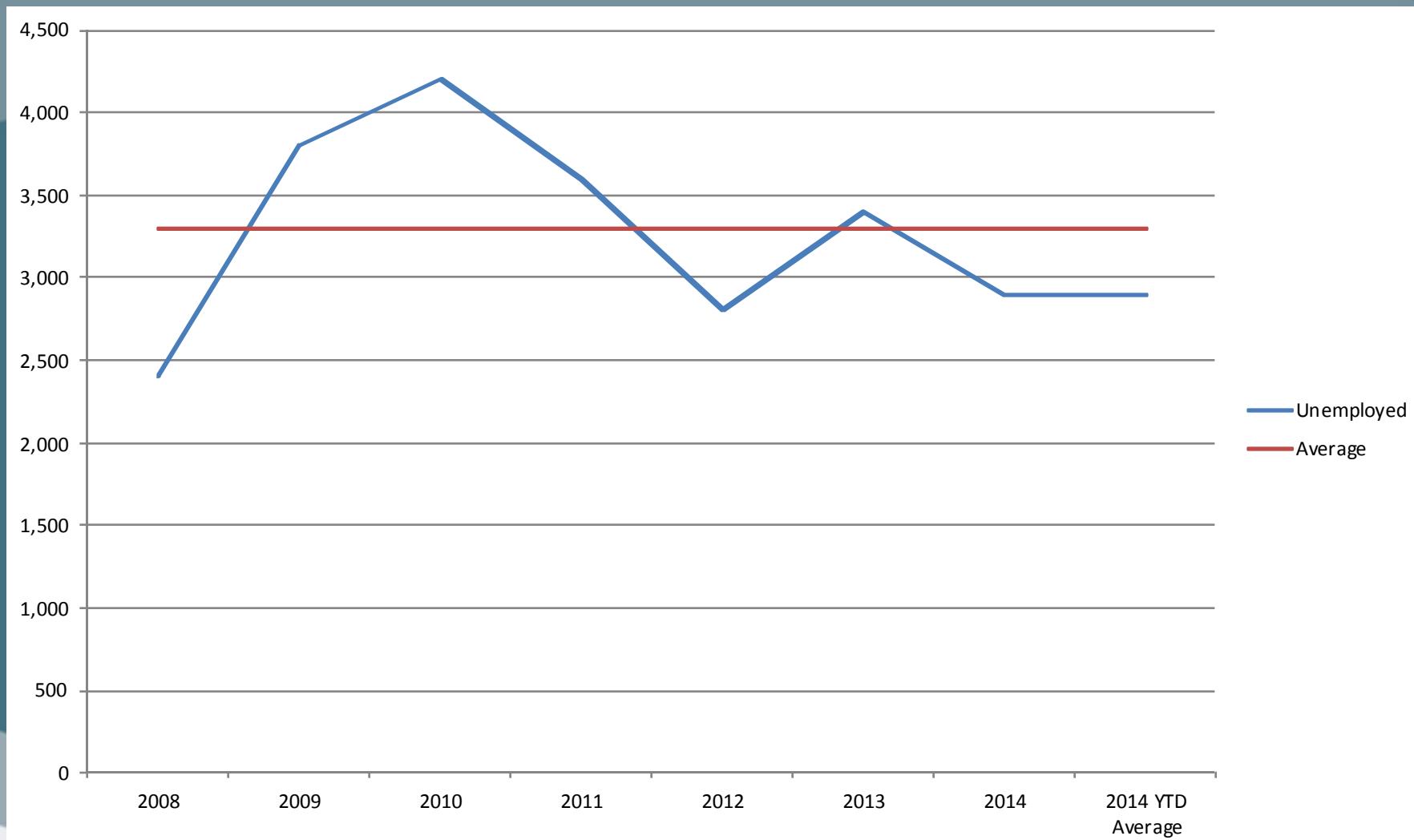
Labour Force (2008 – 2014)



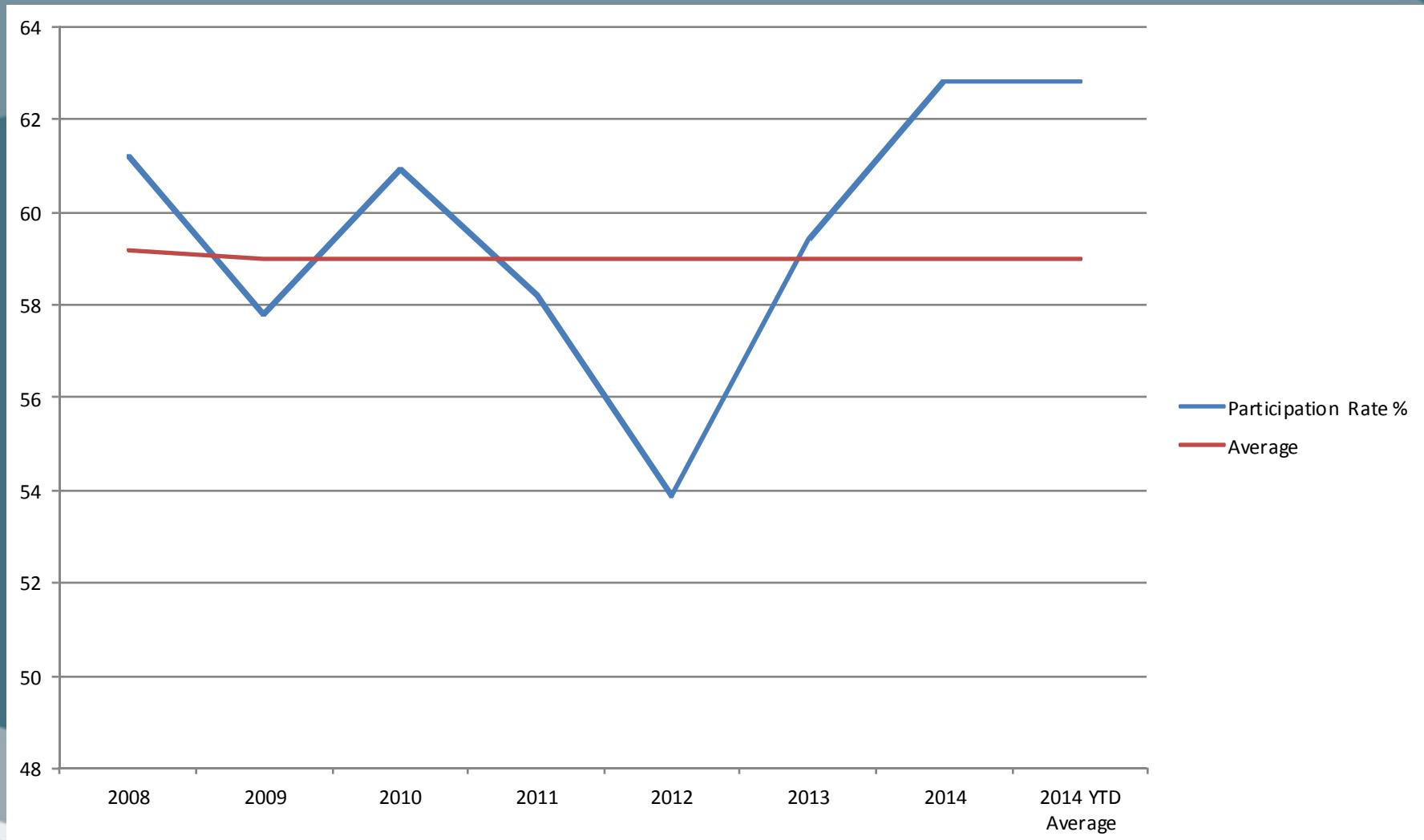
Employed (2008 – 2014)



Unemployed (2008 – 2014)



Participation Rate (2008 – 2014)





**SAULT STE. MARIE LOTTERY AND GAMING CLUSTER
DEVELOPMENT OF THE CITY'S CENTER OF EXCELLENCE IN LOTTERY AND GAMING BUSINESS**

Background:

In January 2012, Sault Ste. Marie was thrust into a major modernization and privatization of Ontario's lottery and gaming sector, initiated by OLG, the crown corporation responsible for this sector.

In three short years, the city has gone from being a bystander risking significant, negative collateral economic and employment impacts from the lottery and gaming modernization process to a community that is leading the way in the province in its response to the opportunities, risks and challenges of modernization. Moreover, the organizations and individuals involved in addressing the Sault's lottery and gaming future have recognized that the community's lottery and gaming sector strategy must embrace, but not primarily focus or be dependent on, the province's modernization process.

Consequently, the strategy of the Economic Development Corporation, Innovation Centre and City of Sault Ste. Marie is evolving. The strategy was initially focused on responding to OLG's modernization plan and specifically on four objectives:

- Retention of Head Office Jobs in Sault Ste. Marie - oversight roles; conduct and manage; responsible gaming; brand management; community relations; social responsibility; relationship with other Canadian jurisdictions for shared management of national lotteries;
- Convincing successful private lottery/gaming proponents to locate in Sault Ste. Marie;
- Exploration and development of a Pilot Project(s), joint ventures between SSMIC & other Private Sectors participants to help enshrine Sault Ste. Marie as an international hub for Lottery & Gaming; and
- Convince the successful Gaming North Casino Bundle operator to choose the Sault as its Regional Headquarters.

While recognizing the fundamental importance of four objectives noted, the strategy is now focused on successfully establishing a lottery and gaming "ecosystem" in the community. This ecosystem approach recognizes that there is a continuum of activities and assets needed within the community in order to achieve the objectives noted. Other organizations are being engaged. The evolving strategy is increasingly focusing on the following:

Human Resource Development and Talent Management:

- **Qualified Employees:** Sault Ste. Marie must demonstrate that it has the indigenous capacity and/or the capacity to attract qualified employees to support lottery and gaming in the community. For example: currently there are between 50 and 75 vacancies in OLG that could be filled by individuals living in the community are prepared to come to the community to work.

There needs to be a demonstrated continuum of employees from qualified, entry-level individuals to those with suitable middle-management experience to assist OLG and other lottery and gaming organizations in the community to operating grow their organizations.

- **Education/Training/Relevant work experience:** A program needs to be established in partnership with existing lottery and gaming organizations in the community and post-secondary institutions that presents an education/training program that will persuade employers they will have qualified and competitive employees available for their respective operations and similarly will persuade individuals that a career in lottery gaming in Sault Ste. Marie is an attractive career opportunity.

Lottery and Gaming infrastructure:

- Lottery and Gaming organizations interested in locating here need to be assured that infrastructure, fundamental to their operations, is readily available and that suitable accommodations exist or can be built quickly to accommodate their needs. This includes the following:
 - **Data Centre**, a secure tier 3 facility with appropriate electrical and broadband redundancies
 - **Commercial space** to grow their operations
 - **Quality of Life Considerations**

Investment and Business Attraction Information, Promotion, Marketing and Client Service

The efforts of the Sault Ste. Marie Economic Development Corporation and City now need to be broadened to embrace a wider endeavour on attracting digital gaming organizations to complement existing capacity in the community as well as the eventual addition of lottery and gaming organizations, both large and small. The community is transitioning from an OLG-centric strategy to a digital gaming strategy.

Current Status:

The following are the primary activities that are being undertaken in support of the development of lottery gaming in Sault Ste. Marie

Gaming Task Force: Please refer to attachment A: list of organizations and representatives

- Senior Executive Group is gathering for a facilitated meeting to discuss a strategy on developing this centre in Sault Ste. Marie. Focus on identifying critical undertakings to drive this activity forward.
- Debono Group - expert in gaming to help SSM establish new businesses in Sault Ste. Marie

Lottery Procurement Process

- Direct Engagement of potential qualified private sector operators

SSM Innovation Centre Pilot Projects

- CBN/SSMIC \$2M Digital Gaming Platform joint venture
- Next generation lottery and gaming centre (Innovation and R&D center)
- Algoma Games for Health

CBN Centre of Excellence for Charitable Gaming in Sault Ste. Marie

- Consultation between CBN and OLG ongoing
- Due diligence underway by CBN

Establishment of a Data Centre in SSM

- Critical Infrastructure
- Negotiating with proponents

Recruiting and Retaining Lottery and Gaming talent in Sault Ste. Marie

- Partnership with OLG, local lottery and gaming organizations and other organizations in the community, requiring professional human resources and digital gaming talent.

Business development and investment attraction by lottery gaming organizations

- Financing incentives
- Company visits
- Engagement of major corporations facilitated by OLG

PLEASE REFER TO ATTACHMENT B FOR HIGHLIGHTS OF ACTIVITIES/OUTCOMES**Comments & Key Considerations**

- The Gaming Task Force has had a series of facilitated meetings designed to refine and focus Sault Ste. Marie's lottery and gaming strategy. The Task Force is in the process of finalizing a rationale, strategy and business case that articulates an action plan for the community to achieve the objectives noted at the outset of this briefing.
- This proposal and action plan is materially different from the work that is been undertaken locally to develop the lottery and gaming sector address the Province's modernization plans.
- It has been prepared by a broad range of experts in lottery and gaming, including OLG, local individuals with significant experience in lottery and gaming as well as external expertise and input.
- Their strategy and action plan presents both the significant risks and opportunities for the community and emphasizes the fact that there is a limited window of opportunity for Sault Ste. Marie to avoid the risks and capitalize on the opportunities. The strategy and action plan must be initiated and it will have a 3 to 4-year timeframe.
- Support for this initiative will be sought from the private sector, federal and provincial governments, and will require an additional commitment from the community over this timeframe.
- The City of Sault Ste. Marie will be fully briefed by the Task Force representatives later in April

Tom Dodds, CEO
Sault Ste. Marie Economic Development Corporation
March 23, 2015

Attachment A
Organizations and Representatives on the Gaming Task Force

Lisa Bell-Murray, VP - Controller
Ontario Lottery and Gaming Corporation

Claudia Daniels, Partner
BMR Brooks Marketing Resources

Terry Debono, Partner
The Debono Group

Michael DiAngelo
Consultant

Tom Dodds, CEO
Sault Ste. Marie Economic Development Corporation

Sam Fera
Consultant

Joe Fratesi, CAO
City of Sault Ste. Marie

Dan Hollingsworth, Director of Business Development
Sault Ste. Marie Economic Development Corporation

Anup Kumar, Executive Director
Canadian Bank Note

Tom Marinelli, CEO (Former)
Ontario Lottery and Gaming Corporation

Greg McKenzie, Senior VP - Lottery
Ontario Lottery and Gaming Corporation

Dr. Richard Myers, President
Algoma University

Doug Pollard, Co-CEO
Pollard Banknote Ltd.

Reg St. Amour
Consultant

Leo Tiberi, VP of Academic
Sault College

Tom Vair, Executive Director
Sault Ste. Marie Innovation Centre

Attachment B
Action and Outcomes

General:

- As a result of concerted efforts by the City, MPP, SSMEDC, SSMIC Sault Ste. Marie has received a commitment of the Premier of Ontario, Chair and CEO of OLG that Sault Ste. Marie will be part of modernization and the corporate head office for the organization

Digital Gaming Task Force

- Key professional lottery and gaming network - engagement key to Sault Ste. Marie's success
- Currently preparing Sault Ste. Marie's lottery and gaming strategy that reflects the realities of the lottery as well as OLG modernization recognizing the impacts and opportunities for SSM
- Task Force strategy and action plan to be tabled in April 2015

Establishment of SSM Data Centre in SSM

- Proponent selected to develop data center with negotiations underway. Construction proposed for this summer
- Data center would employ 6-15
- Technology Park under consideration for City land adjacent to the Sutherland building (future briefing to Council)
- An unintended positive outcome of the procurement process was the expression of interest by a large IT Corporation, one of the leading independent information technology and business process services firms in the world;
- Currently developing plans to establish the testing centre in Sault Ste. Marie that will commence with approximately 15 to 20 at its inception with the potential to grow to 200.

Lottery Procurement Process

- Direct Engagement of potential qualified private sector operators by SSMEDC
- Ongoing follow-up and support to each of these proponents to build strong relationship
- Submission of their lottery proposals expected in spring of next year
- City, SSMIC and SSMEDC staff sign nondisclosure agreements

SSM Innovation Centre Pilot Projects

- CBN/SSMIC \$2M Digital Gaming Platform joint venture continues to be implemented
- Next generation lottery and gaming centre (Innovation and R&D center)
- Algoma Games for Health continues to develop new games and initiatives

CBN Centre of Excellence for Charitable Gaming in Sault Ste. Marie

- Consultation between CBN and OLG ongoing
- Due diligence underway by CBN

Recruiting and Retaining Lottery and Gaming talent in Sault Ste. Marie

- Partnership with OLG, local lottery and gaming organizations and other organizations in the community, requiring professional human resources and digital gaming talent.

Business development and investment attraction by lottery gaming organizations

- 150 lottery and gaming companies engaged
- 50 follow-up contacts and discussions undertaken
- 12 companies expressing strong interest and at various stages of assessing the feasibility of establishing themselves in the community

Introduction

The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to provide the fourth report under its Accountability Agreement with the City of Sault Ste. Marie. SSMIC continues to grow and advance the science and technology sectors to generate new jobs and revenue in the community.

The Innovation Centre has also grown as an organization as it has expanded with new partnerships and projects. We are pleased to see the growth in the jobs created in the community and the progress local companies are making in their businesses. In fact, this past year we seen a strong shift in demand with as many as twenty I.T. jobs posted at a time. This necessitates support from SSMIC to assist companies in finding talent and ensuring youth are aware of promising careers in the I.T. sector.

SSMIC has over 45 individuals on its payroll when you include core economic development staff; GIS professionals; the team at Algoma Games for Health; project staff and interns. This creates a dynamic environment for innovation with a team of highly motivated and engaged professionals.



Photo: Essar Convergence Centre

SSMIC had a highly successful year in 2014 helping to create 50 jobs, leverage over \$3.1M in funding and organize successful events that build the environment for support in the community. This represents a total impact of \$5.35M and approximate 19x return on the investment of \$277,890 that the City of Sault Ste. Marie invests in SSMIC.

SSMIC continues to serve as part of the Ontario Network of Entrepreneurs – a network of innovation centres across Ontario. As well, SSMIC is part of the Northern Technology Alliance and partnered with colleagues in Sudbury (NORCAT); Thunder Bay (Northwestern Ontario Innovation Centre) and North Bay (IION).



We are excited at the potential of the companies we work with and a number of the many promising initiatives underway including:

- OLG Modernization and Digital Gaming opportunities
- ICT infrastructure and company attraction initiatives (including data centre)
- Community Smart Energy Strategy initiatives and energy project development
- Progress of the Rural Agri-Innovation Network (RAIN)

We look forward to working with the City of Sault Ste. Marie and colleagues in the economic development sector to capitalize on these opportunities and build a more prosperous Sault Ste. Marie and region.

In order to provide a quick reference and detailed information to City Council, this document has been structured as follows:

1. Background
2. Metric Report
3. Appendices

Schedule A - 2015 Business Plan

Schedule B - 2013 Audited Financial Statements

Schedule C - Copy of signed MoU between the City of Sault Ste. Marie and SSMIC

Schedule D - Updated list of Board members

The information provided demonstrates that SSMIC continues to produce strategic outcomes for the community including:

- Job creation and retention
- Leveraging program funding
- Providing business incubation services
- Delivering value-added business support services to science and technology companies
- Conducting youth outreach activities
- Developing GIS business opportunities
- Raising the profile of the IT and science sector locally and externally

We appreciate the opportunity to present our results to City Council and look forward to continuing our partnership to build a more prosperous Sault Ste. Marie!



1. Background

The MOU between the City of Sault Ste. Marie and SSMIC was signed in May 2010 and the intent was to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties. The Deliverables section of the accountability agreement between SSMIC and the City of Sault Ste. Marie states that:

Deliverables

In accordance with the terms and conditions in the MOU, it was agreed that SSMIC shall:

- Carry out the following mission: The Sault Ste. Marie Innovation Centre's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.
- SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, develop GIS business and raise the profile of the IT sector locally and externally).
- Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.
- Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Memorandum.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- Go to SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.
- Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.

- Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

2. **Results** - The Sault Ste. Marie Innovation Centre is please to report the following results to the City of Sault Ste. Marie:

Metrics	2014		Commentary
	Target	Result	
1) Job creation	45	50	<ul style="list-style-type: none"> Exceeding the job creation target in 2014 was due to the success of incubator clients and new jobs spread among a wide number of clients and projects at SSMIC. Economic impact for this result is approximately \$2.25M. These numbers calculate a conservative average wage of \$45k.
2. a) Program funding leveraging	\$2.2	\$3.1M	<ul style="list-style-type: none"> A number of business support programs and projects received funding including a collaborative project with Canadian Bank Note; FedNor Broadband for E-Business and Marketing program; Ministry of Energy Smart Grid Fund project and Sustainable New Agri-Food Products (SNAP) Program. SSMIC was also successful in helping its clients access a number of funding programs which have helped them in their growth efforts.
3) Business Incubation maintenance and growth.	12	6	<ul style="list-style-type: none"> SSMIC was anticipating greater growth in incubator clients with its pipeline of clientele. We were slightly delayed in the opening of our new downtown incubator and launch programming and will be increasing outreach efforts in 2015. We are seeing promising growth from current incubator clients eQOL, SafetyLynx, Veracity Asset Management Group and Digital Grounds who are all making excellent progress
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	70	70+	<ul style="list-style-type: none"> SSMIC is serving a pipeline of 70 companies in 2014. It is great to see this number increasing and it does change over time as new startups emerge, companies are attracted to SSM and, in some cases, cease to exist.

Metrics	2014		Commentary
	Target	Result	
5) Continue youth outreach activities	Reach 900 youth	Over 1200	<ul style="list-style-type: none"> Successful programs, including the #HourofCode initiative to introduce elementary school children to computer programming; SSMART Innovation Awards 2013; the Advanced Research Technology & Innovation Expo (ARTIE) was held off so that we can join the new, exciting Science Festival announced in partnership with Science North and a number of community partners.
6) Increase GIS related business in Sault Ste. Marie	\$1.3M	\$1.3M	<ul style="list-style-type: none"> The Community Geomatics Centre continues to lead in the analysis of community data to identify needs; increase collaboration across community organizations and develop innovative solutions to assist clients. Numerous projects with community benefit continue to be undertaken such as the Destiny Community Indicator Report; and supporting applications with data that have resulted in funding to community partners.
7) Raise the profile of the innovation sector locally and externally	Achieved	Achieved	<ul style="list-style-type: none"> Operate SSMIC.com; Facebook and Twitter sites; Distribute monthly newsletter to over 400 subscribers Numerous articles and news coverage in media outlets Staff members participate on a number of committees: <ul style="list-style-type: none"> Centre for Research and Innovation in the Bio-Economy Northern Technology Alliance Destiny Sault Ste. Marie Chamber of Commerce committees
8) Create the environment for growth in IT (networking events; training workshops, etc.)	4 IRAP events; TAG Lunches	4 IRAP events; TAG Lunches	<ul style="list-style-type: none"> In 2014 we held four IRAP sponsored events with expert speakers discussing business issues of importance to local companies. Business support services enhanced as part of the Ontario Network of Entrepreneurs TAG Lunches now rebranded as “Grub at the Hub” and take place at new downtown Business Accelerator Hub New and enhanced programs made available to entrepreneurs including market intelligence; Professional Support Program; Innovation Accelerator Program; Business Acceleration Program



SAULT STE. MARIE
INNOVATION
CENTRE

Sault Ste. Marie Innovation Centre

BUSINESS PLAN
2015

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1.0 EXECUTIVE SUMMARY

In 2015, the Sault Ste. Marie Innovation Centre (SSMIC) will continue its diversification and growth efforts and build on the successes of the previous year. The organization continues to take proactive steps to build long term sustainability in its operations so that it isn't dependent solely on government funding. We look forward to continuing the positive momentum our science and technology sector is experiencing in Sault Ste. Marie and have a number of exciting projects under development for 2015!

One of the most exciting aspects of SSMIC's work is working directly with new companies and projects that have the potential to generate significant jobs and wealth in the community. From smart energy to information technology to agri-innovation, SSMIC is involved in a number of advanced fields with great potential for growth.

The framework from our previous IT and bio-science sector strategies continues to remain relevant and produce results for the community. We work to establish the environment in which companies can succeed and foster niche opportunities. In 2015, we will continue to drive forward the following sectors:

- Technology
 - Digital gaming
 - Geographic Information Systems
- Science
 - Energy
 - Agri-innovation

SSMIC will also be undertaking the development of a multi-year strategy document in 2015 that will serve the organization moving forward and plan for future growth and sustainability.

SSMIC is pleased to serve as a member of the Canadian Digital Media Network, Ontario Network of Excellence and the Northern Technology Alliance. We strive to collaborate with our colleagues across Canada, Ontario and at NORCAT (Sudbury); Northwestern Ontario Innovation Centre (Thunder Bay) and IION (North Bay) to advance innovation in Northern Ontario.

SSMIC has set the following objectives for 2015 in order to provide value and measurable results to the community and our stakeholders:

2015 Objectives:

- Direct Job Creation – 50 jobs
- Program Funding Leveraged – \$3.6M
- Business Incubation – Technology Incubator to include eight companies
- Provide in-depth value-added services to seventy existing businesses (advice, business plan review, funding assistance, etc)
- Continue youth outreach activities with presentations to over 1,500 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of science and technology sectors locally and externally
- Undertake organizational development to enhance employee engagement and excellence

As we look forward to 2015, it is also important to take a moment to celebrate some key achievements in the past year. SSMIC was able to realize impressive results and was involved in a number of important community initiatives:

2014 Highlights at a Glance

- Exceeded our target for job growth (45) by helping to create **50 jobs**
- Greatly exceeded our target to leverage funding to the community (\$2M) by attracting **\$3.1M in funding**
- In-depth client support for **70 science and technology companies** plus broader company support through workshops and outreach efforts
- Incubator clients **eQOL, SafetyLynx, Veracity Asset Management Group and Digital Grounds** making excellent progress
- Significant FedNor support to enable SSMIC to launch the “Broadband for E-Business and Marketing (BEAM)” and the Innovation Accelerator programs
- **Canadian Bank Note Company and** Algoma Games for Health announced a major new project of over \$2M with \$1.1M in funding support to create a new charitable gaming platform, game development kit and six play on demand games
- Highly successful **Smart Energy** conference in Sault Ste. Marie attracting over 150 delegates from across the world and Ministry of Energy announcement for Smart Grid Fund project with support of \$265,250 toward a \$689,940 software solution project
- Launch of the **Accelerator Hub** office in downtown Sault Ste. Marie to enable SSMIC expansion and contribute to downtown revitalization
- The **Rural Agri-Innovation Network (RAIN)** has been actively completing research reports, undertook major tile drainage projects and furthered crop trials while building support with the local agricultural community
- Support of **\$301,000** from the Ministry of Research and Innovation and MaRS Business Acceleration Program as a member of the Ontario Network of Excellence
- The continued **growth of the Community Geomatics Centre (CGC)** with new staff, projects, clients from the community and across Canada including expansion of the Vulnerable Persons Registry
- Ongoing funding support from the NRC Industrial Research Assistance Program (IRAP) to **directly support SME's**, run a series of training workshops featuring industry experts and roll-out a new, professional services program
- The completion of a number of youth outreach activities through school visits including a highly successful uptake of the **Hour of Code** program by local schools
- Completion of **data centre** feasibility study and release of RFP
- Highly successful and expanded **SSMARt Innovation Awards** luncheon held at the Comfort Suites hotel

The Sault Ste. Marie Innovation Centre looks forward to another exciting year in 2015 and the following business plan outlines in detail the focus areas, team and partners that will enable us to continue to build a strong science and technology sector. Our efforts will diversify our economy, attract and retain highly qualified professionals to our region and build a promising future for our youth.

2.0 CORPORATE OVERVIEW

The Sault Ste. Marie Innovation Centre was established in 1999 to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors.

Vision Statement

Build and actively develop an innovative science and technology hub: a perpetual generator of knowledge and prosperity.

Mission Statement

To drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

Organization Values

- Excellence
- Creativity
- Enthusiasm
- Honesty
- Respect
- Synergy
- Empowerment
- Agility

Legal Entity

The organization was incorporated in 1999 as a not for profit Corporation without share capital.

Geographic Area Served

The general services provided by the Sault Ste. Marie Innovation Centre and its incubation services are open to businesses and organizations that lie within the District of Algoma. This is a geographic area of 48,737 km² and has a population of 115,870 (2011 Census). Beyond business services, the Community Geomatics Centre and Algoma Games for Health also worked with a number of communities and organizations outside the Algoma District and across Canada to generate revenue.

SSMIC is also working with the Ministry of Research and Innovation as part of the Ontario Network of Excellence (ONE) and is partnered with NORCAT (Sudbury), the Northwestern Ontario Innovation Centre (NOIC, Thunder Bay) and IION (North Bay) in a pan-Northern approach to innovation and SME support.

These efforts are designed to strengthen the Northern economy and identify opportunities to capitalize on the specific areas of expertise being developed in each of the respective areas.

Organizational Structure

The organization functions on a standard hierarchical structure with the Executive Director reporting directly to the Board of Directors.

Sault Ste. Marie Innovation Centre



3.0 INTRODUCTION

The following section provides an overview of SSMIC activities and outlines in detail the main focus areas for the organization.

3.1 Science and Technology Convergence

Utilizing the framework of the 2006 Community IT Strategy, SSMIC utilizes a two-prong approach to the development of the science and technology sectors (Appendix A – IT Strategy Recommendations). The first prong is to establish the environment necessary to develop innovation companies. The second prong is to develop certain niche opportunities that have been identified based on community strengths.

The general environment needed to drive the growth of the technology sector is similar to the environment required for science sector. Startup companies, whether they are science or technology-based often require similar support (funding, business guidance, training, business incubation, etc.).

SSMIC is a dynamic support organization that provides one-stop-shop, concept to commercialization services for the science and technology sector to:

- Enable entrepreneurs to establish and grow their businesses through business incubation services, assisting in the acquisition of funding and mentoring resources;
- Facilitate and drive collaborative, leading edge research involving academia, industry and government research labs;
- Build capacity in key knowledge areas and enrich innovation talent;
- Facilitate access to expertise and capital infrastructure;
- Develop science and technology infrastructure; and
- Create awareness of regional strengths to attract investment and business.

More information about the activities that will be undertaken to “Establish the Environment” necessary to drive the innovation sector and the specific “Market Development” activities that will be pursued in the science and technology sectors is contained in the sections below.

4.0 Establish the Environment

In order to foster an innovation economy, certain core components need to be in place. Having incubation services; access to capital for private sector companies; mentor networks, networking expertise, academic and government researchers and student programs all play an important role in the development of the science and technology sectors. This section outlines how SSMIC is working to develop these components.

4.1 Convergence Centre



Photo: Travis Favretto

In 2011, SSMIC moved all operations into the Essar Convergence Centre on the campus of Algoma University. The Convergence Centre serves as an important hub in Sault Ste. Marie to attract expertise and build the region's capacity to retain talented youth engaged in today's science and technology economy.

4.2 Business Services

With the direction of the Business Development Manager and the assistance of the Business Development Analyst, SSMIC provides services to science and technology focused businesses within the region through two mechanisms: direct assistance (i.e. one-on-one services) and through general venture support activities (i.e. activities that benefit many regional ventures).

SSMIC services are oriented toward a wide breadth of venture types along the commercialization spectrum including researchers, concept-stage, start-up, SME as well as the larger, established industries in Sault Ste. Marie and region. Common amongst all these entities however is the development and commercialization of science or technology as a cornerstone of the business. For the purposes of this document, these entities are collectively referred to as "businesses".

Business Services (Direct)

SSMIC provides a number of critical services to assist science and technology focused ventures to overcome challenges and move quicker on the path to commercialization. Typically, these services fall under the following categories:

1. Advisory Services

2. Business Incubation
3. Direct funding support (through SSMIC-managed funds)

1. Advisory Services

SSMIC helps science and technology entrepreneurs bring new and innovative ideas to the market place by providing valuable business advice and mentorship services to its clients. Through advice and mentoring, SSMIC successfully provides its clients with foundation of an effective business model framework that helps them to think strategically and creatively about their business, especially how to build their organizational capabilities to deliver their value proposition to their target market(s), in the face of competition.

Similarly, SSMIC assists its clients with business plan critiques and reviews, providing valuable assistance on how clients should crystallize their vision of future success and using the business plan as a thought process and a valuable learning lesson to focus on what is important to create success for their business. SSMIC continuously strives to provide valuable resources such as business and financial templates to assist their clients in completing their business plans.

Most recently in 2014, the Business Development Team has implemented with its clients the process of the “**Business Model Canvas**” framework, a strategic management and entrepreneurial tool that enables new business start-up to systematically find and serve customers profitably. It also helps the start-up to clearly identify the nine critical business building blocks such as value proposition, customer segment, cost structure, revenue streams and other financial and non-financial business infrastructures that are critical for a business to be viable and sustainable. SSMIC has successfully organized its first knowledge transfer workshop on “Business Model Canvas” on October 9th, 2014.

Market Intelligence

SSMIC can help SMEs access market intelligence reports from the top marketing research firms in North America to support the growth of their science or technology business. MaRS Market Intelligence gives Ontario entrepreneurs access to premium market research resources and services at no cost—all provided by information specialists with expertise in IT, software, telecom, pharmaceuticals and health care, biotech and cleantech.

Human Resources (HR)

SSMIC provides valuable human resource services critical for the growth and success of its clients in the form of:

- Advisory services on identifying skills needed for the startups
- Providing guidance on recruitment and hiring process such as salary packages, etc.
- Providing HR templates on job offer letter etc.
- Providing access to a network of HR Professional Service Providers (PSP)
- Assisting clients in recruiting new hires through SSMIC databases, contacts and networks

Financing Strategy

SSMIC monitors and works to obtain financing sources for IT and science businesses. SSMIC supports clients in obtaining financing from private capital sources and public funding (federal/provincial).

Public Funding: SSMIC monitors provincial and federal funding programs to ensure local businesses are made aware of new programs that can help support their research & development and business growth. Currently, seed funding programs that exist include the Innovation Accelerator Program (IAP), the Small Firm Assistance Program (SFAP), the Profession Services Program (PSP), and the Broadband for E-Business and Marketing (BEAM). Generally speaking, there is limited capacity among SMEs to complete funding applications and successfully navigate the review process associated with these funds. SSMIC will continue to take a role in supporting clients in their efforts to access government funding for projects.

Private Capital: The Northern Ontario Angels (NOA) has been funded by FedNor as a non-profit organization providing education and information to entrepreneurs to help them become investor ready and act as a catalyst to form and support angel investor groups in Northern Ontario. NOA has established a pool of angel investors across Northern Ontario and SSMIC collaborates with NOA to support their efforts in Sault Ste. Marie.

SSMIC has considerable financial experience and is able to provide value added financial services to its clients such as:

- Providing assistance in developing financial projections for their business plans
- Providing information of government funding opportunities and guidance and know-how to access such funds
- Providing access to network of Finance Professional Service Providers (PSP)

Legal/Intellectual Property (IP)

SSMIC is cognizant that a sound understanding of legal and intellectual property management is important for the success of any emerging science and technology startup and it promotes such understanding through the following services:

- Provides clients with referral and access to a network of legal Professional Service Providers (PSP)
- Promotes awareness among clients about the Canadian Intellectual Property Office (CIPO) as a resource center on IP management.
- Conducts workshops on topics covering legal and IP management

In 2015, SSMIC looks to expand its knowledge base among advisors, increase available programming (including access to external programs such as MaRS Market Intelligence) and strengthen relationships with subject matter experts (e.g. legal, finance etc.). These opportunities have been strengthened by SSMIC's continuing relationships and funding support from the Ontario Network of Entrepreneurs (ONE) and the Canadian Digital Media Network (CDMN), as it now has improved access to advisors across the province from other Regional Innovation Centre's (RIC's) and access to a number of sector-focused innovation centre's such as: The Accelerator Hub, Communitech Hub, venture Lab, Invest Ottawa, Coral Communications Enabled Applications (CEA), and Health Technology Exchange (HTX).

2. Business Incubation

Background on business incubators: The National Business Incubation Association (NBIA) identifies business incubation as an environment and program with certain important characteristics: "it offers a full array of business assistance services tailored to the client companies; it has an incubator manager on

site who co-ordinates staff and outside professionals and organizations to deliver those services; it graduates companies out of the program once they meet the program goals".

Business incubation is recognized as a viable economic development tool for supporting the development of new business entities in a community and was recommended for funding within the Sault Ste. Marie Economic Diversification Strategy under the Small Business Development Growth Engine. Incubation provides start-ups with affordable rental space & office facilities, but more importantly, provides access to business mentoring services in order to improve success rates. Business incubation services have been proven to increase SME success rate from under 30 percent to over 83 percent.

Incubation is an economic development tool that provides the community with the opportunity to grow new businesses and as such, it may require on-going financial support. Traditionally, incubators do not produce high profit margins so their value has to be measured against the economic impact of the businesses and jobs they enable in the community. SSMIC recognizes that the small business sector creates most of the new jobs in the Canadian economy (Statistics Canada) and as such will focus on supporting the Small and Medium Enterprise (SME) market. Consider the following:

According to Industry Canada, 98% of businesses in Canada have fewer than 100 employees; small businesses contribute more than 30 percent to Canada's GDP; 48% of the private sector labour force is employed by small businesses. In addition, high-growth firms are defined as those with average annualized growth rates greater than 20 percent per year, over a three-year period, and with 10 or more employees at the beginning of the period. While 4.7 percent of businesses achieved high growth in terms of employment, they created approximately 45 percent of net new jobs over the 2003–2006 period. Furthermore, employment for the average high growth firm grew 87.8 percent compared with 0.1 percent growth for the average non-high growth firm over the same period.

Industry Canada, Small Business Branch, Key Small Business Statistics, July 2011

The above quote clearly shows that the small business community continues to be the primary source of new jobs in Canada, and it is apparent that the key to sustaining those jobs is to ensure that SME's are supported during those first critical years.

SSMIC Incubator: The Business Incubator provides an attractive option to small start-up companies to form their business and provide support in the critical start-up period. The SSMIC Business Incubator opened on April 11, 2005. In the first year of operation, the Incubator provided services to four tenant companies. The tenants are now recruited from the IT and science sectors through leads generated by advertising and programming as well as through referrals from SSMIC's partners (SSMEDC, CDC, IRAP, etc.)

SSMIC Incubator expanded in 2011 as part of the move to the Essar Convergence Centre building, where it now occupies roughly 4,000 square feet on the second floor, along with SSMIC staff. When fully occupied, the incubator is able to provide support for up to 13 new startups with a focus on innovative products and services from the information technology and science sectors. The organization now offers nine highly-desirable private office suites ranging from 85 to 280 sq. ft. and four pods (42 sq. ft.) available for either regular incubator or virtual incubator usage at the Essar Convergence Centre office.

In addition to traditional incubator work spaces, “virtual incubator” space has been a successful initiative for targeting out-of-town companies to locate in Sault Ste. Marie. The program allows science and technology companies not yet requiring physical office space in Sault Ste. Marie to have access to many incubator/SSMIC facilities when on site.

The SSMIC Business Incubator provides an attractive option to small start-up IT and science based companies to form their business and provide support in the critical start-up period. The Incubator currently has seven full tenants along with the addition of an IRAP support office:

- Digital Grounds Inc.
- eQOL
- Insightworks
- Terrafact
- SafetyLynx
- Veracity Asset Management Group
- Wikwemikong Department of Lands and Natural resources
- National Research Council, Industrial Research Assistance Program (IRAP)

The incubator also provided services to several other companies that have since graduated or otherwise relocated their operations. Recent graduates of the Business Incubator that are now operating profitable companies in Sault Ste. Marie include Village Media and the Digital Intelligence Group (DiG). To date, the incubator has supported companies in many of the key strategic focus areas for the City of Sault Ste. Marie, including renewable energy, information technology and gaming.

Accelerator HUB Incubator: New in 2014, the Accelerator Hub is a 6000 square foot office space in the heart of downtown Sault Ste. Marie dedicated to collaboration and innovation. Opened in April, 2014, the Accelerator HUB takes the vision of SSMIC Incubator and expands it allowing for future growth. Two organizations currently reside within the Accelerator HUB. It is also home to the Grub @ The HUB, an informational networking event designed to bring together likeminded entrepreneurs in the Sault Ste. Marie community. The current incubation clients are:

- RBB Innovations
- Algoma Games for Health

The City of Sault Ste. Marie has realized tangible economic benefits from the creation of these businesses. In addition to increasing the local tax base and creating jobs, these businesses support local diversification initiatives and attract new investment to the community. The focus on IT and science has enabled the community to both attract and retain high paying, highly skilled jobs.

Over the past five years “needs assessments” of incubator clients has identified that companies and their owners require increased mentorship and advisory services specifically to solve problems, add support for high-level strategy development, and assistance with grant writing and financing strategies. The Business Incubator and its staff work collaboratively to provide this support, ensuring that these emerging companies are more likely to be successful as they move from concept to commercialization. Through collaboration with Behr and Associates and the Business Development team, five clients

including several incubators are in the process of entering global markets with well-established companies.

Youth Business Incubation

The youth/student business incubator is a new initiative being pursued by the Sault Ste. Marie Innovation Centre to complement its current Business Incubator. This program is new to Sault Ste. Marie and the Algoma District. Although business incubation is currently being done by SSMIC presently, this will be the first attempt at developing an incubation facility specifically geared towards students and youth. Youth unemployment and underemployment remains at a high level, so the overall goal with the youth incubator is to give entrepreneurial minded young people an alternative to the traditional career path. Wherever possible, this new youth business incubator will be developed in conjunction with the Youth Job Strategy recently released by the Government of Ontario, in particular the funding opportunities associated with the On-Campus Entrepreneurial Activities (OCEA) and Campus Linked Accelerators (CLA).

A recent approval of the OCEA program allows for a total project value of \$258,400.00 with \$129,200.00 coming from OCE over a two year period. This includes funds to hire a Youth Entrepreneurship Coordinator who will be housed at SSMIC. This program is a collaborative effort between SSMIC, Algoma University, and Sault College.

3. Direct funding support (through SSMIC-managed funds)

Over the past several years, SSMIC has been successful in attracting larger government funding agencies to support SSMIC-managed assistance programs for SMEs. Typically, the government agency will provide a budget to SSMIC which it redistributes in the form of small project grants between \$5,000 and \$10,000 per project. This program affords an administratively-light process to SMEs for receiving funds for projects that assist them in overcoming hurdles to commercialization.

There have been several iterations of these from which SSMIC has developed best practices and created efficiencies in the process that improve the delivery of these programs. SSMIC continues to administer several programs through the next fiscal year. Moving forward with all funding programs, with the assistance of his team, Gerry Bugyra the Business Development Manager has branded a new regional program called the **Algoma Outreach Program (AOP)**. This program will designate specific funding to areas north of Sault Ste. Marie as far as White River, and East of Sault Ste. Marie as far as Massey to establish full Algoma support. This program is in cooperation with Economic Development Corporations and Community Development Corporations that are within the boundaries. The executive directors of these organizations will assist in the implementation of the Algoma Outreach Program.

NRC-IRAP-sponsored Small Firm Assistance Program (SFAP): This is one of the three programs approved under the NRC-IRAP 2014-2015 contribution agreement for \$100,000.00. It's a program that provides up to \$5,000.00 to small and early-stage firms to help them access technology, business and/or technical support services which assist them in their growth or competitiveness. This program has been approved for \$41,500.00 and ends on March 31st, 2015.

NRC-IRAP-sponsored Professional Services Program (PSP): a program which provides a qualified technology SME with one-on-one consultation and assistance up to \$1,500.00 to access a new

professional advisor for initial assistance in areas relevant to its growth. Eligible services include but not limited to the following six areas:

- Accounting (Chartered Accountant)
- Business Strategy
- Commercial Law (Lawyer or Patent Agent)
- Human Resources (Certified Human Resource Professional or equivalent)
- Intellectual Property (Lawyer or Patent Agent)
- Technology Development

Although SSMIC maintains a database of preferred service providers, clients are free to choose their own provider, as long as the provider agrees to the terms and conditions of the program. This program has been approved for \$25,500.00 and ends on March 31st, 2015.

FedNor-sponsored Innovation Accelerator Program (IAP): This fund is a 2-year program designed to enhance the innovation, commercialization, management and trade capacity of small and medium-sized enterprises (SMEs) in the Sault Ste. Marie region. The program provides eligible SMEs up to \$5,000 assistance per project to help SMEs with developing and commercializing new innovations. The first two years of this program have been successfully concluded in March 2014 and SSMIC has received additional funding to implement the program for another 2 year starting September 30th 2014 and will end on December 31st, 2016. The new program has been approved for \$310,000.00

SSMIC and its clients recognize the value of accessible, timely investments through SSMIC-managed funds and as such, SSMIC will continue to pursue these opportunities with government agencies and will work diligently to seek out promising investment opportunities with regional SMEs.

General Business Support Activities (In-direct)

Part of SSMIC's role in developing science- and technology-based businesses includes providing access to services that improve the competitiveness of the region. Over the past 10 years, SSMIC has established itself as an aggregator of knowledge and resources within its domain for the community. SSMIC plans to continue in this role by providing valuable resources in the following formats:

1. Knowledge transfer and networking events
2. Collaborative projects for business growth
3. Development of competitive knowledge for the region

1. Knowledge transfer and networking events

In its continuous effort to provide networking services and knowledge transfer opportunities to its clients, SSMIC has successfully organized workshops, seminars and other networking activities relevant to the growth of the science and technology business.

In 2014-2015, SSMIC is hosting a successful three part NRC-IRAP sponsored workshop series that has included the following topics and speakers:

Workshop Title	Keynote Speaker	Date	Number of Attendees
The Business Model Canvass	Jane Gertner, Executive in Residence at ventureLAB and Paul Rivett, Direct of Client Services at ventureLAB	October 9 th , 2014	25
Sales and Marketing for Technology SME's	Albert Behr, CEO and President of Behr and Associates Gil Gruber, CEO of Direct Objective Consulting	November 4 th , 2014	15
Going Global and Building Strategic Partnerships	Alan K. Hamilton, Global Expansion Expert	January 21 st , 2015	Pending

NRC-IRAP has approved a budget of \$33,000.00 for SSMIC to organize the three (3) workshops under the NRC-IRAP 2014-2015 contribution agreement. Other business development and networking events planned for the remainder of 2014 and early 2015 include a Funders Forum and a Station Mall Outreach Day. In addition to these, SSMIC will be pursuing continued funding from NRC-IRAP for the workshop series for the Federal fiscal year April 2015 – March 2016.

SSMIC has in the past coordinated monthly TAG luncheons with presentations on a variety of topics which are useful to our clients and the public at large. These have now been rebranded utilizing ideas borrowed from Communitech and is now called Grub @ The HUB. This allows us to promote the accelerator HUB in a business atmosphere with an informative networking event. At present, the first Grub @ The Hub was a major success with a presentation on Information and Communication Technology (ICT) integration from SSMIC's own Angelo Pacione.

SSMIC will continue to work closely with its community partners in the economic development and small business support field. SSMIC maintains a close working relationship with these organizations to avoid duplication of services and work on joint initiatives.

2. Collaborative projects for business growth

SSMIC often acts as a catalyst for projects that address a business need in the science or technology sector, providing project coordination and management services on behalf of project groups and partners.

This service builds opportunity awareness and includes development services as well as proposal development assistance. Research and development extension services are provided by SSMIC as a link between the research community and private sector. SSMIC facilitates increased activity in this area by establishing processes to increase private sector awareness of research potential and facilitating links between private sector partners and the research community. SSMIC works closely with its community partners in the economic development and support for small business field.

Examples of current or past collaborative projects include:

- A collaboration with Behr and Associates Inc. and Gerry Bugyra, Business Development Manager is underway to plan a Boston Trade Mission to help develop and create commercialization between local clients and the Boston business community. This strategic partnership will connect go-to-market partners, investors, and strategic customers and influencers in the Northeastern United States with local technology companies. This will focus on building relationships to drive leveraged revenue, growth, and investment opportunities.
- Planning of a Funders forum to help bring community partners in funding such as Banks, Government Institutions, and Angel Investors together to help local businesses find the funding that is right for them.
- Collaboration with Business Development Bank of Canada (BDC) to encourage SSMIC clients to access funding from BDC to support their business growth.
- Continuous collaboration with Canadian Media Digital Network (CDMN) to allow SSMIC clients to access their programs such as the Soft Landing program to accelerate their growth and commercialization in other jurisdictions.
- ITSSM.com an online resource for the local IT community, including a directory listing of all IT companies involved in the regional IT sector. This helps improve the awareness of both the IT consumer and IT providers to locate and utilize local resources to meet IT requirements. The website also includes a unique registration area called Sault Reconnect for “ex-patriots” of the region who have moved out of the area and are employed in the IT sector. By creating a link to these individuals, a first step is made to attracting IT revenue, projects and businesses to the region. Finally, the site provides a number of resources for the local IT community to obtain information on events, news, bidding opportunities, jobs (including telecommuting opportunities allowing local IT professionals to work remotely for out of town employers) and funding resources. SSMIC is in the midst of revising and improving this resource, including the possibility of expanding it to include science focused opportunities.

SSMIC intends to continue these efforts in 2015 and continuing its lead role within a proposed Algoma ICT Network Lead.

3. Development of competitive knowledge for the region

SSMIC will continue to lead projects that develop the knowledge base and competitive intelligence of Sault Ste. Marie with the goal of identifying new opportunities and attracting investment in globally significant areas of science and technology. The model of having SSMIC lead the development of such knowledge and competitive intelligence has shown success in the past in attracting investment and will be leveraged again moving forward in 2015.

SSMIC staff remains highly engaged in the community in a number of activities which assists with networking and the identification of new opportunities. Some examples include participation on the following Boards and committees:

- Centre for Research and Innovation in the Bio-Economy (CRIBE) Board of Directors
- Gaming Taskforce
- Destiny Steering Committee
- Anishnabek IT Centre Advisory Committee
- Chamber of Commerce Business Development Committee
- Chamber of Commerce “STRIVE” – Young Professional Group

- Sault College Computer Studies Advisory Committee
- SSM EDC Incubator Advisory Committee

4.2.1 ICT Project

In June 2013, FedNor officially awarded SSMIC funding for the “Information Communication Technology (ICT) Project”. The ICT Project was created as a response to research that identified the need to increase ICT utilization in Algoma’s small-medium enterprises (SMEs), and to further explore ways to achieve greater economic benefit from Northern Ontario’s ICT infrastructure. The project’s initial lifespan is for 24 months with a possibility for extension thereafter. One of the first steps SSMIC undertook as part of the project was to hire the “ICT Sector Lead” (Mr. Angelo Pacione), who will be responsible for the day-to-day operations of the project. Mr. Pacione started the role in December 2013.

The primary goals of the ICT Project are:

- Identify gaps in telecom infrastructure to enhance services for SMEs
- Provide ICT training, education, and awareness
- Promote and implement broadband applications for SMEs

Activity areas have been identified to focus on delivering on these objectives. *These are described below with some examples of progress made and future plans for each:*

- **Broadband Connectivity:** Areas lacking suitable high-speed internet connectivity (less than 5Mbps download), have been identified and prioritized using FedNor ISP driven coverage data. Telecommunication infrastructure projects will be initiated via RFPs for these areas with the anticipation of selecting and working with the qualified vendor to secure further government funding (FedNor, NOHFC) to assist them in completing the area’s broadband project.
 - *Goulais River Area Broadband Improvement Project* – SSMIC Issued an RFP in August 2014 to deal with the area’s broadband gaps. RFP process closed October 31 2014. A vendor was selected by December 2014 with the anticipation of actual build occurring in the first half of 2015. More research will be done to properly identify and prioritize lacking areas. More RFPs will be issued for these areas with lessons learned from the initial Goulais project.
- **ICT Adoption, Utilization and Training:** ICT solutions will be promoted to SMEs to encourage their adoption to modernize and enhance their business practices. SSMIC will provide training where needed and act as a facilitator and advisory resource to implement these “E-Business” style solutions.
 - FedNor backed funding for the Broadband for E-Business and Marketing (BEAM) program. Announced on November 10th, 2014, this program offers up to \$5000.00 for small businesses who look to increase marketing endeavors through information Communication Technologies (ICT). BEAM’s primary goal is to assist SME’s with the adoption of E-business technologies to improve efficiency, reduce costs, and create growth through web and marketing, sales, competitive intelligence, and production/internal operations. These technologies include website development, search engine optimization, web systems management, social media, analytics, etc. The program has space for 72 clients over the next two fiscal years for a total of \$360,000.00 in funding.

- *ICT Education, Awareness and Stakeholder Collaboration:* Create awareness and educate SMEs on ICT technologies. Engage educational institutions to encourage dialog, new programming and collaboration to enhance ICT usage and interest among students.
 - *Workshops, Presentations and Training Sessions* – Hired speakers for half-day workshops and presentations (e.g. “User Experience and Your Digital Business” in November 2014). Locally-based presentations to be delivered by the ICT Lead with assistance from local IT leaders on informative ICT topics (i.e. Developing Mobile Strategies) are being planned.
 - *SSMIC ICT Newsletter Content* – ICT section added to SSMIC’s “Eye on Innovation” monthly newsletter (July 2014). Will include relevant ICT topics, promotion of events/businesses and Q & A with local IT leaders.
 - *ICT Advisory Council* –ICT Advisory Council formed in April 2014 made up of 17 members throughout Algoma. Council allows for the exchange of new ideas and address concerns of the ICT community in order to help businesses and projects to grow, and come up with solutions to issues or obstacles the ICT sector may face. The Council meets quarterly and important topics discussed thus far include Youth Outreach related to ICT education and career options, and workshop/training topic brainstorming.

ICT Sector Promotion – SSMIC is helping promote and grow ICT sector. Jobs Ads have been run (print and online banners) to promote the ICT jobs available in the area directed back to the SSMIC External Jobs webpage. SSMIC is also creating an ICT Video to highlight the benefits of the area’s ICT sector. Video will be used to as promotional tool for business development and as a talent recruiting tool. Video content will include topics such as: local amenities, existing IT talent, post-secondary institutions, and business support ecosystem.

4.3 Education

An important component of building the science and technology sector is to work with educational institutions at all levels to develop the talent that will be required to meet our future needs. SSMIC is working with education institutions at the elementary, secondary and post-secondary level as described below:

4.3.1 Youth Outreach

In the past, SSMIC has participated with both post-secondary institutions in the City on various projects and has undertaken a number of activities to support the growth of the IT and Science sectors in the region.

In 2014, SSMIC coordinated and promoted the “Hour of Code” initiative which is a global movement reaching 15 million students across Canada and the United States last year alone. The Hour of Code is designed to demystify code and show that computer science is not rocket-science, anybody can learn the basics. It’s a critical skill set that the community will need to fill jobs in the future and SSMIC is happy to promote the event and pleased with the support of both school boards locally.

SSMIC delayed its annual ARTIE (Advanced Research Technology & Innovation Expo) for local youth, in 2014 in order to coordinate with a larger, multi-organization science and technology event being organized in Sault Ste. Marie for spring 2015. SSMIC is working with a number of partners on this initiative and looks forward to a bigger, better youth innovation event as a result of this initiative.

SSMIC staff also organized and participated in a high-school GIS Day which creates awareness of geographic information systems and career opportunities in this sector.

4.3.2 Post-secondary outreach

SSMIC works closely with both Algoma U and Sault College to identify new opportunities for the community. Some important opportunities for 2015 include:

- Algoma University
 - SSMIC is working with Algoma University on initiatives to increase entrepreneurship and develop new programs that support community initiatives
 - Algoma University participates as a member of the Gaming Taskforce and SSMIC is collaborating to identify industry research and programming needs that can align with the university
- Sault College
 - SSMIC is working with Sault College on initiatives to increase entrepreneurship and develop new programs that support community initiatives
 - SSMIC collaborates with the Sault College Applied Research Centre (ARC) and brings new opportunities for companies to engage with faculty and students and leverage the infrastructure that is available at the College.
 - Sault College participates as a member of the Gaming Taskforce and SSMIC is collaborating to identify industry research and programming needs that can align with the college
 - SSMIC staff are also members of the Sault College Computer Studies Advisory Committee and GIS Advisory Committee.

5.0 Sector Development

Beyond providing business support services, SSMIC is proactively involved in developing opportunities that capitalize on regional strengths and have the potential to generate jobs and wealth in the region. For 2015, SSMIC has organized these efforts into divisions and will focus on advancing each niche opportunity and generating revenue from certain activities in order to support the organization. Priority opportunities being pursued by SSMIC in 2015 include:

Technology

5.1 Video Gaming

SSMIC's efforts are aimed at cultivating a local gaming cluster that could tie in to local needs (e.g. Serious Games for Health) or to broader industry trends (mobile application and casual online development, lottery and gaming modernization).

5.1.1 Algoma Games for Health



AGFH EXECUTIVE SUMMARY

Vision Framework - Algoma Games for Health		
Vision Framework - Algoma Games For Health		
Core Values and Beliefs	Purpose	Mission
We are dedicated to serving the customer.		
We are committed to research and development of ideas and products that match the needs of our community	To improve quality of life through innovative approaches to rehabilitation, therapy and education.	Grow Algoma Games for Health into a self sustaining venture
We acknowledge that our future as a company depends on the knowledge, imagination, collaboration, integrity, innovation of our team, and foremost value the development of these skills.		
We expect to profit from the work that benefits humanity.		

Algoma Games for Health (AGFH) was founded in 2009 and is a provider of serious games designed to inspire, engage and motivate in the health and education sectors. Our principal offices are now located on at 258 Queen in the new Accelerator Hub. Algoma Games for Health (AGFH) is a serious gaming studio that looks to improve quality of life while creating a sustainable and prosperous high tech business. Through this purpose AGFH will contribute to the creation and nourishment of a video game development hub in Sault Ste. Marie, Ontario.

A serious game is a game designed for a primary purpose other than pure entertainment. The "serious" adjective is generally prepended to refer to products used by industries like defense, education, scientific exploration, health care, emergency management, city planning, engineering, religion, and politics. Algoma Games for Health focuses on the Health care and Education sectors and has enormous potential to contribute to the reduction of healthcare costs, improve lives for those in need, and generate revenue based on sale of product and contract work.

2014 Achievements



Soul Crush Story: In the spring of 2014 the studio completed an e-Learning product named Soul Crush, for the Centre for Addiction and Mental Health (CAMH) Problem Gambling Institute of Ontario (PGIO). Soul Crush Story is an interactive parody highlighting some of the negative impacts of online gaming, using familiar "Match-3" style game-play.) This video game is

designed to be an engaging way for educators to deliver health promotion messages related to video gaming to a generation of gamers. Today's video games are getting more difficult for people to stop playing. That's intentional. Many of them incorporate 'hooks' that include advertising, inducements to spend money, violence and simulated gambling. Using the game Soul Crush Story, teachers, health educators, social workers and other helping professionals can build awareness of some of the ways in which games manipulate the user's behavior, while encouraging an open dialogue about healthy levels of video gaming. This was a strategic project that has cultivated a strong relationship with an important

and credible partner in CAMH, which has strong potential to lead to further collaborations and new opportunities.



Play on Demand (POD) Gaming: AGFH has signed an agreement with Canadian Bank Note to create products for the charitable gaming market. The studio has created 6 POD games for charitable bingo halls in the Ontario market, 3 of which will be owned by the studio and create reoccurring revenue moving forward. This will position the studio strategically as an experienced firm in this market where significant barriers to entry exist and

lucrative opportunities. This project has strengthened the relationship with both OLG and CBN and the potential exists for future collaborative projects.



Sound Blocks: The studio released Sound Blocks for the Apple IPAD in January of 2014. This is a metalinguistic app, designed to assist with the development of phonemic awareness, a necessary step to developing reading and spelling skills. Players are asked to identify which phoneme (sound) is different in a pair of words. This app remains for sale in the Apple app store and has added another portfolio piece for the studio moving forward, which is significant for procuring new business.



God of Air: AGFH completed the game design for this Asthma Medication self-monitoring app for children ages 7 to 12. This was done for Gekko Cap, a spinout company of Massachusetts Institute of Technology.

Critical success factors for 2015

AGFH will focus on the following initiatives in 2015:

- Design, build, and launch the juvenile idiopathic arthritis (JIA) product with Sick Kids Hospital
- Further development of existing assets including the eVoxative connect seniors living product
- Expand upon the studio's presence in the charitable gaming sectors
- Contract for hire work in the health and educational sectors

These initiatives are detailed below.

Health Care

SickKids THE HOSPITAL FOR SICK CHILDREN AGFH has signed a contract with the Hospital for Sick Children to create an educational game for children suffering with juvenile idiopathic arthritis (JIA). The objective is to develop and test an online game that helps children learn how to better manage their arthritis. This will occur through a structured series of daily interactions where children with JIA ages 8-11 will learn to take care of a virtual pet's physical, psychological, and social needs related to living with JIA

This game will be available in English and French. This project will become a signature portfolio piece for the studio, adding additional credibility and recognition for AGFH.

eVoxative connect has taken the concepts and technology from our online speech therapy portal enhanced it to create a seniors living experience that allows loved ones to connect with one another in a fun and engaging manner. AGFH is very bullish on this market and expects the demographics to only strengthen the potential in years to come. Some of the market highlights include:

- The market size for retirement homes has shown a significant growth rate, from \$13.5 billion in 2005 to \$17 billion in 2010 in the United States
- The Canadian market consists of approximately 250,000 long-term care beds in some 2,355 facilities

The product we are developing leverages our existing infrastructure to allow family and friends living a distance to share a fun gaming experience online enhanced with video conference technology. The technology will be designed with a simplistic interface allowing seniors to participate with ease. This product will use a subscription based model with monthly to use the service.

The commercialization strategy for this will involve strategic alliances with partnering organizations who have strategic positions in the retirement living space. We believe that it is critical for the strategy to involve an opening blitz that secures a significant market share in the early stages. This is vital to ensure that competition does not replicate our concept and develop a stronger market presence. The primary target market is retirement living homes. In Ontario alone there are 634 homes with 77,000 beds. The top 11 companies control 252 homes or 32,000 beds. The strategy is to sell direct to them and secure a significant presence early on with direct marketing.

The secondary target market is the consumer market where the product is pitched to the loved ones of seniors. The sons and daughters of seniors who wish to have more frequent and engaging interaction with aging family member. This will be done through digital marketing in specific areas to those in this target market.

Lottery and Gaming

The studio plans to continue the success it achieved in 2014, creating 6 new charitable POD games and grow the product portfolio in the charitable gaming space. These products will be commercialized in 2015 in the Ontario and Caribbean markets in partnership with CBN. Charitable gaming in Ontario will see investment from OLG in the near term, enhancing the bingo halls and adding to the player experience. The size and grow of this market is detailed below.

	assumptions (source: survey data)	number of adults in Ontario
Ontario adult population		10,000,000
Ontario population who do not reject Bingo	70%	7,000,000
likelihood to play at Bingo Gaming centre in next 12 months (weighted)	25%	1,750,000
expected frequency of visiting Bingo Gaming centre in next 12 months (number of times/year)	12	
expected spend on games	\$62	
total expected revenue for Bingo Gaming centre		\$1,302,000,000
current revenue on games source: AGCO 2011/12 annual report includes revenue from registered bingo halls (61 halls), electronic bingo halls operated by OLG (16 halls), Break open tickets, raffles (AGCO licensed), raffles (municipally licensed)		\$1,155,448,592
expected revenue vs. current revenue on games		+ 13%

The lottery industry is in a state of transition around the world and jurisdictions are evaluating opportunities to increase revenue by adjusting operating modes to enable private sector partners to bring new innovation through technologies and business models to achieve better results. This will create an opportunity for AGFH to create digital media products for this sector that are fresh and innovative. Like any industry, new technologies and business models have emerged that leverage advanced hardware, software and internet platforms. These platforms present opportunities for development in the lottery and gaming sector. This also provides opportunity for better customer engagement, product development, channel delivery services and revenue generation that can be realized through these new technology solutions and business models. Furthermore the studio's experience with CAMH can be leveraged into new opportunities with OLG around responsible gaming and awareness products.

Summary

The Sick Kids Project will consume first quarter of 2015. Further work in the charitable gaming space is also anticipated. AGFH has also been pursuing a number of contracts for various partners in the health care and education sectors as well as promoting the exiting apps. A third part lead generation service is also being evaluated for new business generation potential.

Objectives for 2015

1. Expand and commercialize the presence in the lottery and gaming sector
2. Secure new business in the health care and education space
3. Development and commercialization of the eVoxative Connect software
4. Secure a significant contract from a new external organization

5.2 Geographic Information Systems (GIS)

A Geographic Information System (GIS) is a specific type of information system in which information is geographically referenced to a specific place or coordinates on earth. This geographically referenced information is the foundation supporting a broad range of business performance opportunities including improved infrastructure management, public safety, land use/environmental planning, enhanced business communications, improved health and human service delivery and spatially significant data analysis supporting decision making.

SSMIC, in partnership with the City of Sault Ste. Marie and PUC, has implemented one of the most comprehensive municipal GIS solutions in the world. SSMIC's GIS department has evolved to become the Community Geomatics Centre (CGC), a division of SSMIC that serves a large number of clients and partners – all sharing data and infrastructure to reap the benefits of this impressive system.

A major focus area for SSMIC is the continued growth of the GIS sector in SSM. The CGC is a shining example of a market development project and has a great deal of potential for future growth. The CGC operates as a self-sustaining department of SSMIC that is funded directly by the clients accessing its services.

The CGC has also put Sault Ste. Marie on the map with international coverage of its unique community model. Coverage in major GIS publications such as ESRI Healthy GIS, ArcNews North and URISA demonstrate the world-class nature of the solution operated in SSM. In 2012, the Sault Ste. Marie GIS solution was selected as the Best GIS in Ontario by URISA. Sault Ste. Marie is a four time winner of that award. The CGC also won an ESRI Award of Excellence in 2012.

Two Consulting studies were completed within the last three years which examined existing shared service GIS solutions. In both studies, Sault Ste. Marie was shown to be the only proven example of a proven sustained solution.

“The CGC has compiled one of the most comprehensive and intelligent utilities infrastructure databases in the world...The CGC has compiled one of the world’s most complex and comprehensive GIS systems.” Doug Girvin, Stantive Technologies Group 2011 on Wood Buffalo Shared Services Partnership Proposal

“The closest ‘pure’ Community Information Utility (CIU) model that the Consultant Team was able to find in an extensive benchmarking and literature review process was the Sault Ste. Marie Innovation Centre development...The Sault Ste. Marie Innovation Centre is considered to be the definitive model of the CIU in Canada.”

“The SSM CIU is, without question, the most advanced organization of its type in Canada....Over the past decade, the SSM CIU has been leading the country in respect to the novel application of the use of spatial data with advances in transportation management, natural and resource management, economic development, municipal governance and management, but, also, for the purpose of improving health and social services.” CFN Consultants Inc. 2011 on Final Report regarding the Feasibility Study for the Southwest Nova Scotia Community Information Utility

The CGC provides a number of benefits to the community which can be attributed to its unique position within the Innovation Centre. SSMIC has conducted work in this field and presented to a number of groups locally, provincially, nationally and internationally. From the presentation feedback it is clear that SSMIC is a leader in this space and organizations are interested in furthering their use of GIS.

The organization also performed a great deal of in-kind community work to support health and social organizations in SSM. A list of these projects can be found in Appendix C.

Moving forward, the CGC will leverage its strengths in the GIS sector to expand. An opportunity exists in the current marketplace for the CGC to continue to expand its operations and deliver tangible value to its clients. The organization is actively recruiting to hire new technical staff in order to facilitate this growth. Additional background on the CGC can be found in Appendix C -Community Contributions and Appendix D - CGC Background.

Science

5.4 Energy



Vision Framework - Energy Division		
Core Values and Beliefs	Purpose	Mission
We are committed to reducing the environmental impact of energy conversion		
We believe in pursuing a greater knowledge of the latest technologies and analytical skill set to be used for the benefit of mankind		
To have the authority to lead, the creativity to inspire and the will to foster positive social and environmental change.	to unlock the potential of the people of central Algoma to build and sustain a responsible, progressive, and rewarding energy community.	To execute the Smart Energy Strategy
Profit is an essential part of our core. While it is not the sole goal of our department, in the context of our opportunities, profit must be a result of our contribution in order to continue to operate.		

The SSMIC Energy Division made significant strides in 2014 and will continue to execute the smart energy strategy in 2015 and a number of development initiatives with corporate partners.

2014 Achievements

- Successfully planned and hosted the Energy Opportunities Conference, a first time event that was well received
- Creation of an award winning “Energy Innovation Hub” branding campaign
- Successfully executed a Northern Ontario Energy Sector Improvement Plan

- Completed the bio based RFP process and have been working with the Battelle Memorial Institute
- Was awarded a smart grid project with the Ministry of Energy and corporate partners Energizing Co., PUC, and Leidos - Smart Grid Investment Modeling Software
- Assisted local energy company in securing funding for a reactive power project to be developed in our community

2015 Opportunities and Objectives

- There is potential to secure the resources for an additional smart grid project in Sault Ste. Marie.
- Continue to work with partners to advance a bio products initiative that will utilize the areas vast fiber supply
- The success of the Energy Opportunities Conference has created a number of leads for follow up and potential new projects
- Investigate the potential for LED street lighting and the creation of software in-house to monitor and control the assets
- Creation of Community Investment Company - This will be investigated in detail in 2015 through working in partnership with subject matter experts.
- Continue to perform outreach and branding for the community energy sector
- Collaborate with existing partnerships to develop bio-based projects in Sault Ste. Marie
- Investigate energy storage and collaborate with technology providers and partners
- Continue to support EWI new plant expansion and corporate transition to maximize potential for Sault Ste Marie
- Support gel content testing for Heliene

5.5 Bio-Sciences



RAIN Project Summary

The Algoma Rural Agri-Innovation Network (RAIN) is close to finishing its second year of the 3-year pilot project for the delivery of projects and services beneficial to the agricultural and agri-forestry sector in Algoma. RAIN's vision is to connect Algoma's agriculture community with timely information and support to improve opportunities for maximizing the value of rural based crops, commodities, products and services. RAIN aims to accomplish this vision through agri-based research coordination, creating links to technical, marketing, human resource capacity and business development assistance within the region.

Both SSMIC and NORDIK Institute have gathered support for the RAIN from local producers, businesses and government funders (including Northern Ontario Heritage Fund Corp, Ontario Trillium Foundation and FedNor). The pilot funding covers the period from January 2013 to the end of December 2015.

Funding includes: Ontario Trillium Foundation \$81,000, NOHFC \$262,750, FedNor \$262,750, RAIN partners \$112,000. Since its formation, RAIN has expanded its services and programs to expand the sector, including infrastructure development projects for creating value-added products and installing tile drainage. RAIN's applied research has attracted additional funding and support from various private and public sector entities, including Growing Forward 2 (OMAFRA), Ontario Healthy Communities Coalition, Ontario Sheep Marketing Agency, and Boreal Agrominerals.

- **The RAIN Terms of Reference identified five key areas that were focused on for the RAIN pilot project; these are being addressed in the following ways:**
- **Research and development** – RAIN has been leading several research projects and crop trials for agricultural research on new crops and best practices from a Northern perspective. Projects have included the Algoma Pasture Improvement Project, Crop Trials on Oilseed Varieties, Biomass Crop Trials, Bobolink Hay Project, Season Extension Trials, Local Food Consumer Market Research and the Agricultural Engineering Analysis and Development Strategy for Tile Drainage & Storage Infrastructure in Algoma District.
- **Infrastructure development** – RAIN has been leading a number of infrastructure development projects including regional tile drainage and land clearing projects as well as a new program called Sustainable New Agri-Food Products (SNAP) program for equipment purchases that create value-added products. Infrastructure development projects have and will take place in Algoma and Manitoulin Island. SNAP is a pan-Northern program that is coordinated by three other organizations.
- **Networking assistance and business development** – RAIN has undertaken several workshops that relate to crop production, marketing and farm development. RAIN has engaged over 250 farms and businesses from Algoma, Manitoulin and Massey through its research, programs and attendance at workshops, including the RAIN Ag & Food Symposium and farm tours. RAIN aims to continue these workshops in 2015 with its Ag & Food Symposium and workshops.
- **Public outreach and communications** – RAIN has presented the needs of Algoma growers to the general public, government agencies, private sector and the education sector through events (local food festival), class presentations (Sault College, Algoma University) and ongoing research.
- **Resource and data collection** – RAIN has been developing a database of GIS datasets for local producers that will be accessible by local producers and groups.

Critical success factors for 2015

- **Completion of the RAIN pilot project** – 2015 will be the last year of the pilot and staff will finalize research studies that were undertaken throughout the pilot. While some projects will still be ongoing (Pasture Improvement), most will be reported on and finalized.
- **Continuation of RAIN's research projects** – In 2014, RAIN established a temporary location where it conducted research experiments on specialty crops and oilseeds. While RAIN is getting results from this crop trial location, it was a wet year and it has been difficult finding a permanent location. RAIN will take another approach in 2015 for conducting research experiments through grower cooperation. Research will be done in collaboration with more producers so that there is a larger impact in sharing results.
 - With the Algoma Pasture Improvement Project established and funded, other opportunities for research in 2015 include strip trials with Bayer (on soybeans and canola), specialty crop trials (spelt), keyline plowing project (funding pending) and additional forage extension trials with cooperators in Echo Bay.

- **Sustainability of RAIN** – In 2014, RAIN’s additional revenue from SNAP, Tile Drainage, membership, Eat Algoma, events and Greenbelt is projected to raise \$24,000 in revenue.
 - o Tile Drainage and Land Clearing projects are expected to raise \$35,000 in new revenue for RAIN that will be used in leveraging new RAIN projects in 2015.
 - o Fundraising for RAIN in 2014 was able to raise \$10,000 in new revenue from Eat Algoma, symposium and workshops (above a target of \$6,000). It is anticipated that new revenue in 2015 will generate another \$15,000 from fundraising events like Eat Algoma and a farm harvest dinner.
 - o Research projects in 2015 that are anticipated for starting up include the keyline plowing project (pending) and a strip trial project with Bayer Crop Science. The approved Algoma Pasture Improvement Project will continue into 2016, which will support existing staff.
 - o The SNAP program has been successful and RAIN will be reapplying to administer the program again in 2015.
 - o Other projects under development include a food safety training program in partnership with Sault College, a farm policy research project and a Sault & Area Food Strategy, an exclusion fencing project with the MNRF Land Stewardship and Habitat Restoration Program (LSHRP).
- **Stakeholder support for infrastructure development** – With infrastructure support in place for Tile Drainage, additional support is needed for storage improvements. While producers are interested in joining consortiums that require on-farm storage, it is unclear if government is willing to assist with programs at this time. There is an opportunity to develop off-farm centralized with the Regional Agricultural Co-op, but producer support would need to be built. RAIN will be exploring opportunities for conducting a feasibility study for establishing off-farm centralized storage.

7.0 SWOT ANALYSIS

Strengths

- o SSMIC has a strong staff which provides the organization with deep experience that will help to create transformational change in the development and growth of the science and technology sectors.
- o SSMIC plays a critical role within the City of Sault Ste. Marie’s Economic Diversification Strategy. The SSMIC is a pivotal element in two of the six growth engines (Research & Development and Energy).
- o SSMIC is well positioned within the framework of the Federal and Provincial government’s innovation strategies to be used as a vehicle to attract future funding to the District. The focus areas identified by Federal and Provincial Federal innovation strategies directly align with the focus areas identified by SSMIC:
 - o Federal S&T Strategy focus areas:
 - Environment and agriculture
 - Natural resources and energy
 - Health and life sciences

- Information and Communication Technologies
- Advanced manufacturing
- Ontario Innovation Agenda
 - Clean Technologies
 - Advanced Health Technologies
 - Digital Media and Information and Communication Technologies
- Many government programs are focused on assisting innovative SME businesses – a perfect fit for SSMIC.
- SSMIC is fostering a sector that is vital to the community. Studies have shown that the innovation sector (comprised of science and technology) will continue to play a major role in the economy and within the operations of almost all business operations. Further, these jobs are highly skilled, high paying jobs which can help retain our talented youth. The targeted sectors are also ones that are geography neutral – organizations in Sault Ste. Marie can serve a global marketplace.
- The GIS elements of SSMIC are widely recognized within the marketplace as credible resources and provide the capacity for future revenue generation.
- SSMIC is a known element within the IT and science business community and has established relationships with small businesses that can be utilized to facilitate partnerships that will enable those businesses to attract business and increase revenue.
- SSMIC has momentum. Additional funding support, growing recognition and the traction within its market development focus areas – all point to increasing benefits being delivered by SSMIC and growth of the science and technology industries in Sault Ste. Marie.
- Excellent network of contacts and collaborators which includes non-profit organizations, government organizations, universities, industry, funding agencies.
- Flexibility to adapt and take on highly technical & upper management projects in a skilled and efficient manner.
- Servicing a sector that has strong and continual growth globally

Weaknesses

- Many projects undertaken by SSMIC involve multiple partners and, in many cases, multiple funding agencies which increase the time required to complete initiatives.
- SSMIC's economic development activities are largely dependent on public funding.
- A lack of staff resources hindered growth of the Innovation Centre and certain projects in 2014 – almost all funding programs will not support operational costs yet core funding for staff is a prerequisite to being able to apply for, manage and deliver projects.

Opportunities

- The implementation of the Community Smart Energy Strategy and projects with global energy partners presents an opportunity for economic growth.
- The modernization process of OLG creates an opportunity for Sault Ste. Marie as major new private sector players will emerge and SSMIC has the opportunity to engage through a Next Generation Lottery and Gaming Centre.
- The GIS skills and products developed within the SSMIC are leading edge and recognized as among the best in the Province of Ontario. GIS services are being marketed through partnerships and the efforts of SSMIC staff.
- Algoma Games for Health has many opportunities to expand their business through the sale of the eVoxative platform, iPad apps and contract game development.
- SSMIC is positioned to work closely with its partners in Sudbury (NORCAT), Thunder Bay (NOIC) and North Bay (IION) to further the Pan-Northern focus on incubation and innovation.
- The convergence of innovation activities across the province (IT and sciences) presents unique opportunities in Sault Ste. Marie to drive new business growth and economic diversification.

Threats

- Tightening government budgets from both the province and federal government will likely mean that funding programs that support companies and SSMIC activities are reduced.
- Declining enrolment in post-secondary programs locally (and across the province) is creating an extremely tight labour market where a lack of resources may impede growth.
- An important source of funding for core operations comes from the City of Sault Ste. Marie which faces ongoing budgetary pressures

8.0 Marketing Strategy

Marketing and Communication Plan 2015

- a. Analytical Foundation
- b. Critical Value Factors
- c. Strategic Marketing Approach
- d. Next Steps
- e. 2015 Budget
- f. Web Analytics

8.1 Analytical Foundation

1. SSMIC Marketing Mission Statement

Produce targeted and consistent messaging as a framework for promoting SSMIC's four core six areas, including gaming, SME/incubator services, smart energy, GIS, water sciences and bio-sciences to facilitate growth of the science and technology sectors locally and regionally.

2. Objective of the Strategic Marketing and Communications Plan 2015

The Strategic Marketing and Communications Plan 2015 establishes a framework for building on SSMIC's strengths over the past year, while implementing targeted and strategic changes into 2015.

The Strategic Marketing and Communications Plan 2015 maps the external communications for the organization including communication strategic objectives, messaging, media, audience, responsibility assignments, budget, measurements and evaluation. This plan centers on six main development initiatives within SSMIC and outlines strategic approaches in leveraging communications for these groups.

- ⌚ Business Support Services /Business Incubation
- ⌚ Game Technology (AGFH)
- ⌚ Smart Energy
- ⌚ Geographic Information Systems (CGC)
- ⌚ Rural Agri-innovation (RAIN)
- ⌚ SSMIC General initiatives and events

3. Setting Objectives

Marketing and Communications Department OBJECTIVES 2015	Vision: <i>Produce targeted and consistent messaging as a framework for promoting SSMIC's six core focus areas, including gaming, SME/incubator services, alternative energy, GIS, water sciences and bio-sciences</i>
SME Support/Business Incubator Services Create a targeted marketing plan that will foster economic growth in Sault Ste. Marie. Foster and strengthen partnerships in the community to drive growth of business incubator.	Supporting Actions <ol style="list-style-type: none">1. IRAP workshops - continued targeted advertising plans tailored to topic2. Grub @ THE HUB – to reach new target groups and small business owners in the community - implement unique marketing methods in reaching appropriate groups3. SME/Incubation services –update promotional items and sales slicks to support Business Development team in attracting new tenants to the incubator/accelerator specific to incubation and new downtown facility. Include and focus on success stories to drive incubation contracts.4. Use public relations techniques through new and existing partnerships to drive growth of the business incubator

	<ol style="list-style-type: none"> 5. Refocus Business Services web presence of SSMIC.com 6. Partner with various economic development groups in the region to create awareness of the incubator to entrepreneurs and innovators 7. Rework website content to demonstrate track record of success established by the incubator since moving into the Essar Convergence Centre 8. Continue to host and promote professional development events and business support programming 9. Engage marketing, IT, accounting staff with clients to share 'best practices' and expertise with early-stage entrepreneurs who lack role specific staff (e.g. too early for a dedicated marketing professional)
Gaming <ul style="list-style-type: none"> - AGFH and NextGen Lottery and Gaming - Assist with the creation and establishment of Algoma Games for Health (AGFH) marketing and communications initiatives, including strategy and approach. 	Supporting Actions <ol style="list-style-type: none"> 1. Scheduled press releases, newsletter focus and Sault Star monthly column promotional activities 2. Continue to create sales slicks and other support materials as new products are released 3. Provide new marketing materials to promote AGFH's expansion into lottery and gaming development 4. Create awareness and excitement about AGFH initiatives through general marketing (e.g. press releases) in order to grow the potential private sector interest 5. Market SSM through Lottery and Gaming in various communications tactics (ie. Promotion at airport) in order to promote lottery and gaming sector locally
Smart Energy <p>Continue Smart Energy Strategy implementation for SSM and coordinate marketing and promotion activities</p>	Supporting Actions <ol style="list-style-type: none"> 1. Produce promotional materials with community partners 2. Scheduled press releases, newsletter focus and Sault Star monthly column promotional activities 3. Provide advisory and other services during strategic marketing sessions with community partners of Smart Energy Strategy Marketing Committee 4. Run ssmicenergy.com as micro-site of

	<p>ssmic.com</p> <ul style="list-style-type: none"> 5. Continue to host and promote various events and programming that supports the growth of this sector 6. Promote various aspects of the Smart Energy Strategy to stakeholders to achieve buy-in and increase activity 7. Continue to provide consistent branding support to integrate Energy and the Environment activities under the SSMIC banner
<p>GIS/Community Geomatics Centre (CGC) Develop and implement marketing and communications of GIS activity, market development projects and general promotion of the CGC.</p>	<p>Support Actions</p> <ul style="list-style-type: none"> 1. Develop strategic marketing and promotional campaigns for GIS market development projects 2. Scheduled press releases, newsletter focus and Sault Star monthly column promotional activities 3. Run ssmicgis.com as micro-site of ssmic.com 4. Continue to promote the solutions and provide marketing materials to support new opportunities 5. Develop and implement new branding and messaging for moving into “Smart City” and “Big Data” product lines
<p>Bio-sciences (RAIN) Continue to promote bio-sciences through market development projects and conferences.</p>	<p>Supporting Actions</p> <ul style="list-style-type: none"> 1. Create and update promotional materials for bio-sciences group with marketing slicks 2. Continued support toward RAIN initiatives, events, and overall marketing and communications work 3. Advise on and support RAIN Market Development Specialist on related conferences, workshops, annual events 4. Scheduled press releases, newsletter focus and Sault Star monthly column promotional activities 5. Run ssmicbiosciences.com as micro-site of ssmic.com

Internal and External Analysis

The Sault Ste. Marie Innovation Centre *Strengths Weaknesses Opportunities and Threats* report for 2014 are listed below as guidelines for the 2015 planning year.

Strengths <ul style="list-style-type: none"> • Strong knowledge based sectors and research groups • Economic benefit to community • Reputable brand within the community • Increased and ongoing PR within the community as a trusted resource in science and technology • Unique to markets/limited competition • Relationship with RIC Marketing committee for overall best practices and shared resources 	Weaknesses <ul style="list-style-type: none"> • Keeping up with continued growth of SSMIC and associated projects, market development activities in focus areas • Reliant on funding • Multiple associated website/domains associated with SSMIC
Opportunities <ul style="list-style-type: none"> • Strong 2012-2014 branding and press coverage for SSMIC • New funding programs and new fundable projects • Momentum and progress associated with market development projects • Integrated networks – ONE, BTCC which provides greater access to resources • Stronger relationships with innovation centres provincially • Strong community outreach 	Threats <ul style="list-style-type: none"> • Possible loss of adequate funding • Change in political will • Community members who do not support SSMIC • Community members who are unfamiliar with SSMIC objectives/market initiatives • Community members who are apprehensive to learn about SSMIC

8.2 Critical Value Factors

1. Analytics 2014

Media Channel	2014 Goals	Current Results to Date	2015 Goals
Twitter Handle - @ssmicnews	700 followers	780 followers	1,000 followers
Facebook - /ssminnovationcentre	500 friends/followers	300 friends/followers	500 friends/followers
Youtube Channel – Sault Ste. Marie Innovation Centre	25 SSMIC produced video uploads	19 SSMIC produced video uploads	25 SSMIC produced videos
Newsletter	35% Open Rate	56.2% Open Rate	65% Open Rate

	500 Subscribers	405 Subscribers	600 Subscribers
Sault Star	65 articles, news items, increase in news coverage, monthly columns, etc.	58 articles, news items, increase in news coverage, monthly columns	65 articles, news items, increase in news coverage, monthly columns
ShawTV	3 segments per year, renewed partnership	3 segments to date, renewed partnership	6 segments per year, refocused partnership
Press Releases	20	24	25

2. Prioritized Communications – Customer Focus

- ⌚ SSMIC General Communications
 - Startups/Entrepreneurs
 - Funding Organizations
 - City Council
 - Community/Citizens of Sault Ste. Marie
 - Ontario Network of Excellence
 - RICs/Provincial innovation centres
 - Market development and project initiatives - target clients within target market for:
 - CGC
 - Algoma Games for Health (AGFH)
 - Smart Energy Strategy
 - Rural Agri-Innovation Network (RAIN)
- ⌚ Business Support Services (including incubation)
 - Businesses in Algoma Region
 - Community and citizens of Sault Ste. Marie
 - Funding Organizations
 - City Council
- ⌚ Algoma Games for Health, AGFH
 - TBD
- ⌚ Smart Energy
 - Private sector (locally, nationally, internationally)
 - Community and Citizens of Sault Ste. Marie (buy-in)
 - City of Sault Ste. Marie
 - Economic Development Corporations
 - Consultants
- ⌚ Geographic Information Systems (Community Geomatics Centre, CGC)
 - Community and citizens of Sault Ste. Marie
 - Project-specific sub-groups: Vulnerable Persons Registry
 - Seniors
 - Family of potential registrants

- All eligible registrants
 - Accessibility Centre
 - Canadian Paraplegic Association of Ontario
 - Alzheimer's Society
 - Canadian Hearing Society
 - Canadian Mental Health Association
 - Canadian Red Cross
 - CNIB
 - Community Living Algoma
 - Ontario March of Dimes
 - Program for Assertive Community Treatment (PACT)
 - Seniors Mental Health
 - Funding organizations
 - City Council
-  Rural Agri-innovation (Rural Agri-Innovation Network, RAIN)
- Farmers
 - Consumer of Farming Products
 - Local food movement/community
 - Mill Market community

8.3 Strategic Marketing Approach

1. Audience Profiles

Segment	Profile	Needs
Business Incubation	<ul style="list-style-type: none"> • Technology and Science community • Technology and business experts • Entrepreneurs 	<ul style="list-style-type: none"> • Funding/Financing • Consulting • Business Leads • Employees • Office Space • Marketing • Knowledge Share • Training
Established Businesses	<ul style="list-style-type: none"> • Technology and Science community • Businesses utilizing technology within operations 	<ul style="list-style-type: none"> • Consulting • Funding • Knowledge Share • Training
Government	<ul style="list-style-type: none"> • Government decision makers (municipal, provincial, federal) • Funding agencies • Like-minded organizations (SSMEDC, CQI, CDC, Destiny SSM) • Community groups 	<ul style="list-style-type: none"> • Training • Knowledge Share • Program Delivery • Return on Investment • Collaborative funding opportunities
Education	<ul style="list-style-type: none"> • Educational institutions 	<ul style="list-style-type: none"> • Training

	(Algoma University, Sault College) • Academics • Researchers	• Knowledge Share • Program Delivery • Collaborative funding opportunities
Youth	• Students in Primary and Secondary School • Focus on Computer Science, Science and Business programs • Focus on high school, college and university students	• Education • Exposure to Science and Technology • Funding for Summer Jobs • Career options
General Public	• Residents of Sault Ste. Marie and the Algoma region	• An understanding of the benefits of invested tax dollars • General interest in Technology and Science • A bright future for youth in the region

2. Partnerships

SSMIC has identified a number of partners who contribute to fulfilling the organization's mandate. Primary partnerships are defined by agreements, while working partnerships are defined by working relationships.

Primary Partners	Working Partnerships
<ul style="list-style-type: none"> • City of Sault Ste. Marie • Ministry of Research and Innovation • SSM Economic Development Corporation • Sault College • Algoma University • IRAP • MaRS Business Acceleration Program • Regional Innovation Centres (RICs) • Destiny Sault Ste. Marie 	<ul style="list-style-type: none"> • Northern Ontario Heritage Fund Corporation • Ontario Trillium • Northern Technology Alliance (NORCAT, IION, Northwestern Ontario Innovation Centre) • Members of Ontario Network of Excellence • Health Informatics Institute • ISRI • GLFC • OFRI • Catholic and Public School Boards • Local developers – Blueforest Developments

8.4 Next Steps

Action Implementation 2015 based on 2014 SWOT Analysis

Problem 2014	Solution 2015	Action	Potential Outcome
Stakeholder/community understanding of SSMIC's function/scope	Continued emphasis on positive press coverage of SSMIC activities and projects to represent benefits of invested tax dollars	Increased press coverage	A better understanding of SSMIC projects and initiatives/investment of tax dollars
SSMIC's growth in market development projects/focus areas	<ul style="list-style-type: none"> - Redevelopment of SSMIC.com to highlight growing and successful divisions 	<ul style="list-style-type: none"> - Redevelopment and refocus of ssmic.com - Schedule monthly meetings per focus area to ensure all divisional needs are met 	Focused and consistent messaging on behalf of the organization and within the community. One voice.
Multiple online properties of SSMIC.com	Establish micro-sites of SSMIC.com, including: ssmicgaming.com, ssmicgis.com, ssmicbiosciences.com, ssmicwater.com, ssmicenergy.com		This approach will provide easily digestible content in the form of micro-site and will allow each division to individually post and publish information in a timely fashion
Limited Budget	Increased public relations		Stronger relations with community influencers
Stronger relations amongst innovation centres	Increased awareness	Role on RIC Marketing and Communications committee	Create a reputable brand for SSMIC

See **Appendix F** for additional marketing statistics and results.

9.0 RESOURCES

It goes without saying that the success of an endeavor of this size and scope relies heavily on the committed actions of the leaders and staff of the Innovation Centre. The Directors of the SSM Innovation Centre are:

9.1 Board of Directors

- Dereck Whitmell; Acting VP, Lottery IT, EIM & iGaming - Chair
- Lisa Richter; Vice President, Human Resources, Northern Credit Union - Vice Chair
- Kelly McLellan; Director, Financial Transactions and Administration; OLG - Treasurer
- Kirsten Corrigal; Supervisor, Tenure Implementation Unit, Ontario Ministry of Natural Resources – Secretary
- Karen Bird; Renewable Energy Director, Batchewana First Nation of Ojibways
- Nevin Buconjic; Strategic Business Advisor, Ontario Ministry of Natural Resources
- Steve Butland; City Councillor
- Dr. Ron Common, President, Sault College of Applied Arts & Technology
- Jim Harmar; Senior Partner, Shelby Environmental Services
- Dr. Richard Myers; President; Algoma University
- Kirk Rothenberger, General Manager, IT; Essar Steel Algoma
- Art Osborne; Ontario Regional Communications Advisor, Natural Resources Canada/Public Affairs and Portfolio Management Sector, Ottawa
- Chris Wray; CAO/Clerk/Treasurer, Municipality of Wawa
- Mayor Christian Provenzano (Ex-Officio)

10.0 FINANCIAL OVERVIEW

Funding Requirements

SSMIC has developed core expertise and a focus on innovation that is critical to the future of Sault Ste. Marie and the Algoma region. Current strategies and a number of past reports and activities support to the importance of this work:

- In 2010, SSMIC became a member of the Ontario Network of Entrepreneurs, a province-wide innovation network and the Northern Technology Alliance, a partnership among the technology centres in Northern Ontario (NORCAT, Sudbury; Northwestern Ontario Innovation Centre, Thunder Bay; IION, North Bay).
- In 2008, SSMIC was supported as the organization to lead the “Research and Development” and “Renewable Energy” growth engines by Destiny SSM.
- In 2008, both the Federal and Provincial governments released science and technology/innovation strategies whose focus areas directly align with those of SSMIC.
- In June of 2006, SSMIC accepted the mandate to action the Community IT Strategy as developed by Destiny SSM, a third party consultant and a group of community IT stakeholders.
- In May of 2003, an independent third party review of the organization revealed the need for core funding to support the economic development and job creation efforts of the SSMIC.

- In 2002, the Economic Diversification Strategy recommended that incubation services be funded (Small Business Growth Engine, Item 2.3) and that operational funding for the SSMIC be provided (Knowledge-based Development, Item 5.2).

In 2006, SSMIC made an important step forward when it was approved for core funding in the amount of \$277,890 by the City of Sault Ste. Marie. This endorsement of the activities of SSMIC is critical to the success of the organization and provides a stable platform from which the organization can grow. The core funding is subject to annual review and SSMIC entered into an accountability agreement with the City of Sault Ste. Marie in 2010 to ensure it delivers value for this investment and achieves the goals it has set out for the organization.

The funding received from the City is used to operate the economic development activities of SSMIC. More specifically the staff and expenses related to operating the Business Incubator, Business Support and Market Development services. These services have proven to provide significant economic development value to the City of Sault Ste. Marie and surrounding region. As the science and technology sectors continue to grow around the world, it is important that Sault Ste. Marie take proactive steps to ensure it fosters the growth of these important components of its economy.

It is important to note that the Community Geomatics Centre is funded entirely through the services it provides to clients and is self-sustaining. The only overlap that occurs in this area is that the GIS sector has been identified in the Community IT Strategy as a niche opportunity to be exploited. Therefore, effort does go into developing the GIS sector for growth as part of the economic development activities of SSMIC.

SSMIC is well positioned to serve as a catalyst for economic development and job creation in the science and technology sectors of our economy. It is one of several non-profit organizations that are contributing significantly to the local economy. This represents a new way of doing business in the 21st century, one that is tailored to the growing trend in innovation development. Across the province, non-profit organizations are playing a critical role in advancing the knowledge economy, creating jobs and bringing economic development opportunities to their regions. Opportunities continue to emerge in the science and technology sectors in Sault Ste. Marie and the city is well-served to have an organization that is focused to take advantage of such opportunities.

2015 Budget

With the support of our major funding partners, 2015 will continue the positive momentum SSMIC and its clients & partners are generating in the community. Strong leadership, organizational focus and improved communication have resulted in a stronger SSMIC and solid contributions to the diversification of the economy.

With the City of Sault Ste. Marie's strategic, core funding investment of \$277,890, the Innovation Centre provides important economic development services that grow the science and technology sectors and diversify the economy in Sault Ste. Marie and region. Any additional revenue brought in by service fees is applied towards growing the capacity of SSMIC and providing improved programming and services to the community.

The table below provides an overview of the SSMIC Budget for 2015. The core operations of SSMIC (economic development and Community Geomatics Centre) are expected to breakeven.

	Budget SME/CGC/ Incubator
<u>REVENUE</u>	
CGC Sales	1,470,481
Funding Revenue	3,426,214
Other Revenue	195,334
Internal Distributions	207,505
TOTAL REVENUE	5,299,534
<u>EXPENSES</u>	
Wages and Benefits	2,796,922
General Admin	2,187,559
Amortization	107,548
Internal Distribution	207,505
TOTAL EXPENSES	5,299,534
PROFIT/(LOSS)	\$0

In 2015, our target is to help create 50 new jobs in the community.

	2010	2011	2012	2013	2014
Existing Jobs	175	205	263	308	343
New Jobs	30	58	45	35	50
Five Year Total					393

Funding Requirements

For 2015, SSMIC is asking the City to continue its support of \$277,890. SSMIC has not asked for an increase in ten years and has merged with two other organizations to form the science and technology development platform for the community.

Cost Benefit Analysis

1. The investment of \$277,890 in 2015 is expected to create 50 full-time jobs in the City of Sault Ste. Marie and the Algoma District. Using an average job value of \$41,000 the annual value of the new jobs is \$2,050,000. Using an average salary rate for SSMIC at \$57,000, the total value of

these jobs is \$2,565,000. This figure does not include full-time staff of the SSMIC and all salary figures are based on direct salary values – multipliers have not been applied.

2015 Job Estimate		
Type	Number of Jobs	Value
New Jobs	50	\$2,050,000
SSMIC Staff	45	\$2,565,000
Total	80	\$4,615,000

11.0 CONCLUSION

The Sault Ste. Marie Innovation Centre looks forward to a year of growth in client companies, exciting projects and organizational development. The organization will continue to take proactive steps to build sustainability into its operations through unique revenue generation activities. SSMIC will be undertaking the development of a multi-year strategy document in 2015 that will serve the organization moving forward and plan for future growth and sustainability. The organization has identified a number of promising initiatives in the science and technology sector and will also continue to collaborate more actively with innovation centres across Northern Ontario and the province as part of the new Ontario Network of Excellence.

The organization will continue its efforts to establish an environment that allows innovation to flourish in the region. This involves creating effective, tangible support services for private sector businesses; working closely with the academic sector to drive the formation of research projects; continuing to develop strategic market sectors and conducting youth outreach to foster the next generation of researchers and entrepreneurs.

Building on the community's niche strengths, SSMIC will focus on proactively developing:

- Technology
 - Video gaming
 - GIS
- Science
 - Alternative energy
 - Agri-innovation

From a GIS perspective, SSMIC is anticipating growth of its award-winning Community Geomatics Centre. The leading edge work conducted by this department continues to gain recognition across North America and the organization will take further steps to leverage this initial success and drive growth of the GIS sector in the region.

The global market clearly recognizes the critical role that the knowledge-based economy will have on future growth and prosperity. SSMIC serves as the catalyst for growth in the science and technology sectors and promotes new projects that are vital to our region. Opportunities continue to emerge in the innovation sector and the City of Sault Ste. Marie is well-served to have an organization that is focused to take advantage of such opportunities.

The true test of the organization is whether or not it adds value to the community of Sault Ste. Marie and the District of Algoma. The creation of new jobs over the next year, attracting project funding to the community, supporting the growth of new and existing science and technology firms and the development of strategic markets readily justifies the support required to sustain the organization.

SSMIC has emerged as an important component of the economic development activities in the region. Under the guidance of a strong Board of Directors, the SSMIC will enjoy future successes and excel in its role as a catalyst for economic development in the science and technology sectors in 2015, and beyond.

GLOSSARY

AU	Algoma University
CBN	Canadian Banknote Corporation
CDC	Community Development Corporation
CFI	Canada Foundation for Innovation
CGC	Community Geomatics Centre
GHC	Group Health Centre
GIS	Geographic Information Systems
ECSSM	Enterprise Centre Sault Ste. Marie
ICT	Information and Communication Technologies
IION	Innovation Initiatives Ontario North (North Bay)
IRAP	Industrial Research Assistance Program
IT	Information Technology
MRI	Ministry of Research and Innovation
NORCAT	Northern Centre for Advanced Technology Inc. (Sudbury)
NOIC	Northern Ontario Innovation Centre (Thunder Bay)
OCE	Ontario Centres of Excellence
OLG	Ontario Lottery and Gaming
ONE	Ontario Network of Excellence
RAIN	Rural Agri-Innovation Network
SME	Small/Medium Sized Enterprises
SSMIC	Sault Ste. Marie Innovation Centre
SSMEDC	Sault Ste. Marie Economic Development Corporation
TAG	Technology Advisory Group

Appendix A – Community IT Strategy & Recommendation Tables

Destiny SSM – Information Technology Strategy – Contributing Towards Economic Development

Vision and Supporting Strategies

Vision for IT Economic Development in Sault Ste. Marie:	<i>Create a vibrant knowledge economy that enables sustainability and success through the alignment of technology needs, provider services and financial resources</i>
Strategy # 1: Create a leadership environment that will foster collaboration and buy-in for economic growth in Sault Ste. Marie	Support Actions for Strategy # 1: <ol style="list-style-type: none"> Establish a Technology Economic Development Council (TEDC) Establish a Political Champion Establish a Business Champion Establish a Champion Network – Community and Sector Based Establish the City of Sault Ste. Marie as a Model for Technology Encourage sharing amongst the key players and building of business relationships Establish an opportunity evaluation committee
Strategy # 2: Create clusters and partnerships that will build capacity and capabilities in the selected industries and technologies	Strategy # 3: Create an awareness of technology in support of generating an interest and a potential source of students at the pre-secondary level
Strategy # 4: Establish an environment that supports business growth	Support Actions for Strategy # 4: <ol style="list-style-type: none"> Review SSMIC's incubation capabilities to determine if it can be leveraged to a greater level Institute a non-invasive local purchasing approach Develop approaches to early market development Monitor evolution of Destiny's strategic initiatives Continue refinement of identifying and evaluating opportunities
Strategy # 5: Initiate an R&D capability in the technology arena with the proper linkages to AUC that will create a source for commercialization of opportunities	Support Actions for Strategy # 5: <ol style="list-style-type: none"> Adopt sEA's commercialization process Leverage sEA's effort in conducting an inventory of research and development activities Work with AUC and Sault College to determine potential increase in IT research Establish a commercial R&D process – inventory of potential local technology assets Explore the benefits of creating a technology park Encourage a more formal relationship between IT and Life Sciences
Strategy # 6: Extend our reach outside Sault Ste. Marie in support of recruiting opportunities and talent	Strategy # 7: Initiate a marketing program that promotes Sault Ste. Marie's IT capabilities both within and outside the region
Strategy # 8: Mobilize a pool of appropriate funding in support of commercializing opportunities in the technology arena	Strategy # 9: Establish an integrated approach to support for developing economic development growth in the Algoma region.

Recommendations

Recommendation	Supporting Information
2. Focus on Niche Opportunities	Based on the challenges and our size it will be important to focus on niche opportunities that contribute successes in the IT service provider community. Focus on those opportunities with the most potential and enlist the right community leaders to validate and drive these to fruition. The initial focus should be on: Healthcare; GIS and formally linking IT with Life Sciences.
3. Advance on two fronts – Creating the Environment; Driving to Niche Opportunities	As mentioned above, advancing niche opportunities is important but we must also create the environment in parallel that will allow entrepreneurs to prosper. The environment includes acquiring access to sustainable funding and having the right support services to commercialize opportunities.
4. Sell Municipal Government on its Leadership Role	With the challenge of not having many IT consumers using technology in a manner that can be leveraged for generating opportunities for economic development, ask the municipal government to take a leadership role. Request the development of an IT strategic plan positioning its future use of technology while giving due consideration to economic development possibilities.
5. Adopt the Technology Economic Development Council (TEDC)	It is clear that the Innovation Centre will require support beyond its board of directors to open doors to opportunities in the community. The role will be to understand the potential of economic development and influence sectors of our community in aligning and supporting this effort.
6. Establish a political and business champion	Support from both the political and business components of the community will be required in support of making this strategy a success
7. Hand over mandate for the IT Strategy to the Innovation Centre	The Innovation Centre has the clearest defined role for economic development in the IT sector in this community. A need exists to have one organization become the custodian of this IT strategy and facilitate and drive many of its strategies forward.
8. Destiny to facilitate a review of the possible integration of ADNet and SSMIC	Both the Innovation Centre and ADNet have an economic development focus. Their mandates are different and the IT community as a whole could benefit from having these two organizations completely aligned to economic development.
9. Establish program management in support of evolving niche opportunities	The requirement is for SSMIC to organize the activity associated with creating clusters and focusing effort on developing niche opportunities to their conclusion.
10. Leverage existing fund	Based on the adoption of this strategy and an updated business plan re-allocate existing funding – keeping in mind that the existing organization is already being funded for economic development and that this strategy is not about adding a brand new set of work.
11. Adopt the 40 Day Plan – Short Term Focus	Concrete action must be taken to ensure this report is turned into an actionable strategy.

Appendix B – Community Contributions of the CGC

Best for Kids Committee: CGC sits on and supports Best for Kids Committee, which is a Mayor's committee which consists of local people who are passionately committed to fostering a community that has an extraordinary quality of life for our children and families. The objectives of this committee are:

- To increase community awareness of the importance of healthy early childhood development.
- To recognize individuals who make Sault Ste. Marie a better place for children and families.
- To encourage the development of a family friendly workplace.
- To measure our progress towards improving the health and wellbeing of our children.

In 2012, the CGC worked with the Best For Kids Committee to convince City Council to run a summer day program for kids in a disadvantaged neighbourhood. This project was successful and a program was run from Etienne Brule School by a full day city staff person and three summer students. The program was expanded in 2014 to run from a second location in the Bayview area.

Best Start: CGC sits on the Best Start Committee and provides GIS and data support to this committee. Best Start is Ontario's strategy to expand quality and affordable child care and invest in children's healthy early development — all in a convenient and easily accessible location for parents. We are working with our community partners — school boards, public health units, child care and children's services providers, and municipalities — to make sure that:

- many more children and parents have access to services and supports, regardless of individual economic or social circumstances
- pre-school, junior kindergarten, senior kindergarten, quality child care, public health and parenting programs are integrated into a seamless system that supports families and children
- early and on-going screening of Ontario's children to identify potential issues, needs and risks is strengthened
- early learning and care hubs are centrally established in Ontario's communities to provide families with a single, integrated, seamless point of access to services and supports based on local needs and available resources.

In 2011, the CGC created an indicators-based report on the status of children in Sault Ste. Marie. http://www.ssm-dssab.ca/documents/assets/uploads/files/en/our_children_their_future.pdf. A new version of this report was created in 2014: http://www.ssm-dssab.ca/UploadedFiles/files/SSM_Children's%20Report_2013.pdf

Triple P

The CGC is supporting Triple P Ontario in implementing a database framework to administer user privileges and enable reporting functions for Triple P implementations. Triple P (Positive Parenting Program) is a system of easy to implement, proven parenting solutions that helps solve current parenting problems and prevents future problems before they arise. The Triple P database solution was implemented in eight regions of Ontario in 2014.

Algoma Public Health

The CGC completed several projects for Algoma Public Health during the past year, including a number of in-kind projects. The CGC assisted APH with database work within their HedgeHog application that is used to store their inspection information. The CGC created secure database settings that are used for their public health inspection reports via their public website. The extraction of information used for APH's health inspector resource distribution is also conducted on a regular basis.

The CGC also continued to map the Integrated Services for Children Information System (ISCIS) database. Mapping ISCIS data allows APH to conduct planning based on concentrations of newborns, as well as teenage mothers, and illustrating the negative effects of smoking while pregnant.

The CGC also developed a GIS Septic Toolbar. The toolbar allows APH clerical staff to capture the septic system location geographically using known latitude and longitude coordinates with detailed information associated with the site, such as date of installation, date of inspection, type of septic system, number of runs of pipe, etc. In addition to capturing this data, APH staff will also be able to maintain this data through a maintenance page by searching criteria. This now allows APH staff to capture, search and maintain data not only digitally within a database but also with a geographic component with little knowledge of GIS software. It is anticipated that through this new tool there will be improvements in investigations and a better understanding of geographic restrictions that may occur at a site. Through research it appears as though this is the most comprehensive GIS septic tool that will be in use and future enhancements to the tool will incorporate hyperlinking all inspection documents geographically to the septic system, creating a comprehensive geographic septic index system.

Annually, the CGC creates the Public Health Inspector (PHI) boundaries based on Fixed Premise Locations. Since the number of PHIs and Fixed Premises change, these boundaries are recreated each year to ensure an even and efficient distribution of inspections between the PHIs.

A number of smaller projects are completed for APH each year. Some examples include maps of the small drinking water systems in the Algoma District, boil water advisories in the Algoma District, maps of schools in Algoma and maps of tobacco retailers who have been charged with selling tobacco to minors as well as food insecurity projects.

Christmas Cheer

The CGC has used GIS to optimize Christmas Cheer's operation for the past seven years. Originally, Christmas Cheer organizers used a laminated paper map to draw the zones around Christmas Cheer depots. The zone creation involved "guesswork" as to where the applicants would be located. The CGC recreated the Christmas Cheer zones using the distribution of applicants and depots to make the depots more efficient and ensure that Christmas Cheer applicants had less distance to travel, as many of them do not drive. Each year, depots and the Christmas Cheer applicant population move, so new zones need to be created.

The CGC also provides Christmas Cheer with a database that can take an applicants' address and find the corresponding zone. Christmas Cheer uses this database to assign zones, making the process more timely and automatic. The SSMIC is happy to provide this service to Christmas Cheer in kind on an annual basis.

Homeless Information System

The CGC is assisting the Sault Ste. Marie District Social Services Administration Board in implementing a Homelessness Information System that would track all homelessness in the shelters in Sault Ste. Marie. The information system is a national effort by the federal government to get a better understanding of the numbers and issues of homelessness in Canada.

Safe Communities

The CGC sits on the Safe Communities data subcommittee and provides GIS and data support. The Sault Ste. Marie Safe Communities Partnership is a coordinating injury prevention organization that is working to make the city of Sault Ste. Marie and area the safest place in the world in which to live, learn, work, and play.

Early Childhood Development

The CGC works with Child Care Algoma, Children's Aid Society, District Social Services and Algoma Public Health to map and analyze data pertaining to early childhood development. Factors influencing early childhood development that are mapped include: domestic dispute calls; citizens in financial distress; locational data for Children's Aid and Ontario Works clients; EDI data and grade 3, 6 and 9 testing scores. Hospital birth data such as birth weight, age of mother, smoking during pregnancy, and drug use during pregnancy are also mapped among others.

Community GIS Portal: The CGC maintains a GIS community portal that displays map oriented community information for the general public.

Current items on the community GIS Portal:

- General land base - rivers, lakes contours
- Transit Routes
- Address Locator
- Voting locations
- Heritage Sites
- Trails
- Parks
- New City Comprehensive zoning
- City Official Plan

Environmental Initiatives Map

The CGC developed an environmental Initiatives web map site that promotes all of the renewable energy projects and environmental initiatives in Sault Ste. Marie. The site highlights private sector projects as well all municipal energy projects and environmental initiatives. The site also displays all the private sector companies that provide products and services related to green energy and the environment. <http://maps.cityssm.on.ca/Default.aspx>

Sault College IT GIS Advisory Committee:

SSMIC and CGC sit on the Sault College GIS and IT program advisory committees.

Volunteer Emergency Registry Group

Project Partners: United Way of Sault Ste. Marie, Sault Ste. Marie Police Service, Algoma Public Health, Victorian Order of Nurses, Sault Area Hospital

The Community Geomatics Centre (CGC) continues to support the volunteer Emergency Registry program. The project involves capturing volunteer information (contact information and applicable skill

set) that could be utilized in the event of a large scale emergency. The database and reporting system designed by the CGC will allow responders to contact members of the community to assist with specific emergencies. Since people with certain skill sets may only need to be utilized for specific emergencies, the CGC has designed the database to categorize volunteers based on the applicability of their skill set to the emergency situation at hand.

211

The Community Geomatics Centre oversees and maintains the 211 system for the District of Algoma. 211 provides information to the public about community, social, health and related government services.

Community Child Care Application Site

The Community Child Care Application Site (CCCAS) was developed by the CGC to assist the public sector child care services with improving their intake process, managing their many waitlists, reducing any unnecessary communication between the providers, reduce any unnecessary communication between parents and providers, to generate reports as needed, and finally to reduce administration overhead from all the providers. The solution is a secure web based solution that captures detailed information pertaining to both the parent and the child upon the intake process. There is also a great deal of centralized information that is now more easily accessible for parents, including information on the DSSMSSSAB, ELR, and all of the child care providers. Detailed help documents are also available to the user based on the user role. This solution has received many compliments from the parents, the providers, and the sponsor the DSSMSSSAB.

Vulnerable Persons Registry

Project Partners: Sault Ste. Marie Police Service, Sault Ste. Marie Fire Services, Emergency Medical Services, Public Utilities Commission Inc., City of Sault Ste. Marie, , Accessibility Sault Ste. Marie and 25 other service agencies

The Community Geomatics Centre and Accessibility Sault Ste. Marie developed the concept of a GIS-enabled Vulnerable Persons Registry in 2005. Both organizations spent the last two years working to make the concept a reality. Approval to proceed was granted by the City of Sault Ste. Marie, PUC Inc. and the Sault Ste. Marie Emergency Management Group in spring 2007. Funding was secured by the Barrier Free in Algoma Association in November of 2009; and the project is now underway with an official launch date of October 20, 2011. Under this project, a database of vulnerable persons is being created. Citizens who have special needs in emergency management situations can register themselves by phone or mail. The CGC transforms this information into a GIS layer and exports it to the fire, police and EMS dispatch systems. If there is an emergency call to a home with a vulnerable citizen, a tag of information will be displayed on the dispatch screen. As well, in a large scale emergency such as an ice storm or extended city-wide blackout, the Emergency Operations Centre will have access to the Vulnerable Persons Registry so they know where the people are who may need extra assistance. This system will also work with electric-dependent citizens, so they can be notified in the case of planned power outages.

The CGC is currently working with Red Cross Canada to implement VPR in other communities across Canada. In 2015 it is hoped that VPR will be implemented in three other Canadian cities.

PUC Inc.

Lead in Drinking water (2007 – Present) - Studies in 2007 in Ontario have shown that even routine flushing of water services is not necessarily enough to reduce the concentrations of lead in some homes accessing municipal water systems. The Ontario government requested all municipalities in Ontario to complete water samples to test for lead. Most municipalities selected homes at random in older neighbourhoods in hopes of finding appropriate homes to test that may have lead water service pipes in the ground. In Sault Ste. Marie, the CGC utilized the detailed information in the GIS system to identify homes that would have the highest probability of having lead. Many of these homes were tested and many had visible lead pipes in the basements. Numerous homes have lead levels above the recommended value.

In fall 2007, the Ontario government set aside money for citizens on social assistance with children under six, on disability assistance with children under six or in households with low income to get free water tests and possibly free water tap filters. Most communities had the social services office contact all citizens meeting these requirements and ask them to get a water sample, if the test showed unacceptable lead they would get a free tap filter. The problem with this approach is that most homes do not have lead water issues. In Sault Ste. Marie, the CGC followed a different approach. Studying GIS data, the CGC determined which streets and which homes were likely to have possible lead water issues. It was determined that lead pipes were used in Sault Ste. Marie between 1943 and 1948, although galvanized pipes were used in a number of periods before 1950. Galvanized pipes often have lead flex loops as galvanized pipe is not very flexible in the ground. The CGC identified all homes and businesses with known lead and galvanized pipes and then identified all buildings that were of the right age to possibly have these types of pipes. Social services provided the postal codes of clients meeting the provinces requirements and the CGC looked for the postal codes that matched postal codes of homes with possible lead or galvanized pipes. The matching postal codes were returned to social services and they determined the exact addresses in these postal codes and are now contacting these citizens to arrange for tests. This reduced the number of people to contact and the tests to be done from several thousand to just over a hundred. The CGC also applies a similar approach to identify active pregnancies that may be residing in homes with known or probable lead.

Tripping Hazards (2006-Present) - The PUC was interested in reducing liability through taking advanced action to fix potential tripping hazards throughout Sault Ste. Marie. PUC assets were identified and using the comprehensive GIS solution in place these assets were illustrated through a batch map generating program. The CGC created a simple database to inventory these hazards, categorize their priority and track when each was fixed. PUC conducts field validation and documentation of these hazards, while the CGC supplies the maps each spring.

Taste Complaint Application (2010-Present) - The CGC developed a database and GIS based tracking tool for PUC Inc. to track water distribution water qualities issues throughout Sault Ste. Marie. The application assists PUC customer service representatives ask and record a series of questions related to odour, taste and clarity concerning customer tap water. PUC staff can then analyze the information based on time and geography to evaluate and correct water distribution issues.

Water Main Break Application (2010-Present) - The Water Main break application is designed to aid a non-GIS person to capture information pertaining to a water main break as recorded by the excavation

and repair crews, the forms that the crew member fills out are now identical to the GIS form in order to expedite data entry. The application tracks attribute data only, a GIS tech will locate the main break accurately on the specific water main, this task could not be automated as there is not enough intelligence to programmatically determine which main was broken if multiple mains are in the area. The application automatically enforces a unique id, when the GIS tech adds the point feature with the same id, the relationship on the GIS side is taken up.

Backflow Prevention Tracking Solution (2011-2015)- This project involves the development of a municipal water backflow prevention tracking solution that:

- Creates prioritized list of businesses that require backflow devices using existing information from GIS and other sources
- Tracks the licensing status of certified Testers /Installers
- Allows Testers /Installers to enter installation data through the web
- Allows Testers /Installers to enter inspection data through the web
- Automatically issue notices to businesses requesting the installation of backflow devices base on a PUC template
- Tracks premises compliance and backflow preventer installation
- Issues second notice and warning to premises /owners who fail to install a backflow preventer
- Automatically issues “Annual Test Due” notices based on time periods from installation or last test
- Issues warning notice in regards to overdue testing, with a tracked deadline.
- Tracks and report overdue non-compliant premises for enforcement follow up.
- Tracks all repairs and installations for devices that fail testing.
- Follows CSA standards in regards to information tracked concerning backflow devices.
- Provides validation routines to make sure inspections, installations and repairs are performed by certified Testers /Installers
- Generates compliance reports
- Geographically identify risks

In 2014, the CGC developed a number of other specialized GIS tools including a spatial autodialer and a public outage interface.

In August 2014, the PUC had a situation where a boil water advisory was issued. The CGC was notified of the boil water and within thirty minutes the GIS system was used to identify the extents of the boil water area and the GIS determined there were schools, preschools and daycares within the affected area. The VPR database was used and it was determined that there were eleven VPR registrants that could be affected within the area. All eleven were contacted within thirty minutes of the advisory. The GIS also determined that there were eighty eight active or recent pregnancies within the advisory area. The list of these households was provided to Algoma Public Health and all were contacted within two hours. The next day the boil water advisory was upgraded to an actual Boil Water event as bacteria was found within the water system. No community in the world could have responded so quickly and accurately to protect all those vulnerable to this situation.

Child Care Algoma

The CGC assists Child Care Algoma in collecting and analyzing data to assist in planning for accessible day care.

Garden River First Nation

The CGC assisted Garden River acquire funding for a GIS Intern. The Intern is located within the CGC office and is mentored by CGC staff. The Intern is completing a number of mapping projects for Garden River including: a comprehensive community plan, acquisition of new orthophotography, and data capture of land agreements. The Intern then trained a Garden River staff member in GIS. The CGC continues to provide support to Garden River in GIS when requested.

Sault Ste. Marie Police

The CGC provided and extensive amount of data and analysis that was used to establish the need for the Police Community Resource Centre on Gore Street. The CGC also completed very detailed crime mapping for the years 2012 to 2014. In 2014 the CG also assisted City Police in a major map upgrade.

Emergency Management Advisory Group

Staff from the CGC now sit on the Emergency Management Advisory Group.

Social Service Development and Innovation

The Community Geomatics Centre (CGC) division of SSMIC has become a provincially recognized agency for social innovation. Nearly every activity related to social development, early childhood development, crime reduction, poverty reduction, etc flows through the CGC or involves the CGC, not just as a data provider and data analyst but as a driver and leader in the initiatives to improve the socio economic conditions in SSM and Algoma.

Community Integration Leadership Projects

In 2013, the City of Sault Ste. Marie and Algoma Best Start Networks were provided with \$150,000 for Community Integration Leadership projects through the Ministry of Children and Youth Services. The project involved two different components:

The Early Years Digital Sign In system will enable parents and care givers to sign in with QR codes on key fobs or smart phones. The digital sign in system will allow quicker sign ins than the old paper system and will allow more valuable information to be collected including unique visits and better demographics. The system can also be used to market events, sign out resources and do contests. The solution will be implemented in 2014 in Sault Ste. Marie and Algoma. In 2015, the solution will be marketed to other communities in Ontario.

The Coordinated Access Digital Referral System is a digital referral system for children service agencies. The software system uses on line forms and a backend database to capture, track and route referrals related to children services. The system will build information related to referral types, service demand, waitlists and will also track and report on incorrect referrals so that agencies and staff can learn. The system will be implemented in Sault Ste. Marie and Algoma in fall 2014. In 2015, the solution will be marketed to other communities in Ontario.

The CGC provided significant inkind efforts to implement these solutions within Algoma.

City of Sault Ste. Marie Graffiti Project

The CGC has setup a mobile GIS based data capture interface to allow the field capture of graffiti throughout Sault Ste. Marie.

GIS Day

In November 2013, the CGC hosted GIS Day at Algoma University and had 250 students from 4 high schools attend. GIS Day 2015 is planned for November 17, 2014.

Algoma District School Board and Huron Superior School Board

In 2014, the CGC taught GIS to classes from Superior Heights, St Basils and Korah High Schools

Healthy Kids Challenge

The CGC played a major role in providing data and analysis to support a Healthy Kids Challenge Application to the Provincial Government. This application was approved and will be a \$900,000 project to address children's issues of health.

Suicide Prevention

The CGC is a partner within a group of many partners developing a youth suicide prevention plan which was funded by the Ministry of Children and Youth Services

Sault Ste. Marie Poverty Network

The CGC is one of several partners that will be forming a local poverty network. On November 12, 2014, this group will be running a poverty awareness event at the Soup Kitchen Community Centre

Epidemiology

Two CGC staff have completed 9 epidemiology courses through the Public Health Agency of Canada. Two other staff have completed three courses. This employee development is in support of the health and social service work that the CGC provides to the community and District.

United Way

The CGC is a member of the United Way Action for Community Change Performance Task Force.

Soup Kitchen Health Needs Committee

The GC sits on the Soup Kitchen Health Needs Committee which has also been referred to as the Downtown Community Health Centre Committee in the past. The goal of this committee is to determine ways to bring services back to the downtown area which has seen services migrating out for the past decade.

Downtown Initiatives Committee

The CGC is part of a working group made up of over 20 agencies who are undertaking initiatives in the downtown. The goal of this group is to make sure everyone is aware of what everyone is doing and to look for possible collaborations and avoid duplication.

Appendix C – CGC Background

The CGC currently services the City of Sault Ste. Marie, PUC Inc., Algoma Public Health, Sault Ste. Marie Fire and Police Services, the EDC of Sault Ste. Marie, Child Care Algoma, Accessibility Sault Ste. Marie, Ontario Early Years, United Way, Sault Ste. Marie Region Conservation Authority, Sault Ste. Marie DSSAB, Great Lakes Power Transmission, as well as dozens of other health, social and municipal service agencies.

The department currently employs seventeen full time staff, two part time staff, one intern and a number of co-op students throughout the year that manage the delivery of all SSMIC GIS contracts. The goal of the Community Geomatics Centre is to promote and establish the partnerships and technological means to efficiently share geospatial data, tools and knowledge amongst community organizations to create a safer, healthier and more prosperous community. In its ongoing efforts to provide its clients with creative solutions, the Community Geomatics Centre will focus on new product development and expand the application of geomatics to other sectors such as biotechnology and health care. The CGC is self-sustaining and uses services revenue to cover the costs of operation.

In 2011, the Community Geomatics Centre relocated operations from the Healthcare Communications and Technology Centre located at 65 Willow Avenue to the new Convergence Centre building at Algoma University.

Appendix D – RAIN Project Details

Description:

The Algoma RAIN has been established for the delivery of projects and services that will benefit agricultural and agri-forestry related stakeholders in the Algoma region including businesses located in Algoma District and in some cases outside Algoma. The RAIN's primary focus is to enhance research, technology transfer training and education for Algoma's agricultural and agro-forestry industry. It will accomplish this by fostering agri-based research and creating linkages to technical, marketing, human resource capacity and business development assistance available within and external to the region. The RAIN office will be located in Sault Ste. Marie at the Essar Convergence Centre at Algoma University and this will increase benefits to and synergies with public and commercial interests. Of key importance is the fact that the Northern Growth Plan includes a number of directions for the agriculture sector for which the RAIN is a perfect fit. It is also positioned to act as a driving force behind related initiatives that might materialize from the Northern Growth Plan that are of benefit to Northern Ontario in general.

Project Background:

The RAIN model was born out of discussions including Northern Growth Plan consultations that have taken place in Northern Ontario centres, including Sault Ste Marie to gain insight into a number of strategic areas of critical importance to the north including the need for improving Northern Ontario's agricultural and rural sectors. Northern agriculture is extremely important to Ontario and especially to the health, economic viability and diversity of its Northern communities. Land in agricultural production has the potential to quadruple. However, the agricultural community of the North often lacks the resources to be fully effective in many cases in identifying and pursuing projects and research that would support the growth and sustainability of the industry. To reach its full potential, Northern Ontario requires increased agricultural infrastructure, research, education and training that focus on high value crops and diversified agricultural practices tailored to the region's soils and climate. Support is needed to encourage early adoption of innovative technologies and practices, improvements in tile drainage, storage and processing facilities as well as new marketing approaches for food co-ops, farmers' markets and other opportunities to increase availability of local agri-based products in Northern communities.

The Sault Ste. Marie Innovation Centre and the NORDIK Institute will be seen as taking a lead in this effort to grow and diversify agricultural production within Algoma.

Prior to proceeding with implementation of the Algoma pilot, SSMIC along with support from the Community Development Corporations of Sault Ste. Marie & Area, and East Algoma, Innovation Initiatives Ontario North, the NORDIK Institute at Algoma University, Algoma Soil and Crop Improvement Association and the Algoma Federation of Agriculture, carried out feasibility activities that would provide the due diligence necessary to assess the strengths, weaknesses, opportunities and issues related to the RAIN model. The project was intended to bring these organizations and their members to a level of comfort and understanding that would permit them to commit, in principle, to supporting the establishment of an Algoma RAIN pilot and to define the process through which this could be evaluated, planned and implemented.

The RAIN model will support a comprehensive and coordinated approach combining collective resources and expertise of numerous organizations spanning several sectors; it will also provide an opportunity to reduce the financial burden of existing organizations and partnerships which are increasingly constrained due to the time demands on their mostly volunteer members. To this end, the scope of the

project encompassed the hiring of a consultant/facilitator who was tasked to undertake the following foundational work:

1. Development of a Terms of Reference (completed in 2011) which serves as a means of the participant organizations to summarize and agree on their collective vision for a future Algoma RAIN, along with a strategy for financing the 3 year pilot.
2. Development of a “discussion paper” (2011) which outlines the Algoma District context and RAIN pilot as it relates to the challenges and opportunities for local agriculture as determined through literature reviews and the stakeholder consultation process.
3. Confirmation of support from rural stakeholders via letters of support for the pilot project.
4. Preparation and submission of funding proposals for the 3 year project.

RAIN activities that have been identified as being beneficial include initiatives focused on research and development, business development, networking and market development, public outreach and communications, data collection and sharing, infrastructure investments and facilitating access to other supports and service providers on both the agriculture and related agri-business. The pilot project will position the RAIN as a diverse and comprehensive service delivery hub for agriculture organizations and the community members they represent; a model that can be replicated across Northern Ontario’s agriculture districts

Project Objectives:

The RAIN will address industry gaps and become a convergence point for rural communities by supporting collaboration, creating linkages, and promoting the importance and achievements of agricultural and related activities. The project’s success will be measured by its ability to align research, projects, investments and opportunities with commercial interests. In addition, the successful completion of the pilot will help to:

- Build an organization that is mandated to plan, implement and monitor research and development projects and create partnerships in support of agricultural and agri-forestry related organizations, individuals and private sector partners.
- Develop and manage a program of initiatives to support improvements and innovation in agriculture-based industry and research in Northern Ontario which incorporates mechanisms which support long term financial stability.
- Through the RAIN Research Facility, provide the local agriculture community and researchers with a testing facility that will allow farmers to improve, diversify and expand their businesses and reduce the risks associated with the implementation of new crops, practices and operations.
- Identify and promote agriculture and agri-forestry based business opportunities and entrepreneurship in the Algoma region.
- Support an increase in the number and diversity of agriculture-based resource businesses.
- Build awareness, interest, excitement and activity among governments and communities in researching and pursuing sustainable agriculture-based enterprises that contribute the economic development of Northern Ontario.
- Increase consumer awareness and preference for healthy, locally grown produce while also expanding local market opportunities for producers.

Vision: To connect Algoma's rural community with timely information and support in order to improve opportunities for maximizing the value of rural based crops, commodities, value-added products and services, and the achievements of Northern Ontario agriculture.

Mission: The Algoma RAIN is dedicated to the needs of agri-innovation organizations, producers, suppliers, and entrepreneurs in Northern Ontario. Its primary focus is to enhance the industry by providing a collaborative and facilitative network for stakeholders that allows them to enhance their capabilities, diversify their productive output and successfully build their capacity to grow as organizations and individual business owners.

Project Management Team:

The Sault Ste. Marie Innovation Center and NORDIK Institute have partnered to oversee and manage the administration of the pilot project. SSMIC will act as the sponsor and contracting entity for purposes of any agreements related to the Algoma RAIN pilot project, and for purposes of receiving and disbursing any related costs. Project coordination and governance for the RAIN pilot project will be within SSMIC and NORDIK for its 3-year duration.

- Errol Caldwell, Project Co-Chair (SSMIC)
- Dr. Gayle Broad, Project Co-Chair (NORDIK)
- Edith Orr, Johnson Township Farmers' Market and Mennonite community liaison
- Algoma Federation of Agriculture representative, Nick Kirby/Jason Koivisto
- Algoma Soil and Crop Improvement Association representative, Murray Cochrane
- Algoma Cattlemen's Association representative, Ken MacLeod
- Algoma Woodlot Owners Association representative, Ken MacLeod
- Christian Farmers' Association representative, Alf Roberts
- Algoma Food Network representative, Birgit Kroll
- North Shore Tribal Council representative, Patty Ann Owl
- Agri-business representative, Will Samis, Penokean Hills Farms
- Other members as required in future to ensure sector representation

Appendix E - Job Count 2014

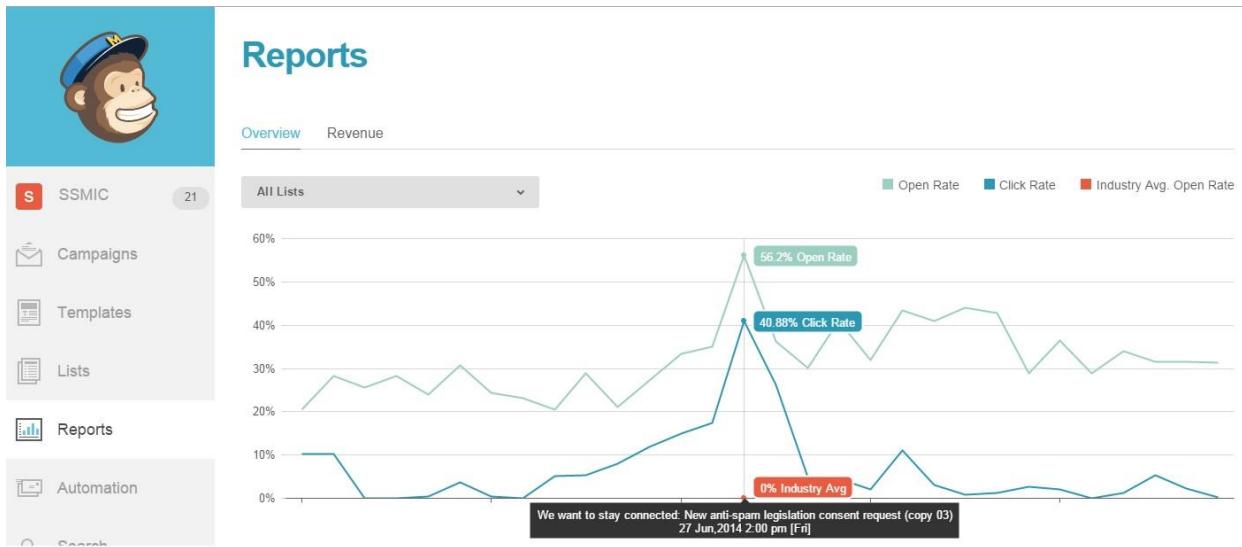
New jobs generated in 2014 are listed below. Job Target was 45 jobs for 2014.

SME Support	Total Jobs
BioForest	4
Canadian Bank Note	3
DiG	1
Fuzed Notions	1
IN-SITU (Kasey Camire)	1
Justin Reid Professional Pharmacy	3
Mosaic Media	1
OCE Discovery (Jamie McDonald)	1
Paul Bychko	1
RBB Innovations	7
SooFoundry	3
System Solutions Ltd. (SSI)	1
TapTrack	2
Village Media	4
Incubator	
Digital Grounds Inc.	2
eQOL	2
Insightworks	2
Veracity	1
Market Development	
Gaming	1
GIS Interns	1
GIS Staff	1
Mkt. Development Interns	1
Additions	
Alternative Energy	1
RAIN	1
SSMIC Intern (Isiah Hall)	1
	50

Appendix F – Marketing Statistics

Marketing Statistics

On-average Open Rate Analytics 2014



1.6 Web Analytics – www.ssmic.com

Please see four attachments which correspond with the information below.

Reporting of web analytics for www.ssmic.com runs the duration of **January 23, 2014 to November 3, 2014**.

See Attachment 1 – Daily Hits/Hits per Hour

This report concludes that **Monday, September 15th 2014** saw the highest daily site hits for the entire 2014 year.

This date signifies the business day following the 2014 *SSMARt Innovation Awards* and the dramatic increase in site hits can be attributed to an ad campaign with Sootoday.com, called a “Page Takeover” in which the award winners were displayed across the entire Sootoday.com homepage (and linked directly to the SSMIC.com Events page on the *SSMARt Awards*).

See Attachment 2 – Browser Reporting

This report concludes that **Internet Explorer** and **Google Chrome** are the top search browser used when visitors search for the Sault Ste. Marie Innovation Centre online.

The predominant daily used operating system is **Windows 7**.

See Attachment 3 – Referral Reporting/Top Search Engine/Top Search Phrases

This report concludes that the top referring site is **Sootoday.com**. A referring site is a site that made reference to the link, www.ssmic.com, and generated hits and unique visitors. Sootoday.com can be considered a top referrer given the following:

- Number of ad campaigns run on Sootoday.com
- Number of press release pick-up from SSMIC on Sootoday.com
- Number of daily visitors on Sootoday.com reading about SSMIC

This report also concludes that indeed.com, a job site, is the second highest referral for SSMIC.com based on job postings online. SSMIC posts a significant number of jobs online each year, which are often picked up and consolidated by a number of online job sites.

Pertaining to top search engines, **Google** rates the highest, followed by **Bing**. Visitors using a Google search engine, and searching for the Sault Ste. Marie Innovation Centre, reach 15,727 a day.

The top used search phrases for 2014 were the following:

- “Sault Ste. Marie Innovation Centre SSMIC”
- “Sault Ste. Marie”
- “SSMIC”

See Attachment 4 – Summary Report

The summary report concludes the total hits, total visitors, and total page views daily for www.ssmic.com.

The breakdown of the aforementioned are below:

Total Hits: 1,523,777

Total Visitor Hits: 1,145,051

Average Hits per Day: 5,346

Average Page Views per Day: 696

Total Visitors per Day: 338

Youtube Analytics

The Youtube analytics report concludes that over 4,000 individuals have viewed the SSMIC Youtube Channel since the channel was created.

The highest ranking video on SSMIC’s channel is “About the Sault Ste. Marie Innovation Centre.”



InnovationSSM®

Created: 13 Dec 2010 • Videos: 16 • Lifetime views: 4,124

CHANNEL

Last 28 days (9 Oct 2014 – 5 Nov 2014)

Performance



Top 10 Videos

[Browse all content](#)

Video	Views ⓘ ▾	Estimated minutes watched ⓘ	Likes ⓘ
About the Sault Ste. Marie Innovation Centre ...	21 (39%)	52 (58%)	0
Andrew Ault Wins Innovation Youth of the Year	7 (13%)	7 (8.2%)	0
Catalyst Fitness Inc. Wins Innovation Compa...	7 (13%)	4 (4.8%)	0
Sault Area Hospital Wins Innovation Project o...	5 (9.3%)	12 (13%)	0
Dr. Pedro Antunes Wins Innovation Research...	3 (5.6%)	3 (3.3%)	0
ProtoLaunch Interviews - Mike Marquis, Digit...	3 (5.6%)	5 (5.6%)	0
Dr. Brandon Schamp Wins Innovation Educat...	3 (5.6%)	2 (2.3%)	0
Steve Swink Enemy Airship	1 (1.9%)	1 (0.7%)	0
What is the Sault Ste. Marie Innovation Centre?	1 (1.9%)	0 (0.2%)	0
Sault College Wins Innovation in Web and So...	1 (1.9%)	2 (2.7%)	0

Demographics

TOP GEOGRAPHIES

Canada
United States
United Kingdom
Kuwait
Finland



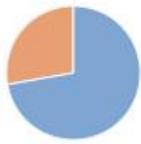
GENDER

Male N/A
Female N/A

Discovery

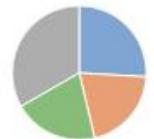
TOP PLAYBACK LOCATIONS

- YouTube watch-page 72%
- Embedded player on other websites 28%



TOP TRAFFIC SOURCES

- Unknown – embedded player 26%
- YouTube search 20%
- External website 20%
- Other 33%



**Sault Ste. Marie Innovation Centre
Financial Statements
For the year ended December 31, 2013**

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Tel: 705 945 0990
Fax: 705 942 7979
Toll-free: 800 520 3005
www.bdo.ca

BDO Canada LLP
747 Queen Street E
PO Box 1109
Sault Ste. Marie ON P6A 5N7 Canada

Independent Auditors' Report

To the Members Sault Ste. Marie Innovation Centre

We have audited the accompanying financial statements of Sault Ste. Marie Innovation Centre, which comprise the statement of financial position as at December 31, 2013 and the statements of operations, changes in net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sault Ste. Marie Innovation Centre as at December 31, 2013 and the results of its operations, net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matter

The financial statements of Sault Ste. Marie Innovation Centre for the year ended December 31, 2012 were audited by another auditor who expressed an unmodified opinion on those statements on June 6, 2013.

BDO Canada LLP

Chartered Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
April 29, 2014

Sault Ste. Marie Innovation Centre
Statement of Financial Position

<u>December 31</u>	<u>2013</u>	<u>2012</u>
Assets		
Current		
Cash	\$ 571,560	\$ 482,413
Accounts receivable	600,224	842,627
Prepaid expenses	<u>41,632</u>	<u>49,056</u>
	1,213,416	1,374,096
Investment (Note 2)	5,000	5,000
Capital assets (Note 3)	<u>165,116</u>	<u>191,364</u>
	\$ 1,383,532	\$ 1,570,460
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 138,236	\$ 121,699
Unearned revenue	216,812	229,333
Deferred interest payable (Note 4)	-	6,555
Current portion of long-term debt (Note 4)	<u>-</u>	<u>57,723</u>
	355,048	415,310
Long-term debt (Note 4)	<u>-</u>	<u>44,481</u>
	355,048	459,791
Net assets		
Contributed surplus	5,000	5,000
Net assets	<u>1,023,484</u>	<u>1,105,669</u>
	<u>1,028,484</u>	<u>1,110,669</u>
	\$ 1,383,532	\$ 1,570,460

On behalf of the Board:



Board Chair



Treasurer Board Director

Sault Ste. Marie Innovation Centre
Statement of Operations and Net Assets

For the year ended December 31	2013	2012
Revenue		
Project	\$ 1,302,443	\$ 1,458,165
Grants and contributions		
City of Sault Ste. Marie	277,890	277,890
Industry Canada - FedNor	303,145	51,673
Northern Ontario Heritage Fund Corporation (NOHFC)	351,218	472,151
Trillium	40,000	150,660
Industrial Research Assistance Program	105,360	54,566
MaRS	119,750	119,750
Ministry of Research and Innovation	173,438	147,750
Rent	154,412	136,015
Program and services	588,703	728,252
Miscellaneous	5,422	77,756
	3,421,781	3,674,628
Expenses		
Administration and overhead	721,197	662,895
Amortization	77,717	72,693
Computer and software	155,833	118,318
Rent	103,420	103,920
Provision for doubtful accounts	21,329	1,264
Travel	23,964	50,617
Wages and benefits	2,400,506	2,198,208
	3,503,966	3,207,915
Excess (deficiency) of revenue over expenses	(82,185)	466,713
Net assets, beginning of year	1,105,669	638,956
Net assets, end of year	\$ 1,023,484	\$ 1,105,669

The accompanying notes are an integral part of these financial statements.

Sault Ste. Marie Innovation Centre
Statement of Cash Flows

For the year ended December 31	2013	2012
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses	\$ (82,185)	\$ 466,713
Item not involving cash		
Amortization of capital assets	<u>77,717</u>	<u>72,693</u>
	(4,468)	539,406
Changes in non-cash working capital balances		
Accounts receivable	242,403	(388,894)
Prepaid expenses	7,424	(9,874)
Accounts payable and accrued liabilities	16,537	17,379
Deferred interest payable	(6,555)	(4,944)
Unearned revenue	<u>(12,521)</u>	<u>38,438</u>
	242,820	191,511
Cash flows from investing activities		
Purchase of capital assets	(51,470)	(7,969)
Cash flows from financing activities		
Repayment of long-term debt	<u>(102,203)</u>	<u>(115,056)</u>
Net increase in cash	89,147	68,486
Cash, beginning of year	482,413	413,927
Cash, end of year	\$ 571,560	\$ 482,413

Sault Ste. Marie Innovation Centre

Notes to Financial Statements

December 31, 2013

1. Summary of significant accounting policies

Nature of Operations	The Sault Ste. Marie Innovation Centre was incorporated without share capital in 1999 under the laws of Ontario as a not-for-profit to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. The Centre's purpose is to encourage the community to work together in innovative ways to use technology and enhance and improve Sault Ste. Marie's competitiveness by developing advanced applications and infrastructure and to promote economic development in the knowledge based industry.												
Basis of Accounting	These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.												
Revenue Recognition	The Centre follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.												
Capital Assets	Capital assets are recorded at cost. Amortization, based on the estimated useful life of the asset, is provided on a straight-line basis as follows:												
	<table><tbody><tr><td>Computer hardware</td><td>3 - 5 years</td></tr><tr><td>Computer software</td><td>3 years</td></tr><tr><td>Furniture and equipment</td><td>3 years</td></tr><tr><td>NOHFC funded equipment</td><td>3 years</td></tr><tr><td>Trillium funded equipment</td><td>3 years</td></tr><tr><td>Leasehold Improvements</td><td>Over the term of the lease agreement</td></tr></tbody></table>	Computer hardware	3 - 5 years	Computer software	3 years	Furniture and equipment	3 years	NOHFC funded equipment	3 years	Trillium funded equipment	3 years	Leasehold Improvements	Over the term of the lease agreement
Computer hardware	3 - 5 years												
Computer software	3 years												
Furniture and equipment	3 years												
NOHFC funded equipment	3 years												
Trillium funded equipment	3 years												
Leasehold Improvements	Over the term of the lease agreement												
Contributed services	Volunteers contribute time to assist the Centre in carrying out its service delivery activities. Because of the difficulty determining their fair value, contributed services are not recognized in the financial statements.												
Financial Instruments	Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, they are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.												
Use of Estimates	The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.												

Sault Ste. Marie Innovation Centre Notes to Financial Statements

December 31, 2013

2. Investment

The Innovation Centre developed intellectual property that was contributed to Infonaut Inc. in exchange for 5,000 common shares of the capital stock of that corporation. Infonaut Inc. had valued the intangible asset received and the common shares issued at \$160,000. The intellectual property was comprised of the Innovation Centre's materials and labour hours to develop a prototype system for disease tracking for hospitals. Funding was provided in the past to Infonaut Inc. and to the Innovation Centre to develop this project. The receipt of the 5,000 common shares resulted in a 4% ownership interest in Infonaut Inc. and the Innovation Centre was provided with a first right of refusal on any consulting work coming out of the sales of the technology.

This non-monetary transaction resulted in a contributed surplus equal to the value of the shares that were provided without any cash consideration. The investment in Infonaut Inc. in the Centre's financial statements was valued using the net asset or equity value of Infonaut Inc. As there are no sales yet in Infonaut, valuing the company on a capitalized earnings or cash flow basis would not be an acceptable methodology. The computed value was \$1 per share or \$5,000 for the investment. Contributed surplus was recorded at \$5,000 in the net assets of the Centre.

3. Capital assets

	2013		2012	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer Hardware	\$ 854,832	\$ 718,883	\$ 830,718	\$ 643,882
Computer Software	388,100	388,100	388,100	388,100
Furniture and equipment	88,806	88,806	88,806	88,806
NOHFC funded equipment	311,158	311,158	311,158	311,158
Trillium funded equipment	14,479	14,479	14,479	14,479
Leasehold improvements	35,506	6,339	8,150	3,622
	<hr/> <u>\$ 1,692,881</u>	<hr/> <u>\$ 1,527,765</u>	<hr/> <u>\$ 1,641,411</u>	<hr/> <u>\$ 1,450,047</u>
Net book value		<hr/> <u>\$ 165,116</u>		<hr/> <u>\$ 191,364</u>

The Centre entered into an agreement with the City of Sault Ste. Marie indicating that should the Centre cease operations, any assets obtained as a result of funding from FedNor or Northern Ontario Heritage Fund Corporation shall be transferred to the City of Sault Ste. Marie.

4. Long term debt

The Sault Ste. Marie Innovation Centre secured loans from the City of Sault Ste. Marie to finance payables. Interest on the loan was forgiven effective January 31, 2004. The loan was recorded at the present value of its future cash flows and a deferred interest charge was recorded. The loan was paid in full during 2013.

Sault Ste. Marie Innovation Centre Notes to Financial Statements

December 31, 2013

5. Commitments

The Centre has entered into a lease with Algoma University College to lease 4,287 sq. ft. for its operations, and 6,013 sq ft. for the Geomatics Centre for a total of 10,300 sq. ft. The term of the lease expires March 31, 2016. The annual lease payments are based on an annual space and operational fee of \$8.34 per sq. ft for the Innovation Centre and \$9.34 per sq. ft. for the Geomatics Centre. Amounts are reviewed annually and are based on cost plus rent.

6. Government remittances

Included in accounts payable and accrued liabilities are the following government remittances payable.

	2013	2012
HST payable (receivable)	\$ 15,056	\$ (11)

7. Economic dependence

The Centre is dependant on funding provided by the City of Sault Ste. Marie and other senior levels of government for funding its economic development initiatives.

8. Financial instrument risk

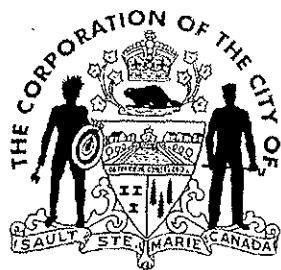
The Centre's management monitors, evaluates and manages the principal risks assumed with financial instruments on a daily basis. The risks that arise from transacting financial instruments include liquidity risk and credit risk.

Liquidity risk

Liquidity risk arises from the Centre's management of accounts payable. It is the risk that the Centre will encounter difficulty in meeting its financial obligations as they fall due. It is management's opinion that the Centre is not exposed to significant liquidity risk arising from its financial instruments.

Credit risk

Credit risk arises principally from the Centre's accounts receivable. The Centre is exposed to credit risk resulting from the possibility that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The majority of the Centre's receivables are from government sources and the Centre works to ensure they meet all eligibility criteria in order to qualify to receive the funding.



CITY COUNCIL RESOLUTION

Date: April 12, 2010

Agenda Item

5(o)

MOVED BY
SECONDED BY

Councillor
Councillor

L. Turco
P. Mick

Resolved that the report of the Commissioner of Finance and Treasurer, dated 2010 04 12 concerning Accountability Agreement with the Sault Ste. Marie Innovation Centre be accepted and the recommendation that Council approve the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre be approved.

CARRIED
 REFERRED

DEFEATED
 OFFICIALLY READ NOT DEALT WITH

AMENDED
 DEFERRED

SIGNATURE

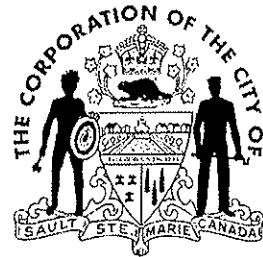
C.A.O.
 City Solicitor
 Comm. Finance/Treasurer
 Comm. Eng. & Planning
 Comm. Human Resources

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

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

5(0)

William Freiburger, CMA
Commissioner of Finance
and Treasurer



Finance Department

2010 04 12

Mayor John Rowswell and
Members of City Council

Re: Accountability Agreement with the Sault Ste. Marie Innovation Centre (SSMIC)

The Finance Committee has been working with Sault Ste. Marie Economic Development Corporation (SSMEDC) and the Sault Ste. Marie Innovation Centre to create an accountability agreement in response to the following resolution dated April 30, 2008.

Moved by: Councillor L. Tridico
Seconded by: Councillor P. Mick

Resolved that the report of the Commissioner of Finance and Treasurer dated 2008 04 28 concerning Accountability Agreements for Outside Agencies be accepted and the recommendation that Council approve the Sault Ste. Marie Economic Development Corporation and the Sault Ste. Marie Innovation Centre entering into an accountability agreement with the City for the purpose of demonstrating the community benefits of City funding to their organizations be approved.

The Finance Committee reviewed the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre (SSMIC) on January 19, 2010 and recommended changes that were approved by the SSMIC Board on March 23, 2010.

Recommendation

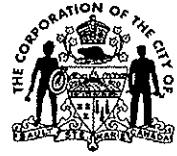
City Council approve the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "W. Freiburger".

W. Freiburger, CMA
Commissioner of Finance and Treasurer

WF/kl
attachment



**Memorandum of Understanding
Between the
City of Sault Ste. Marie (City)
and the
Sault Ste. Marie Innovation Centre (SSMIC)
For Accountability**

Table of Contents:

1. Purpose
2. Program
3. Deliverables
4. Administrative and Cost Sharing Arrangements
5. Reporting and Monitoring
6. Promotion and Publicity
7. Term of Agreement
8. Dispute Resolution
9. Signatures

This Memorandum of Understanding includes the following schedules:

- | | |
|------------|--|
| Schedule A | SSMIC Business Plans (Period of agreement) |
| Schedule B | SSMIC Reporting Template (Quarterly) |
| Schedule C | SSMIC Budget |
| Schedule D | Small Business Support Partnership Agreement |

Memorandum of Understanding
Between
the City of Sault Ste. Marie
and
the Sault Ste. Marie Innovation Centre

for Accountability

1. Purpose

- 1.1 The intent of this Memorandum of Understanding (MoU) between the City of Sault Ste. Marie (City) and the Sault Ste. Marie Innovation Centre (SSMIC) is to ensure there is an understanding of accountability between the two organizations and to put in place reporting and communications timeframes on this understanding.

2. Program

- 2.1 In recognition of the vital role of SSMIC to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors, the City and the SSMIC have agreed to sign this Memorandum of Understanding to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties.

3. Deliverables

In accordance with the terms and conditions in this MOU, the SSMIC shall:

- 3.1 Carry out the following mission: The Sault Ste. Marie Innovation's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.
- 3.2 The SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, GIS business and raise the profile of the IT sector locally and externally).
- 3.3 Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- 3.4 Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.

- 3.5 Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- 3.6 Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Small Business Support Partnership Agreement.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- 3.7 Go to the SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.
- 3.8 Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- 3.9 Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- 3.10 Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

4. Administrative and Cost-Sharing Arrangements

- 4.1 It is understood that the SSMIC is responsible for its own Administration Costs and that the City of Sault Ste. Marie understands that City funds are required to support the SSMIC Corporation.

5. Reporting and Monitoring

- 5.1 In addition to the annual Business Plan and Annual Report, SSMIC will provide the City of Sault Ste. Marie bi-annual reports and other reports that the City may reasonably request in a manner and format mutually agreed upon.

- 5.2 SSMIC shall provide to the City of Sault Ste. Marie its annual financial statements. The City will maintain and respect the confidential nature of its relationships with clients, partners, and individuals.
- 5.3 The Corporation of the City of Sault Ste. Marie will nominate a City Councillor for election to the SSMIC Board of Directors.
- 5.4 The SSMIC will respond to City Council resolutions and requests for information on a timely basis.
- 5.5 The SSMIC Board of Directors would present its business plans to City Council annually by year end. Prior to the City Council presentation, the SSMIC Board of Directors will meet with the Finance Committee to review the business plans.
- 5.6 The key indicators behind performance measurement for SSMIC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
 - i. Direct job creation
 - ii. Program funding leveraging.
 - iii Business Incubation maintenance and growth.
 - iv. Provide value-added services (e.g. referral, advice, business plan review, etc.)
 - v. Continue youth outreach activities with presentation.
 - vi. Increase GIS related business in Sault Ste. Marie
 - vii Raise the profile of the IT sector locally and externally
 - viii Create the environment for growth in IT.
- 5.7 The City of Sault Ste. Marie will maintain core funding to ensure the SSMIC can operate. It is expected that SSMIC will work proactively to attract additional funding and revenue streams that will decrease City of Sault Ste. Marie funding over time.

6. Promotion and Publicity

- 6.1 SSMIC will recognize the City of Sault Ste. Marie in appropriate publications of the SSMIC for its financial and partnership contributions. The City will provide appropriate logo information for such promotion.

7. Term of Memorandum of Understanding

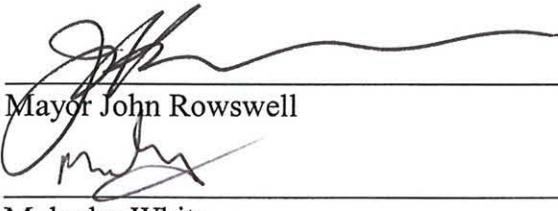
- 7.1 This Memorandum of Understanding is in effect upon the signature by all parties concerned, and can be amended at any time by mutual consent or can be terminated by either party upon one year's written notice.

8. Dispute Resolution

- 8.1 In the event that the City of Sault Ste. Marie or the SSMIC is of the opinion that there has been a breach by either party, both organizations agree to work on a collaborative solution to address the breach.

9. Signatures

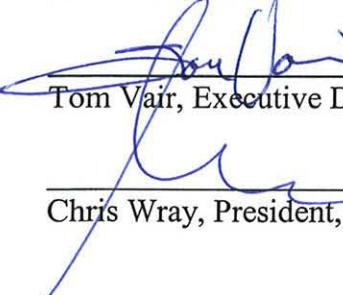
- 9.1 This Memorandum of Understanding has been signed on behalf of the City of Sault Ste. Marie and on behalf of the Sault Ste. Marie Innovation Centre by the proper signing authorities.


Mayor John Rowswell

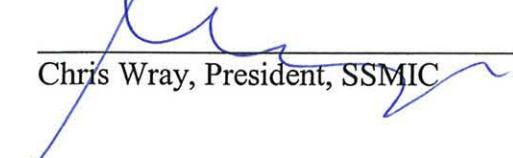
April 12, 2010
Date


Malcolm White

April 12, 2010
Date


Tom Vair, Executive Director, SSMIC

MAY 26, 2010
Date


Chris Wray, President, SSMIC

May 27, 2010
Date

Schedules

Schedule A

SSMIC Business Plan – http://www.ssmic.com/UploadedFiles/file/2009_Business_Plan_v5.pdf

Schedule B

SSMIC Reporting Quarterly Reporting Template

Schedule C

City of Sault Ste. Marie Budget for SSMIC

Schedule D

Small Business Support Partnership Agreement

Sault Ste. Marie Innovation Centre Report on Key Performance Indicators

The Sault Ste. Marie Innovation Centre is a non-profit organization, funded by public and private partners whose vision is to build and actively develop an innovative science and technology hub: a perpetual generator of knowledge and prosperity.

SSMIC's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

The SSMIC Board of Directors has identified the following Key Performance Indicators used to measure the Corporation's performance and effectiveness:

- Direct Job Creation – 20 jobs
- Program Funding Leveraged – \$750,000
- Business Incubation – maintain Technology Incubator to include seven companies
- Provide value-added services (referral, advice, business plan review, etc) to 30–45 existing businesses
- Continue youth outreach activities with presentations to over 300 local youth
- Increase GIS related business as measured by revenue growth and staff count for SSMIC Community Geomatics Centre

City of Sault Ste Marie
INNOVATION CENTRE
For the Eleven Months Ending November 30, 2009

Schedule C

Department	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem
REVENUE				
<hr/>				
EXPENDITURES				
Grants to others	\$277,890.00	\$277,890.00	\$0.00	0.00%
	<u>277,890.00</u>	<u>\$277,890.00</u>	<u>\$0.00</u>	<u>0.00%</u>
NET (REVENUE)/EXPENDITURE	277,890.00	\$277,890.00	\$0.00	0.00%

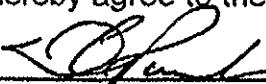
Schedule D

Small Business Support Partnership Agreement
Term: Dec. 31, 2007 – Dec. 31, 2009

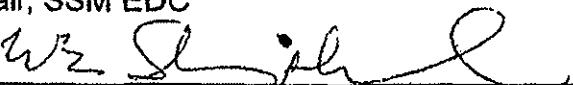
1. The parties to this agreement include (but will be not limited too):
 - a) Sault Ste. Marie Chamber of Commerce
 - b) Community Development Corporation of Sault Ste. Marie & Area
 - c) Sault Ste. Marie Economic Development Corporation (which includes the Enterprise Centre, Tourism SSM, Development SSM)
 - d) Sault Ste. Marie Innovation Centre
 - e) Science Enterprise Algoma
2. The parties are committed to (operational standards):
 - a) develop and implement a streamlined process to establish new businesses and support entrepreneurial ventures through the various stages of business;
 - b) promote the small business portal which outlines SSM local development processes and provides guidance for start-ups and businesses who want to expand or change operations;
 - c) communicate the local small business development process to existing and potential clients;
 - d) update partners on any changes to program delivery
 - e) establish an effective network for entrepreneurs to share information, best practices and training
 - f) refer/deliver government programs efficiently
3. The parties agree to the following administrative requirements:
 - a) Provide consistent message of programs/services
 - b) update portal information on a regular basis
 - c) remain fair and impartial when advising small business clients on products/services which are available in Sault Ste. Marie and area
 - d) work on a coordinated basis to promote and distribute information
 - e) avoid duplication of programs and services where possible
 - f) investigate processes (i.e., feasibility/liability of common intake forms or centralized ListServ for clients) and implement improvements
 - g) provide appropriate referral and direction to appropriate partners when necessary and ensure highest quality service standards
 - h) cost share in professional development when opportunities exist

NOTE: This agreement shall remain in force until modified or terminated by any party. This agreement does not confer a contractual obligation to perform upon any party. Parties are not subject to any legal liability resulting from non-performance.

We hereby agree to the terms noted in this agreement.


Chair, SSM EDC

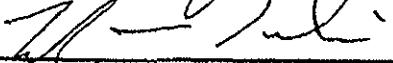
3/3/08
Date


Chair, Chamber SSM

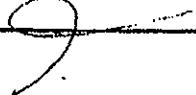
Feb 21 '08
Date


Chair, CDC SSM

3/7/08
Date


Chair, seA

19 FEB 08
Date


Chair, SSMIC

Date

Schedule D – Board of Directors

Dereck Whitmell; VP, Lottery IT, EIM & iGaming; OLG – Chair
Lisa Richter; Consultant; - Vice-Chair
Kelly McLellan; Director, Financial Planning & Analysis; OLG – Treasurer
Kirsten Corrigal, Supervisor, Tenure Implementation Unit, Ontario Ministry of Natural Resources
Nevin Buconjic; Strategic Business Advisor; Ontario Ministry of Natural Resources
Karen Bird, Batchewana First Nation
Dr. Ron Common, President, Sault College
Jim Harmar; Senior Partner, Shelby Environmental Services
Dr. Richard Myers; President; Algoma University
Art Osborne; Communications Consultant
Ross Romano; City Councillor
Kirk Rothenberger; Essar Steel



MEMORANDUM

DATE: March 18, 2015
TO: Mayor Provenzano and Members of City Council, City of Sault Ste. Marie
c.c. Joseph M. Fratesi, C.A.O., City of Sault Ste. Marie
FROM: Dominic Parrella, President & C.E.O., PUC Services Inc.
SUBJECT: **2014 Fourth Quarter Shareholder Report**

Attached please find the Quarterly Shareholder Report for the period October 1 to December 31, 2014.

I will be available at the Council meeting to answer any questions you may have.



Dominic Parrella, P.Eng.
President & C.E.O.
PUC Services Inc.

Attachments: 2014 Fourth Quarter Shareholder Report
November Billing Insert – Progress on Water Quality Improvement Project
2014 Fourth Quarter Financial Summaries

PUC INC. & PUC SERVICES INC.
2014 Fourth Quarter Shareholder Report

PUC SERVICES INC.

Up until December 28th we had achieved 178 days free of any lost time incidents. Unfortunately, on December 29th a worker slipped on ice in the parking lot and fell, resulting in back pain and lost time.

Operation of the two city wastewater treatment plants remained in compliance with provincial requirements during the past quarter.

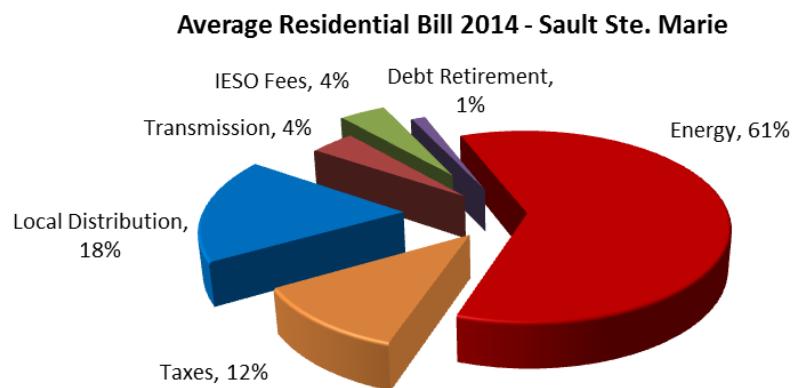
Furthermore, operations related to the other 17 service contracts managed by PUC Services outside Sault Ste. Marie for electric, water and wastewater systems remained in compliance with provincial regulations.

PUC DISTRIBUTION INC.

Electricity purchases (i.e. the energy we purchase from the IESO and embedded generators that is consumed by our customers and the distribution system) were down 4.8% in the fourth quarter compared to 2013. However, year-to-date purchases were unchanged from last year at this time. System peak demand during the fourth quarter was 127.1 MW which occurred in December. The 2013 fourth quarter peak demand was 139.4 MW which also occurred in December. (All quantities are adjusted to recognize embedded generator contributions)

Distributed generation (i.e. primarily the large solar farms within the city limits) supplied approximately 3.4% of the total energy consumed by PUC customers for the quarter. As would be expected, the solar generators did not contribute in any significant way to total system demand in the fourth quarter, due to seasonal conditions.

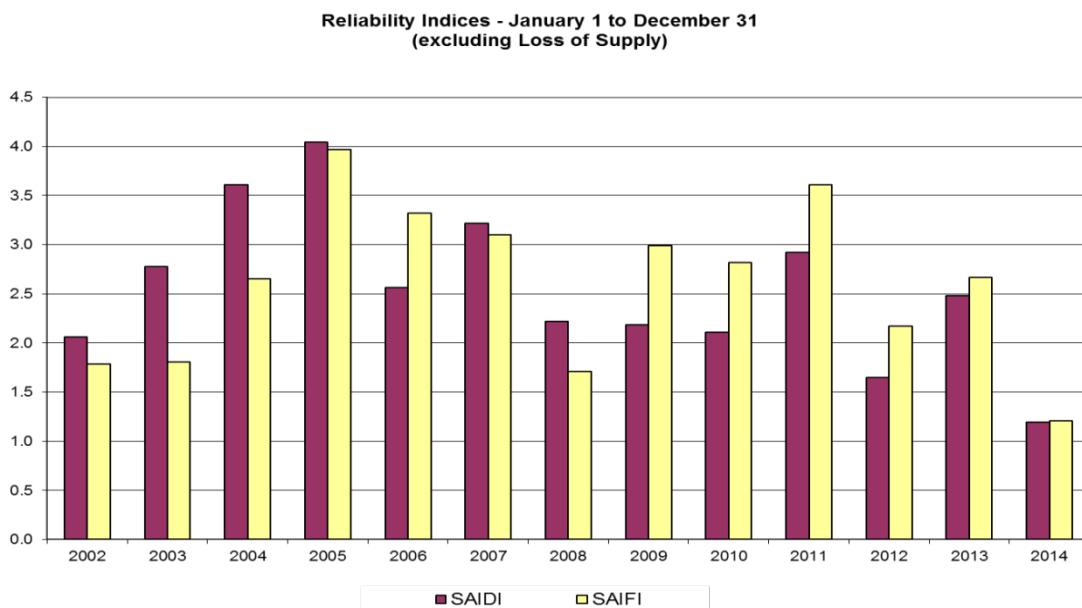
The pie chart below provides a break-down of the components that comprise the average residential electricity bill in Sault Ste. Marie as of May 1, 2014. The largest component is the Energy portion at 61% of the total bill. The only part of the bill that is retained by PUC Distribution is the “Local Distribution” charge that comprises approximately 18% of the total bill. The rest of the bill is turned over to the Province.



PUC Distribution is required by the OEB to track and report service reliability indices that measure system outage statistics for the electrical distribution system. These indices include the system average interruption duration index (SAIDI), the system average interruption frequency index (SAIFI) and the customer average interruption duration index (CAIDI), which is the ratio of SAIDI to SAIFI. All planned and unplanned outages lasting more than one minute must be reported. The indices are affected by factors such as customer density, the age and condition of the distribution system, susceptibility to lightning and other weather related impacts, the speed of response by crews and the scope of the supervisory and data acquisition (SCADA) systems deployed.

Comparison of power outages from one quarter to another can vary widely, due primarily to seasonal effects. However, reliability indices for the year 2014 have demonstrated marked improvement compared to the prior year. In fact, 2014 reliability performance was the best achieved since 1999. The notable improvement in reliability is clear confirmation of our efforts related to replacing aging or defective infrastructure and in relation to improving our vegetation management.

Average interruption duration (SAIDI) for 2014 decreased 52% compared to 2013, while average interruption frequency (SAIFI) decreased 55%. The chart below compares SAIDI and SAIFI at the end of the fourth quarter since 2002.



WATER SYSTEM OPERATIONS

Metered water consumption for the fourth quarter decreased 1.3% compared to the fourth quarter of 2013. Consumption for the year 2014 is down 2.8% from last year. The peak day water consumption for the fourth quarter was 33,443 cubic meters which occurred on October 29th. Last year the peak day consumption for the fourth quarter was 32,254 cubic

meters, also occurring in October.

Each year we track the number of watermain breaks as a measure of distribution system condition. The counting season starts November 1st each year and continues until October 31st of the following year.

For the 2014 counting year, 171 watermain breaks/leaks were repaired. In comparison, total annual counts for other high break years are as follows:

- 168 breaks in 1993/1994
- 191 breaks in 2002/2003

The winter of 2013/2014 was the second worst year on record for watermain breaks.

We continued early into the fourth quarter to carry out planned unidirectional flushing (UDF) activities in both the east and west ends of the city. As previously communicated to the general public, it is critical to the success of the Water Quality Improvement Strategy that we complete as much of the system as possible before startup of the new advanced water treatment processes.

With the early onset of freezing conditions in October, we ended flushing operations mid-way through October. At that point, we had completed unidirectional flushing for the entire east end as far westerly as Pim Street. We also completed flushing of the west end of the city as far easterly as Gore-Wellington-Tancred Streets. This leaves the “downtown core” remaining to be flushed in 2015, once UDF activities resume in the spring. Since the downtown core includes many businesses that rely on water for their operations, we are looking closely at alternative hours for this activity so as to minimize the impact to those businesses.

We continued to make good progress on implementing the Water Quality Improvement Strategy throughout the fourth quarter. Construction required to install the equipment needed to adjust pH at the Shannon Well and inject corrosion inhibitor at all well sites and the surface water plant was substantially completed by the year-end. Efforts will continue in the new year to commission the equipment and put the new treatment processes into full operation. At that point, operations will shift to a longer-term effort to fine-tune the treatment processes and monitor water quality as the distribution system acclimatizes to the new processes.

Once completed and properly stabilized, PUC customers should experience significant improvement in the taste and odour of the water. Furthermore the occurrence of discoloured water should be greatly reduced.

It is anticipated we will spend most of 2015 fine-tuning water chemistry, monitoring water quality and tracking customer satisfaction with the improvements. A second water quality survey will be conducted late in the year, probably in November. The results of this follow-up survey will be used in conjunction with all other available information to assess the overall level of customer satisfaction with the improved water quality in order to help decide whether or not it is necessary to proceed with Stage 2 of the Water Quality Improvement Strategy. Stage 2 would involve the addition of ultraviolet disinfection at the wells in order to revert to the use of chloramine in the distribution system. This is costly

proposition, both in terms of high capital costs and ongoing high operating costs.

Communications with City Council and all our customers regarding the project status and key milestones reached is an important element of the project implementation. Regular monthly updates have been provided to the public since April and are posted on PUC's website at www.ssmpuc.com.

Furthermore, in an effort to ensure all customers are fully aware of the progress on this important initiative, a second 'bill stuffer' (copy attached for reference) was included with the November bills that were delivered to every customer through the months of November and December.

FINANCIAL STATUS (unaudited statements subject to year-end adjustments)

PUC Distribution's net income to the end of 2014 was \$1,254,351 on revenues of \$19,872,543, down 36% from the forecasted net income of \$1,967,457 on projected revenues of \$20,316,869 in the budget. This large variation is due to actual revenues being down 2.2% from forecast in addition to expenses of \$18,620,006 for the year being \$270,594 (1.5%) over budget. Compared to 2013 unaudited statements, net income was \$2,166,382, revenues were \$20,267,528 and expenses were \$18,101,145.

PUC Services had a net loss of \$334,248 for the year, approximately 30% better than a forecasted loss of \$469,962 in the 2014 budget. This was due primarily to revenues of \$16,853,438 being \$128,168 greater than budgeted. Expenses were \$8,454 under budget, primarily due to the timing of contract expenses (chemicals, lab fees, insurance, software, etc.). Net loss for the year 2013 was \$90,228 on revenues of \$16,979,198.

Unconsolidated PUC Inc. revenue for the year 2014 was \$2,151,214 which was received in the form of related party interest payments. Expenses of \$2,087,074 were primarily interest payable to the City. There was a net gain of \$64,140 for the year..

The Water Commission had a net operating margin of \$1,029,191 for the year on revenues of \$17,508,002 compared to a forecasted margin of \$2,277,849 and revenues of \$17,655,808 in the budget. This large variance from forecast is primarily due to \$1,090,792 higher than forecasted operating expenses due to the large number of watermain breaks and frozen services caused by the severe frost conditions experienced this past winter. In comparison, revenue for the year 2013 was \$16,324,838, yet the net operating margin was \$1,868,079.

WHAT HAS THE PUC DONE ABOUT DISCOLOURED WATER?



2013/2014 has been a busy period for PUC Services with regards to resolving Sault Ste. Marie's water quality concerns. As you can see below, the planning stage is complete, construction is in progress and we are only weeks away from bringing the advanced treatment methods on line.

WATER QUALITY IMPROVEMENT PROJECT - STAGE 1 PROGRESS

- | | |
|---|--|
| <input checked="" type="checkbox"/> Assemble a Steering Committee to; provide public engagement, evaluate options and identify the best possible solution. (<i>committee included City councillors, PUC staff, Ministry of the Environment and Algoma Public Health officials, engineering consultants, and members of the public.</i>) | <input checked="" type="checkbox"/> Obtain Ministry of the Environment Approval Permit to install the Advanced Treatment Methods |
| <input checked="" type="checkbox"/> Conduct comprehensive study to research, investigate and recommend treatment options to solve the water quality issues (completed January 2014) | <input checked="" type="checkbox"/> Award tender and commence installation of the Advanced Treatment Methods (contract awarded and construction is in progress) |
| <input checked="" type="checkbox"/> Remove Lorna Wells from active service (completed May 2014) | <input type="radio"/> Bring the Advanced Treatment Methods online (scheduled for end of 2014) |
| <input checked="" type="checkbox"/> Conduct the detailed engineering and design required to implement the Advanced Treatment Methods (completed July 2014) | <input type="radio"/> Evaluate customer water quality satisfaction with the improvements through 2015. |
| <input checked="" type="checkbox"/> Issue a call for tenders for the installation and construction of the Advanced Treatment Methods (completed August 2014) | <input type="radio"/> Conduct a second water quality public opinion poll in late 2015 |
| | <input type="radio"/> Assess all available information and determine by the end of 2015 whether or not it is necessary to proceed with Stage 2 of the Water Quality Improvement Strategy |

Algoma Public Health remains committed to protecting the health of all of our citizens. Water quality remains a priority and, as such, we have worked with the PUC to address the current water quality concerns expressed by consumers.

We support the approach currently being undertaken by the PUC and we are pleased with the progress they have made towards correcting the water quality issues. Furthermore, we are confident that their proposed plans for remediation will continue to provide safe drinking water for all Sault Ste. Marie consumers.



Algoma
PUBLIC HEALTH
Santé publique Algoma

**Medical Officer Of Health,
Algoma Public Health**

In accordance with Ontario Regulation 170/03, PUC submitted the Corrosion Control Plan (Stage 1 Water Quality Improvement Project) to the Ministry of Environment and Climate Change (MOECC) who regulate drinking water systems in Ontario:

"We concur with the plan, including the preferred corrosion control measures, public and stakeholder consultation process and monitoring program"

**Director, Part V, Safe Drinking Water Act,
Ministry of Environment and Climate Change**
Page 351 of 380

STAGE 1 HAS TWO STEPS

First Step: *remove the Lorna Wells from active service;* this was done May 26, 2014. These wells were removed from service because they produced water with higher amounts of chloride, manganese and iron than the remaining four sources of water. This unique composition had the biggest impact on discoloured water, taste and odour. Removing this water source will help stabilize the makeup of the remaining four sources of water.

Second Step: *add advanced treatment methods;* two additional drinking water treatments will be added to the existing processes. Both are well proven methods that are commonly used in drinking water systems to adjust pH imbalance between the remaining sources of water and to control internal corrosion of iron and concrete pipes. These treatments will reduce both the occurrence of discoloured water and lead levels at the consumer's tap. Construction required to add these new treatments is now in progress—to be completed by late 2014 .

STAGE ONE

Water Quality Improvement Strategy

ADVANCED TREATMENT METHODS

PH ADJUSTMENT

Soda ash (i.e. sodium carbonate) and carbon dioxide will be used to adjust pH levels as follows:

- Soda ash will be added at the Water Treatment Plant to raise the pH level of the water produced there to match the pH level of the water produced at the Goulais and Steelton Wells.
- Carbon dioxide will be introduced at the Shannon Well to lower the pH of the water, also to the same level as the Goulais and Steelton Wells.

Once complete, this process will harmonize the pH levels across the city and will help improve colour, taste and odour concerns.

Soda ash, phosphates and carbon dioxide are commonly added to drinking water by water utilities throughout North America and Europe. While they impart no direct taste, odour or colour to drinking water, adding them at very low concentrations can help improve water quality at the tap.

Carbon dioxide is used in carbonated beverages. Soda ash is very similar to everyday baking soda and is a common food additive, used in many foods such as chocolate milk, baked goods, beer and wine. Phosphates are another class of food additives that are also added to many familiar foods, including cereals, coffee and tea, flour, coconut milk and many more.

CORROSION CONTROL

A corrosion inhibitor (blended phosphates) will be added at each water source which will help reduce occurrences of discoloured water as it protects all parts of the distribution system against internal corrosion.

The corrosion inhibitor will also reduce the tendency of lead to leach from lead pipes, lead solder and brass fixtures in people's homes; this will help reduce the amount of lead in the water at the customer's tap.



PUC Services Inc.

A Proud Community Partner Since 1917

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500 Second Line East, SSM, ON
705-759-6500

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PUC
QUARTERLY FINANCIAL SUMMARIES
December 31, 2014



PUC Inc.

STATEMENT OF REVENUES AND EXPENSES

For the Quarter Ending December 31, 2014



Monday, March 16, 2015

	YTD Actual 2014	YTD Budget 2014	YTD Variance 2014	Annual Budget 2014
Revenue				
Interest - Related Party	2,151,214	2,151,214	(0)	2,151,214
Miscellaneous Interest	0	0	0	0
Total Revenue	2,151,214	2,151,214	(0)	2,151,214
General and Administrative Expenses				
	117,422	208,442	(91,020)	208,442
Interest Related Party	1,934,920	1,934,920	(0)	1,934,920
Interest Related Party	0	0	0	0
Payment in Lieu of Taxes	34,732	0	34,732	0
Total Expenses	2,087,074	2,143,362	(56,289)	2,143,362
Income (Loss)	64,140	7,852	56,289	7,852

PUC Distribution Inc.

STATEMENT OF REVENUES AND EXPENSES

For the Quarter Ending December 31, 2014



Monday, March 16, 2015

	YTD Actual 2014	YTD Budget 2014	YTD Variance 2014	Annual Budget 2014
Revenue				
Distribution Revenue	16,495,560	16,890,234	(394,674)	16,890,234
Miscellaneous Revenue	3,376,983	3,426,635	(49,652)	3,426,635
Total Revenue	19,872,543	20,316,869	(444,326)	20,316,869
Cost of Power				
Cost of Power Revenue	67,724,534	73,227,767	(5,503,233)	73,227,768
Cost of Power Expense	67,724,534	73,227,768	(5,503,233)	73,227,768
Net Cost of Power	0	(0)	0	0
Operating Expenses				
	5,616,199	5,529,970	86,229	5,529,970
General and Administrative Expenses				
	6,322,480	6,254,022	68,457	6,254,022
Depreciation				
	3,700,000	3,700,000	(0)	3,700,000
Interest Expense				
	2,937,891	2,865,420	72,471	2,865,420
Payment in Lieu of Taxes				
	43,437	0	43,437	0
Total Expenses	18,620,006	18,349,412	270,594	18,349,413
CDM Program				
CDM Revenue	1,044,045	1,720,291	(676,246)	1,720,291
CDM Expenses	1,042,231	1,720,291	(678,060)	1,720,291
Total CDM Program	1,814	0	1,814	0
Income (Loss)	1,254,351	1,967,457	(713,106)	1,967,456

PUC Services Inc.

STATEMENT OF REVENUES AND EXPENSES

For the Quarter Ending December 31, 2014



Monday, March 16, 2015

	YTD Actual 2014	YTD Budget 2014	YTD Variance 2014	Annual Budget 2014
Revenue				
Contract Revenue	5,397,982	5,389,644	8,338	5,389,644
Management Fee Revenue	11,271,274	11,045,626	225,648	11,045,626
Miscellaneous Revenue	184,182	290,000	(105,818)	290,000
Total Revenue	16,853,438	16,725,270	128,168	16,725,270
Operating Expenses				
	4,672,727	4,941,214	(268,486)	4,941,214
General and Administrative Expenses	10,024,312	9,764,039	260,273	9,764,039
Depreciation	1,899,760	1,900,000	(240)	1,900,000
Interest Expense	589,979	589,980	(0)	589,980
Payment in Lieu of Taxes	0	0	0	0
Total Expenses	17,186,779	17,195,233	(8,454)	17,195,233
CDM Program				
CDM Revenue	168,024	367,881	(199,857)	367,881
CDM Expenses	168,931	367,881	(198,950)	367,881
Total CDM Program	(907)	0	(907)	0
Income (Loss)	(334,248)	(469,962)	135,714	(469,962)

Public Utilities Commission of Sault Ste. Marie
STATEMENT OF REVENUES AND EXPENSES
For the Quarter Ending December 31, 2014



Monday, March 16, 2015

Operating Revenue

Water Sales

Miscellaneous

Total Operating Revenue

Total Operating Expenses

Total General and Administrative Expenses

Depreciation

Interest Expense

Total Expenses

Net Operating Margin

	YTD Actual 2014	YTD Budget 2014	YTD Variance 2014	Annual Budget 2014
Water Sales	\$16,975,108	\$17,305,758	(\$330,649)	\$17,305,758
Miscellaneous	\$532,893	\$350,050	\$182,843	\$350,050
Total Operating Revenue	\$17,508,002	\$17,655,808	(\$147,806)	\$17,655,808
Total Operating Expenses	\$8,977,327	\$7,886,535	\$1,090,792	\$7,886,535
Total General and Administrative Expenses	\$5,197,636	\$5,186,424	\$11,211	\$5,186,424
Depreciation	\$2,200,000	\$2,200,000	(\$0)	\$2,200,000
Interest Expense	\$103,849	\$105,000	(\$1,151)	\$105,000
Total Expenses	\$16,478,811	\$15,377,959	\$1,100,852	\$15,377,959
Net Operating Margin	\$1,029,191	\$2,277,849	(\$1,248,658)	\$2,277,849

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-52

PARKING: (P3.9(3)) 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 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A"

<u>BADGE</u>	<u>SPECIAL CONSTABLE</u>	<u>EMPLOYER</u>	<u>PROPERTY LOCATION</u>
26	MCLEOD,ROD	FLEMING & SMITH	378 QUEEN ST E.& APARTMENTS & 27 KING ST.
30	RENDELL,VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
109	SEBECIC,JOHN,LUDVIC	DENTAL BUILDING	946 &216 QUEEN ST E
138	CAIN,JOSEPH	CITY OF SAULT STE MARIE BELLUVUE MARINA & BONDAR MARINE & PARK	
151	PARR,DEREK,RAYMOND	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
153	TASSONE,VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163	BUMBACCO,PHILIP	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
178	D'AGOSTINI,ROSEMARY	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
191	BROWN,STEVEN	SEP.SCHOOL BOARD	SEPARTE SCHOOL BOARD PROPERTIES
196	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL,ROBIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST. MARY'S PAPTER/ELGIN TOWER/APH/556 QUEEN ST
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	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS	
267	CORBIERE,JOHN (TED)	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
276	SMITH,DENNIS,ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
314	ASSEN,PAULINE	STANDARD PARKING	ONTARIO REALITY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
321	LORENZO,COREY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
334	MILLER,BRADLEY	CITY OF SAULT STE MARIE TRANSIT SERVICE AREAS	
335	GROSSO,DONALD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
344	HARPE,KEN	HOLIDAY INN.	HOLIDAY INN (BAY ST.)
346	HAZLETON,MARGARET	CITY OF SAULT STE MARIE BELLUVUE MARINA & BONDAR MARINE & PARK	
366	TROINOW,VICTORIA	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
369	CARMICHAEL,MARY	ON.FINNISH HOME. ASS.	FINNISH REST HOME
370	HANSEN,LOUIS	ON.FINNISH HOME. ASS.	FINNISH REST HOME
372	BENOIT,ALAIN	ON.FINNISH HOME. ASS.	FINNISH REST HOME
374	TAAVEL,ANDRE	CITY OF SAULT STE MARIE TRANSIT SERVICE AREAS	
376	FINN,ROBERT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
391	MCLEOD,HEATHER,	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
397	LAFRAMBOISE,YVON	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
400	JOHNSON,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
406	LEBLANC,SERGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
410	POYNER,HAROLD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
411	MOORE,ROBERT	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
420	FABIANO,ANTONIO	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
430	RUSCIO,DOMINIC	MAJOR CONTR.	DAY'S INN HOTEL
431	DICKSON,SHANE	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
435	TRAMBLE,GEORGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
439	LAMBERT,JOSEPH	STANDARD PARKING	ONTARIO REALITY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
343	CHILLMAN,JODI	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
441	WILSON,DAVID	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
442	MACLENNAN,MATTHEW	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
443	MARCIL,MARK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
446	HALLIDAY,DANA	SAULT COLLEGE	SAULT COLLEGE
450	CHAPMAN,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
456	CONEYBEARE,KEVIN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
459	SLEEMAN,RAY	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
460	BOUGIE,DAN	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
463	MORIN ALEX	CORPS OF COMM.	
464	DITOMMASO,RYAN	2220917 ONT. INC.	489 BAY ST / 535 QUEEN ST E
465	DELAVALLE,DON	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
468	AGNEW,BRENDAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
470	WOOLEY,NATHANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
474	MANCUSO,ANTHONY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
480	TELFORD,JASON	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
481	FORD,BRIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
484	MCLEOD,VIRGINIA	CITY OF SAULT STE MARIE BELLUVUE MARINA & BONDAR MARINE & PARK	
485	ARMSTRONG,KENNETH	CITY OF SAULT STE MARIE BELLUVUE MARINA & BONDAR MARINE & PARK	
486	LONGO,NADIA	GT.NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
487	ROUGEAU,MARISA	GT.NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
488	LEFLEUR,MARILYN	GT.NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
489	MCQUEEN,WANDA	GT.NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
490	LUXTON,JEFF	GT.NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
492	PARKER,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
493	BROWN,FRASER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS

501	QUARRELL,ROBERT	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
502	HAMEL,CHRIS	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
503	HAMEL,MELANIE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
512	DIMMA,JUSTIN	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
516	GAY,JAMES	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
517	ROY,BRENDA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
522	MCNAMA,STEVEN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
523	MCBRIDE,GUY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
524	DUNLOP,DAVID	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
526	JOHNSTON,CORY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
537	GRAWBARGER,KYLE	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
541	DIMMA,WILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
542	RALPH,NANCY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
543	HAYNES,MICHAEL	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER		CITY OF SAULT STE MARIE 99 FOSTER DR. (CIVIC CENTRE)
549	WICKSTROM,IZAAK	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
552	SENEGAL,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
556	ARCAND,SCOTT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
562	DEARING,DEVIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
565	LISCUMB,GERALD	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
566	SWEET,WILLARD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
568	PICK,DENNY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
569	ZEPPA,JACOB	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
571	BRESNAHAN,JAMES	SSM.AIRPORT CORP.	AIRPORT - SUPERVISOR OF BUSINESS OPERATIONS
573	RHODES,LILIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
575	LALODE,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
576	HULL,BRADLEY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
580	CHARETTE,ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
581	PAVONI,JORDAN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
582	MAITLAND,DARLA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
583	MADIGAN,LORRI-ANNE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
587	GIULETTI,MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
590	WARMINGTON,KAYLA	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
594	PELOSO,MATT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
596	WAGNER,TODD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
598	COULL,ROBIN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
599	BUMBACCO,CARL	CB HOME INSTALLATIONS	321 JOHN ST./342 346 ST GEORGE'S AVE
601	HART,JASON	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
602	GREENWOOD,LESLIE	GREENWOODS HARDWAR	41 ALBERT ST W
603	LAMMING,DAVE		CITY OF SAULT STE MARIE TRANSIT SERVICE AREAS
604	WAGNER,MATTHEW	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
606	SHEWLFEWT,CHERYL	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
607	FROST,CHRISTIAN		CITY OF SAULT STE MARIE TRANSIT SERVICE AREAS
608	ALISAT,THOMAS	ALISATS RUST PROOFING	24 QUEEN ST W
609	ROBINSON,SHAWN	ALISATS RUST PROOFING	24 QUEEN ST W
610	GREGANITI,BARETT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
611	MIZZI,PRESTON	WENDY'S	1 QUEEN ST W
612	HURLEY,BRITTNEY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
613	SULLIVAN,SHAWN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
614	AGBONIFO,OSAMUDIAMEN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
616	LUCIER,RUSSELL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
617	SAVAGE,SAMUEL	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
618	DEWING,SANDRA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
619	BERTO,DEBORAH	GATEVIEW REALTY INC.	304 -310 ALBERT ST E/420 A & B MCNABB /47 PRINCESS
620	FERA,NORMAN		CITY OF SAULT STE MARIE JOHN RHODES/ESSAR CENTRE/MCMEEKEN CENTRE/NORTHERN COMMUNITY CENTRE
621	MARINELLI,CATHERINE		CITY OF SAULT STE MARIE JOHN RHODES/ESSAR CENTRE/MCMEEKEN CENTRE/NORTHERN COMMUNITY CENTRE
622	PROULX,PATRICK		CITY OF SAULT STE MARIE JOHN RHODES/ESSAR CENTRE/MCMEEKEN CENTRE/NORTHERN COMMUNITY CENTRE
623	AYTON,BENJAMIN		CITY OF SAULT STE MARIE JOHN RHODES/ESSAR CENTRE/MCMEEKEN CENTRE/NORTHERN COMMUNITY CENTRE
624	MIHALIK,UK,JASON		CITY OF SAULT STE MARIE JOHN RHODES/ESSAR CENTRE/MCMEEKEN CENTRE/NORTHERN COMMUNITY CENTRE
625	ENGLISH,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
626	CHARRON,ROBERT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
627	BARKER,WMILLIAM	STANDARD PARKING	ONTARIO REALITY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
628	DEWAR,JEFFREY	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
629	COMPEAU,SYDNEY	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
630	LAFRAMBOISE,CORY	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
631	MACMILLAN,TYLER	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
632	SAVAGE,MATT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
633	HILL,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
634	TIBBLES,COLLEEN	STANDARD PARKING	ONTARIO REALITY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
635	BROUILLARD,bernard	EMBE SECURITY	

636 KLYM,TIMOTHY
637 TOMASONE,LUIGI

NORPRO SECURITY
LOU'S AUTOMOTIVE

REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH/556 QUEEN ST
317 ABLERT ST E

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-53

SUBDIVISION CONTROL: (PR7.1) A by-law to deem not registered for purposes of subdivision control certain lots in the Wilding Park Subdivision, pursuant to section 50(4) of the *Planning Act*.

WHEREAS section 50(4) of the *Planning Act* authorizes the Council of a municipality to designate by a by-law any plan of subdivision or part thereof that has been registered for 8 years or more as not being a plan of subdivision for subdivision control purposes; and

WHEREAS a plan of the Wilding Park Subdivision was registered in the Land Registry Division on June 11, 1912 as Plan 6541; and

WHEREAS it is deemed expedient that a by-law be enacted pursuant to the said section 50(4) to designate part of the Wilding Park Subdivision as being not a registered plan of subdivision;

NOW THEREFORE THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 50(4) of the *Planning Act*, R.S.O. 1990, Chapter P.13 and amendments thereto, **ENACTS** as follows:

1. PART OF WILDING PARK SUBDIVISION DEEMED NOT REGISTERED

Lots 212, 213 and 214, Plan 6541 Korah, Wilding Park Subdivision, registered in the Land Registry system for the District of Algoma are hereby designated to be part of a plan of subdivision which shall be deemed not to be a registered plan of subdivision pursuant to section 50(4) of the *Planning Act*. The said lots together are hereby designated as an area of subdivision control. A copy of a portion of Map 54 which shows Lots 212, 213 and 214, Plan 6541 as "Subject Property" is attached hereto as Schedule "A".

2. SCHEDULE "A"

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

3. EXECUTION OF DOCUMENTS

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to give effect to this by-law.

4. **EFFECTIVE DATE**

This by-law takes effect on the day that this by-law is registered in the Land Registry system pursuant to section 50(28) of the *Planning Act*.

PASSED in open Council this 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BY-LAW 2015-54

PROPERTY ACQUISITION: (Map 519) A by-law to authorize the City's purchase of a portion of property located at 1915 Base Line (Caron) for the improvements needed to Base Line.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. PROPERTY ACQUISITION

The Corporation shall acquire by purchase the absolute right in fee simple to the lands more particularly described in Schedule "A" hereto at a price not exceeding the consideration provided in said Schedule "A".

2. EXECUTION OF DOCUMENTS

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to all documents required to complete the said acquisition.

3. SCHEDULE "A"

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

4. EFFECTIVE DATE

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

PASSED in open Council this 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A" TO BY-LAW 2015-54

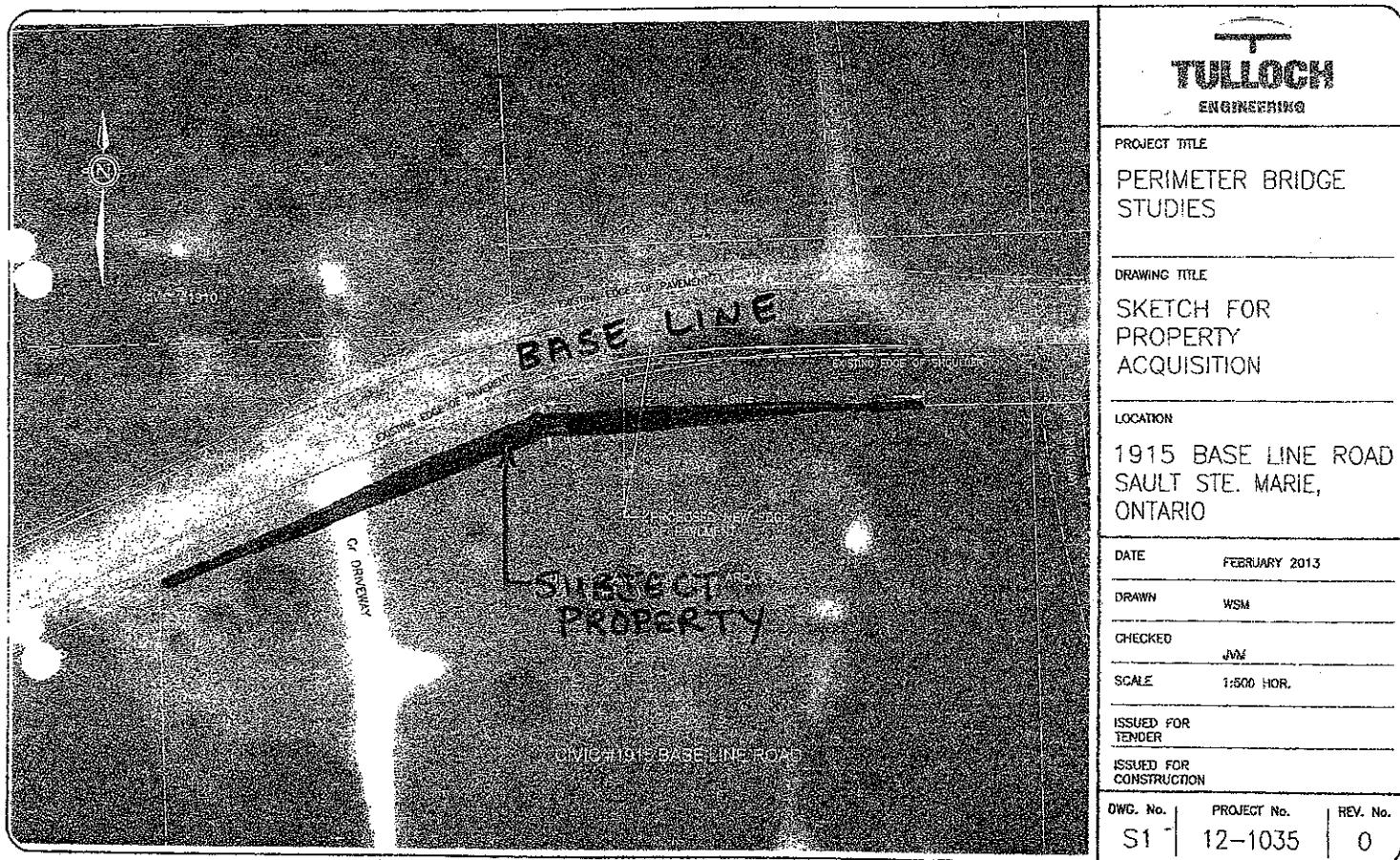
PURCHASER: The Corporation of the City of Sault Ste. Marie

VENDOR: John Caron and Deborah Caron

ADDRESS: Part 1915 Base Line, Sault Ste. Marie, Ontario

CONSIDERATION: \$3,300.00
(subject to usual adjustments)

CONDITIONS: All costs associated with the acquisition of the subject property will be the responsibility of the City.



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2015-55

TEMPORARY STREET CLOSING: (S4.1) A by-law to permit the temporary closing of Queen Street East from Bruce Street to Dennis Street to facilitate the Soo Greyhounds First Round Season Playoff Home Game Events organized by the Downtown Association in association with Loplop Lounge & Gallery.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 10 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. TEMPORARY STREET CLOSING OF QUEEN STREET EAST

The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of Queen Street East between Bruce Street and Dennis Street from 3:30 p.m. to 8:00 p.m. on the following dates to facilitate the Soo Greyhounds First Round Season Playoff Home Game Events organized by the Downtown Association in association with Loplop Lounge & Gallery:

- (a) Two (2) dates between March 26th – March 28th, 2015 inclusive, being only those dates the First Round Season Playoff Games are being played by the Soo Greyhounds in Sault Ste. Marie, Ontario;
- (b) Two (2) dates between April 8th – April 11th, 2015 inclusive, being only those dates the First Round Season Playoff Games are being played by the Soo Greyhounds in Sault Ste. Marie, Ontario;
- (c) Two (2) dates between April 22nd – April 25th, 2015 inclusive, being only those dates the First Round Season Playoff Games are being played by the Soo Greyhounds in Sault Ste. Marie, Ontario; and
- (d) Two (2) dates between May 5th – May 9th, 2015 inclusive, being only those dates the First Round Season Playoff Games are being played by the Soo Greyhounds in Sault Ste. Marie, Ontario.

2. EFFECTIVE DATE

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

By-law 2015-55
Page 2

PASSED in open Council this 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\1. 2015\2015-55 TEMPORARY STREET CLOSING QUEEN ST E GREYHOUND.DOC

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BY-LAW 2015-56

AGREEMENT: (AG114) A by-law to authorize the execution of an agreement between the City and Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery to grant Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery the right to occupy the property of the City identified as a section of Queen Street East from Bruce Street to Dennis Street.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. EXECUTION OF DOCUMENT

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement dated March 23, 2015 between the City and Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery, a copy of which is attached as Schedule "A" hereto, to grant Downtown Association and Stephen Alexander, operating as Loplop Lounge & Gallery the right to occupy the property of the City identified as a section of Queen Street East from Bruce Street to Dennis Street.

2. SCHEDULE "A"

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

3. EFFECTIVE DATE

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

PASSED in open Council this 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK - MALCOLM WHITE

Schedule "A"

AG-114

LICENCE TO OCCUPY CITY PROPERTY

THIS LICENCE made in duplicate this 23rd day of March, 2015.

B E T W E E N:

THE CORPORATION OF THE CITY
OF SAULT STE. MARIE

(herein referred to as the "City")

- and -

DOWNTOWN ASSOCIATION

(herein referred to as the "Downtown")

- and -

STEPHEN ALEXANDER, OPERATING AS LOPLOP LOUNGE & GALLERY

(herein referred to as the "Loplops")

The City grants to Downtown and Loplops (collectively referred to as the "Licencees") the right to occupy the property of the City (the "City Property") identified as a section of Queen Street East from Bruce Street to Dennis Street, Sault Ste. Marie, specifically as shown and identified on Schedule "A" attached to this Licence. This Licence is subject to the conditions set out in Schedule "C" attached.

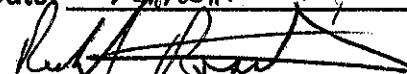
In this Licence, the "City" means the "Council" of the City of Sault Ste. Marie and any person authorized to act on its behalf.

This Licence shall enure to the benefit of and be binding upon the parties hereto, their heirs, successors and assigns.

In witness thereof the parties hereto have affixed their hands and seals on the date written above.

SIGNED, SEALED AND DELIVERED

Date: MARCH 18, 2015

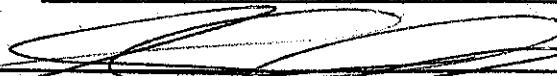


Print Name:

DOWNTOWN ASSOCIATION

I HAVE THE AUTHORITY TO BIND
THE DOWNTOWN ASSOCIATION

Date: 18 MARCH 2015



STEPHEN ALEXANDER - SOLE
PROPRIETOR OF LOPLOP LOUNGE &
GALLERY

I HAVE THE AUTHORITY TO BIND LOPLOPS

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Date: _____

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

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MAYOR - CHRISTIAN PROVENZANO

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CITY CLERK - MALCOLM WHITE

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**WE HAVE THE AUTHORITY TO BIND THE
CITY**

\Legal\Staff\AGREEMENTS\DOWNTOWN EVENTS LE-114\DOWN TOWN EVENTS LE-114\Greyhound Playoff Events\Licence to Occupy -
Greyhounds Season Playoff Events.doc

**SCHEDULE "A" TO
LICENCE TO OCCUPY CITY PROPERTY**

City Property

The following structures and programming are permitted to be set up and/or conducted at the following locations on the City Property:

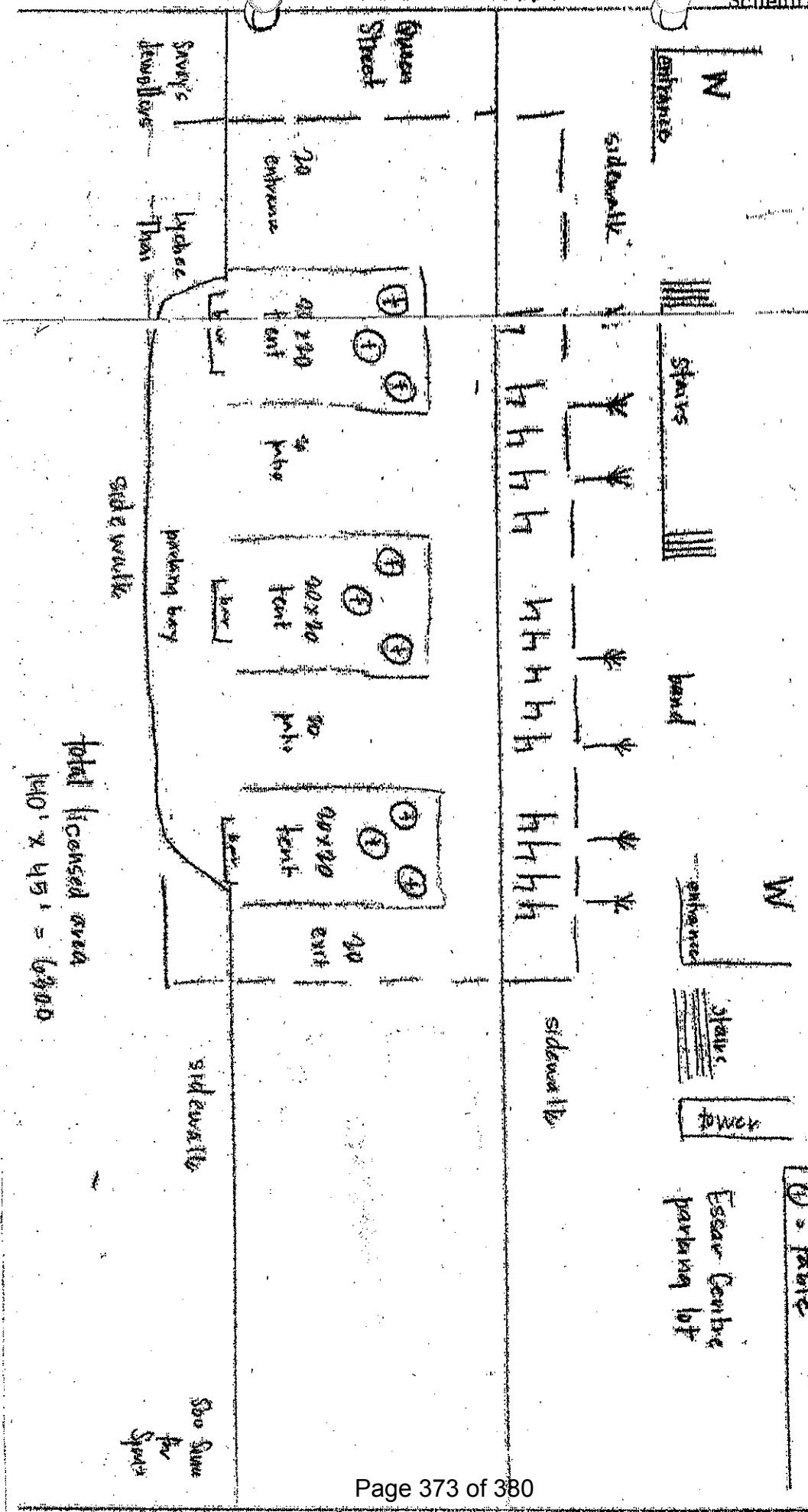
1. A "Pop-Up Patio" area composed of up to three (3) tent structures each the size of twenty (20') feet by twenty (20') feet each located twenty (20') feet away from each other with a perimeter outside the entire Pop-Up Patio area forming the "Licenced Area", as shown on the sketch attached hereto as Schedule "B", which may serve alcohol and be located on Queen Street East approximately in front of the Essar Centre located at civic number 269 Queen Street East.
2. Serving of Pizza.

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BRUCE STREET

Schedule "B"

ESSAK CENTRE



~~free~~
= free
H = chair
O = table

Please make
repentant
to select.

**SCHEDULE "C" TO
LICENCE TO OCCUPY CITY PROPERTY**

This Licence is subject to the following conditions:

1. The City hereby grants the Licencees permission to:
 - a. Set up a "Pop-Up Patio Area" composed of up to three (3) tent structures each the size of twenty (20') feet by twenty (20') feet each located twenty (20') feet away from each other with a perimeter outside the entire Pop-Up Patio Area forming the "Licenced Area"; and
 - b. Serve Pizza,
collectively referred to as the "Programming" at the "Home Game Dates" defined in Section 2 below, as part of the Soo Greyhounds First Round of Playoffs, on Queen Street East, Sault Ste. Marie, Ontario (all of which is collectively defined and called the "Event" throughout this Licence), at the location identified in Schedule "A" to this Licence, and subject to the following time schedules for each of the Home Game Dates:
 - i. between the hours of 3:30 p.m. to 5:00 p.m., the Licencees may set up the tent structures and other Programming as necessary;
 - ii. between the hours of 5:00 p.m. and 7:00 p.m., the Event and Programming shall carry on;
 - iii. between the hours of 5:00 p.m. and 7:00 p.m. Loplops may serve alcoholic beverages at the Pop-Up Patios in the Licenced Area in accordance with their Liquor Permit acquired from the Alcohol and Gaming Commission of Ontario ("AGCO"); and
 - iv. by the hour of 8:00 p.m., the Licencees shall have completed the removal of the Pop-Up Patios, Programming and other items related directly or indirectly from the Event and Programming from City Property at their sole cost, liability and expense.
2. The Licencees represent and warrant that the dates for the Home Games for the Soo Greyhounds First Round of Playoffs are not definitely set but shall take place over the following time periods:
 - a. March 26th – March 28th, 2015 – two Home Games shall be played on two separate nights during this time period;
 - b. April 8th – 11th, 2015 – two Home Games shall be played on two separate nights during this time period;
 - c. April 22nd – April 25th, 2015 – two Home Games shall be played on two separate nights during this time period; and
 - d. May 5th - May 9th, 2015 – two Home Games shall be played on two separate nights during this time period.

The parties hereto acknowledge and agree that the Licencees shall only have permission to conduct the Event on the City Property on the "Home Game Dates", which are hereby defined as the two (2) dates during each of the above periods of time when the Home Games for the Soo Greyhounds First Round of Playoffs actually take place. To this end, as soon as the dates for the Home Games for the Greyhounds First Round of Playoffs are set, the Licencees shall forthwith provide to the City written confirmation of the actual Home Game Dates. Such written confirmation shall be sent as follows:

CITY:

Melanie Borowicz-Sibenik
Assistant City Solicitor
Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1
Tel: (705)759-5403
Fax: (705)759-5405
Email: m.borowiczsibenik@cityssm.on.ca

3. The tent structures described in Schedule "A" to this Licence are to comply with the following conditions:
 - a. The distance between each tent structure must be no less than twenty (20') feet;
 - b. The tent structures must be no less than three (3m) metres (9.8 feet) away from any building;
 - c. The tent structures must be at ground level and must not be raised in any way;
 - d. The tent structures must provide for access and clear passage by persons using mobility aides and strollers; and
 - e. The tent structures must each be equipped with a portable fire extinguisher with a minimum 2A10BC rating and all staff within the tent structure shall be trained in its use.
4. The Downtown Association and Loplops represent and warrant that they have obtained any and all required permits from Algoma Public Health with respect to the Programming prior to the commencement of the Event for each of the Home Game Dates.
5. Prior to the commencement of the Event for each of the Home Game Dates, the Downtown Association and Loplops shall each provide the City with written confirmation by facsimile or email from Algoma Public Health listing any and all permits obtained with respect to the Programming. In the event that such confirmation of permits obtained has not been received by the City by:
 - a. Noon on Wednesday, March 25th, 2015 for the Event being held during the Home Game Dates between March 26th – March 28th, 2015;

- b. Noon on Tuesday, April 7th, 2015 for the Event being held during the Home Game Dates between April 8th – April 11th, 2015;
- c. Noon on Tuesday, April 21st, 2015 for the Event being held during the Home Game Dates between April 22nd – April 25, 2015; and
- d. Noon on Monday, May 4th, 2015 for the Event being held during the Home Game Dates between May 5, 2015 – May 9th, 2015,

the Licencees acknowledge and agree that the food component of the Event shall not proceed for the applicable Home Game Dates not so confirmed and this Licence Agreement is hereby terminated as it pertains to those items not so confirmed. Such written confirmation shall be sent as follows:

CITY:

Melanie Borowicz-Sibenik
Assistant City Solicitor
Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1
Tel: (705)759-5403
Fax: (705)759-5405
Email: m.borowiczsibenik@cityssm.on.ca

- 6. Loplops represents and warrants that it is the holder of a valid catering endorsement attached to its sales licence. Loplops further represents and warrants that it has submitted a written form of notification of the Event for each of the Home Game Dates to the AGCO, Algoma Public Health, the City Fire Department, the City Police Department and the City Building Department as required under Ontario Regulation 719, made under the *Liquor Licence Act*, R.S.O 1990, c. L.19. Loplops is presently awaiting the AGCO's approval for the Event for each of the Home Game Dates.
- 7. Loplops acknowledges and agrees that it shall provide and serve alcohol at each of the Home Game Dates for the Event at the Pop-Up Patio only if the Event is approved by the AGCO and the requirements set out in Section 8 below are satisfied. The Downtown Association represents and warrants that it is the sponsor for the Event.
- 8. Prior to the commencement of the Event, Loplops shall provide the City with written confirmation by facsimile or email from the AGCO that Loplops has received approval for the Event for each of the Home Game Dates. In the event that such confirmation of approval obtained has not been received by the City by:
 - a. Noon on Wednesday, March 25th, 2015 for the Event being held during the Home Game Dates between March 26th – March 28th, 2015;
 - b. Noon on Tuesday, April 7th, 2015 for the Event being held during the Home Game Dates between April 8th – April 11th, 2015;

- c. Noon on Tuesday, April 21st, 2015 for the Event being held during the Home Game Dates between April 22nd – April 25, 2015; and
- d. Noon on Monday, May 4th, 2015 for the Event being held during the Home Game Dates between May 5, 2015 – May 9th, 2015,

the Licencees acknowledge and agree that this entire Licence Agreement is hereby terminated for the applicable Home Game Dates not so confirmed. Such written confirmation shall be sent as follows:

CITY:

Melanie Borowicz-Sibenik
Assistant City Solicitor
Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1
Tel: (705)759-5403
Fax: (705)759-5405
Email: m.borowiczsibenik@cityssm.on.ca

9. At no time shall the City be responsible for setting up, maintaining, removing or otherwise dealing with the Pop-Up Patios, the barricades/fencing that designates the Licensed Area, the Licensed Area, the serving of food, or any other matters related to the Programming and/or the Event. The Licencees shall be responsible for all costs, expenses and liabilities relating to the setup, presence and removal of the Pop-Up Patio and Licensed Area, and all other matters related directly or indirectly to the Programming and/or the Event located on City Property. The Licencees shall indemnify and save harmless the City from any costs and expenses incurred by the City that may result from the tent structures, the Licensed Area, the Programming, and the Event.
10. All matters related to the Event are the responsibility of the Licencees. At no time shall the City be responsible for any matters related directly or indirectly to the Programming and/or the Event, and the Licencees acknowledge and agree that they shall each indemnify and save harmless the City from any costs (including solicitor costs on a substantial indemnity scale basis and disbursements), liabilities and expenses incurred by the City that may result directly or indirectly from the Programming and/or the Event.
11. Loplops may establish up to three (3) tent structures for the Pop-Up Patio area, or it may decide not to utilize any tent structures for the Pop-Up Patio area but rather utilize the barricades/fencing to designate the Licensed Area. In all respects, Loplops hereby acknowledges and agrees that it shall have the full responsibility to ensure that its design of the Pop-Up Patio area and the Licensed Area shall satisfy all liquor licence requirements and meet the satisfaction and approval of the AGCO and any other relevant governing body. At no time shall the City be responsible for any matters related directly or indirectly to the Pop-Up Patio area, the Licensed Area, the serving of alcohol, and the Event. The Licencees acknowledge and agree that they shall each indemnify

and save harmless the City from any costs (including solicitor costs on a substantial indemnity scale basis and disbursements), liabilities and expenses incurred by the City that may result directly or indirectly from the Pop-Up Patio area, the Licensed Area, the serving of alcohol and/or the Event.

12. The Licencees shall have full responsibility to put in place and maintain throughout the Event the appropriate barricades/fencing, to the satisfaction of the AGCO and any other relevant governing body, to identify and define the Licensed Area. At no time shall the City be responsible for any matters related to liquor licence requirements, approvals, and barricades/fencing for the Pop-Up Patio and the Licensed Area. The Licencees shall save harmless and fully indemnify the City from and against all losses, costs (including solicitor costs on a substantial indemnity scale basis and disbursements), damages and expenses of every kind or nature which the City may suffer, be at or be put to by reason of or in consequence of the noncompliance by Loplops of such liquor licence requirements, approvals, and barricades/fencing.
13. The Licencees shall comply with all Laws, By-Laws, Rules and Regulations of any governing body respecting the Event and the Programming, and shall save harmless and fully indemnify the City from and against all losses, costs, damages and expenses, of every kind or nature which the City may suffer, be at or be put to by reason of or in consequence of the noncompliance by the Licencees with such Laws, By-Laws, Rules and Regulations.
14. The Licencees shall be liable for all taxes, permits, licences or assessments of every nature and kind whatsoever, in any way arising from the Event and the Programming.
15. The Licencees shall indemnify and save harmless the City from all costs and expenses caused to or incurred by the City and from all claims and demands, awards, losses, costs, damages, actions, suits or other proceedings, by whomsoever made, brought or prosecuted, in any manner based upon, arising out of or connected with, the Event and/or the Programming, the intent being that the City shall be at no risk or expense to which it would not have been put had the Event and/or the Programming not occurred.
16. The Licencees shall not assign, transfer or make any other disposition of the Licence, or of the rights conferred thereby, without the prior express written consent of the City.
17. If, at the sole discretion of the City and/or emergency personnel, the City and/or emergency personnel requires access to any portion of Queen Street East, such that removal of any portion or the entirety of the Event and/or the Programming is required, the Licencees shall in no way restrict such access and the City and/or emergency personnel shall in no way be responsible for restoring the Event and/or the Programming to its condition prior to such access by the City and/or emergency personnel.
18. The Event shall terminate at 8:00 p.m. on each of the Home Game Dates. The Licencees shall promptly remove the Event and the Programming, and any matters related directly or indirectly

thereto from the City Property and complete all necessary cleanup activities at their sole cost and expense by the hour of 8:00 p.m. on each of the Home Game Dates and leave the City Property in a condition satisfactory to the City. If the required cleanup activities are not completed by the Licencees by 8:00 p.m. on each of the Home Game Dates, the City may complete such clean up and removal of the items as it deems necessary at the expense, liability and risk of the Licencees.

19. The Licencees shall not use or permit the use of the City Property for any purpose other than the purpose herein set out, namely only that Programming or components thereof that have complied with the terms and conditions of this Licence. The Licencees shall not erect any other buildings or other structures, or conduct any other programming on the City Property unless expressly set out and approved by the City in writing in advance of the Event.
20. This Licence Agreement shall terminate at 8:00 p.m. on May 9th, 2015. The provisions of the Licence, Schedule A, Schedule B and Sections 1-20 inclusive of Schedule C herein shall survive the termination of this Licence.
21. The Licencees shall each keep in force during the term of this Licence, property damage insurance and personal injury insurance against claims for bodily injury, death or property damage occurring on the City Property for each of the Home Game Dates in an amount not less than Two Million (\$2,000,000.00) Dollars and name the City as "Additional Insured" to same. Proof of said insurance shall be filed with the Legal Department of the City of Sault Ste. Marie on or before March 25, 2015.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
BY-LAW 2015-57

REGULATIONS: (F2) A by-law to repeal By-law 2009-82 (a by-law to require the installation and maintenance of carbon monoxide alarms in all residential occupancies containing fuel fired appliances and/or attached garages).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie pursuant to the *Municipal Act, 2001*, S.O. 2001, c.25, **ENACTS** as follows:

1. BY-LAW 2009-82 REPEALED

By-law 2009-82 is hereby repealed.

2. EFFECTIVE DATE

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

PASSED in open Council this 23rd day of March, 2015.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – MALCOLM WHITE