

AGENDA

REGULAR MEETING OF CITY COUNCIL

2013 01 21

4:30 P.M.

COUNCIL CHAMBERS

1. ADOPTION OF MINUTES

Mover: Councillor S. Myers

Second: Councillor F. Fata

Resolved that the Minutes of the Regular Council Meeting of 2013 01 07 be approved.

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

3. APPROVE AGENDA AS PRESENTED

Mover: Councillor S. Myers

Second: Councillor M. Bruni

Resolved that the Agenda for 2013 01 21 City Council meeting as presented be approved.

4. DELEGATIONS/PROCLAMATIONS

- a) Brett Lund, President, Ontario Winter Carnival Bon Soo, will be in attendance concerning Proclamation – Bon Soo Winter Carnival.
- b) Bryan Hayes, Member of Parliament, will be in attendance concerning the Federal Budget.
- c) Jim Wacik of the St. Mary's River Marine Heritage Centre (M.S. Norgoma) will be in attendance to provide an update to Council.
- d) Peter Vaudry and Stephanie Pagnucco will be in attendance to provide an update on Age-Friendly Sault Ste. Marie – Phase Two Assessment.

- e) Tom Dodds, CEO – Economic Development Corporation and Tom Vair, Executive Director – Innovation Centre will be in attendance concerning agenda item 6(8)(a) – Accountability Agreements.

PART ONE – CONSENT AGENDA

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

Mover: Councillor T. Sheehan

Second: Councillor F. Fata

Resolved that all the items listed under date 2013 01 21 – Part One – Consent Agenda be approved as recommended.

- a) Correspondence from AMO, FONOM is attached for the information of Council
- b) Letters of request for temporary street closings in conjunction with Ontario Winter Carnival Bon Soo are attached for the consideration of Council.
 - 1) on Lake Street (lower) from Queen Street to Bellevue Park from 6:00 p.m. on February 1, 2013 to 8:00 p.m. February 10, 2013; and
 - 2) Queen Street from Spring Street to Elgin Street from 4:45 p.m. to 7:00 p.m. on February 5, 2013; and
 - 3) Foster Drive from Elgin Street to Spring Street from 3:00 p.m. to 10:00 p.m. on February 1, 2013

The relevant By-law 2013-27 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

c) Staff Travel

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

Mover: Councillor T. Sheehan

Second: Councillor M. Bruni

Resolved that the report of the Chief Administrative Officer dated 2013 01 21 concerning Staff Travel requests be approved as requested.

d) 2013 Corporate Membership Fees

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

Mover: Councillor S. Myers

Second: Councillor F. Fata

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2013 01 21 concerning corporate membership fees be received as information and the recommendation to proceed with payment of 2013 membership fees be approved.

e) **2013 User Fees – By-law 2013-20**

A report of the Manager of Finance and Budgets is attached for the consideration of Council.

The relevant By-law 2013-020 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

f) **Best for Kids – Pilot Summer Program**

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Commissioner of Community Services dated 2013 01 21 concerning Best For Kids – Pilot Summer Program be accepted and the recommendation to continue with the program for 2013 at the same level of funding from the Social Services and Community Services departments be approved.

g) **Fourth Line Culvert Replacement – West of Brule Road**

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

Mover: Councillor T. Sheehan

Seconder: Councillor F. Fata

Resolved that the report of the Design and Construction Engineer dated 2013 01 21 concerning Fourth Line Culvert Replacement – West of Brule Road be accepted and the recommendation that AECOM be retained to provide design and contract administration at an estimated total project cost of \$895,000 with funding from the 2013 Capital Construction program be approved.

h) **Solar Photovoltaic Fit Application**

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

The relevant By-law 2013-025 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

i) **Solar Photovoltaic Fit Applications**

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

The relevant By-law 2013-022 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

j) **Amendment to Emergency Management Planning By-law 2008-40**

A report of the Community Emergency Management Co-ordinator is attached for the consideration of Council.

The relevant By-law 2013-013 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

k) **First Right of Refusal Agreement Between Ellsin Environmental Ltd. and the City for the City Owned Property Abutting 155 Yates Avenue**

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

The relevant By-law 2013-023 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

l) **Application No. A-3-13-Z – filed by Childcare Algoma – Site Plan Control Designation**

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

Mover: Councillor T. Sheehan

Seconder: Councillor M. Bruni

Resolved that the report of the Planning Division dated 2013 01 21 concerning Application No. A-3-13-Z – filed by Childcare Algoma – 1616 Queen Street East be received and that City Council pass By-law 2013-15 designating the subject property as an area of Site Plan Control.

PART TWO – REGULAR AGENDA

6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**
- (7) PUBLIC WORKS AND TRANSPORTATION**
- (8) BOARDS AND COMMITTEES**

- a) Economic Development Corporation – Innovation Centre Accountability Agreement Reports**

The Economic Development Corporation and the Innovation Centre Accountability Reports and supporting information are provided under separate cover for the consideration of Council.

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the Economic Development Corporation and the Innovation Centre Accountability Reports and supporting information be received as information.

- b) \$190,000 EDF Request – Development of a Small Business Incubator Three (3) Year Pilot Project in Sault Ste. Marie**

A report of the Chief Executive Officer of Sault Ste. Marie Economic Development Corporation is attached for the consideration of Council.

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Executive Director, Sault Ste. Marie Economic Development Corporation dated 2013 01 15 concerning Small Business Incubator be accepted and the recommendation to provide \$190,000 from the Economic Diversification Fund over a period of three years conditional upon requested funding from NOHFC and FEDNOR being received be approved.

7. **UNFINISHED BUSINESS, NOTICE OF MOTIONS AND RESOLUTIONS
PLACED ON AGENDA BY MEMBERS OF COUNCIL**
8. **COMMITTEE OF THE WHOLE FOR THE PURPOSE OF SUCH MATTERS AS
ARE REFERRED TO IT BY THE COUNCIL BY RESOLUTION**
9. **ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**

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

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

AGREEMENT

a) **2013-23**

A by-law to authorize the execution of an agreement between the City and Ellsin Environmental Ltd. (Ellsin) granting a first right of refusal to Ellsin on City owned property adjacent to Ellsin's property at 155 Yates Avenue.

A report from the City Solicitor is on the agenda.

DEVELOPMENT CONTROL

b) **2013-15**

A by-law to designate the lands located at 1616 Queen Street East an area of site plan control.

c) **2013-17**

A by-law to designate the lands located in the Sherwood Heights Subdivision North Extension an area of site plan control (Palmer Development).

EMERGENCY MANAGEMENT PLANNING

d) **2013-13**

A by-law to amend Schedule "A" to By-law 2008-40 (a by-law to adopt the Emergency Response Plan for the protection of public safety, health, the environment, the critical infrastructure and property within the municipality).

A report from the Community Emergency Management Coordinator is on the agenda.

FINANCE

e) 2013-20

A by-law to establish user fees and services charges.

A report from the Manager of Finance and Budgets is on the agenda.

RESOLUTIONS

f) 2013-22

A by-law to authorize the execution of six (6) Municipal Council Support Resolutions to support six (6) solar photovoltaic Feed-In-Tariff (FIT) applications being submitted to the Ontario Power Authority Feed-In-Tariff Program.

A report from the Environmental Initiatives Coordinator is on the agenda.

g) 2013-25

A by-law to amend By-law 2012-75 (a by-law authorizing the execution of Municipal Council Support Resolutions).

A report from the Environmental Initiatives Coordinator is on the agenda.

TAXES

h) 2013-18

A by-law to provide for Interim Tax Levies.

TEMPORARY STREET CLOSING

i) 2013-27

A by-law to permit the temporary closing of various streets to facilitate various Bon Soo Winter Carnival events.

ZONING

j) 2013-14

A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 1616 Queen Street East.

k) 2012-16

A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located in the Sherwood Heights Subdivision North Extension (Palmer Development).

l) 2012-19

A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 1318 Queen Street East.

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

12. ADDENDUM TO THE AGENDA

13. ADJOURNMENT

Mover: Councillor

Seconder: Councillor

Resolved that this Council now adjourn.

MINUTES

REGULAR MEETING OF CITY COUNCIL

2013 01 07

4:30 P.M.

COUNCIL CHAMBERS

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

Absent: Councillor S. Myers

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

1. ADOPTION OF MINUTES

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the Minutes of the Regular Council Meeting of 2012 12 03 be approved. CARRIED

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

3. APPROVE AGENDA AS PRESENTED

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the Agenda and Addendum #1 for 2013 01 07 City Council meeting as presented be approved. CARRIED

4. DELEGATIONS/PROCLAMATIONS

- a) The winners of the 2012 Christmas Lighting Awards Program were in attendance to receive their awards.

- b) Constable Allison Kirkpatrick, Crime Stopper Co-ordinator, Len Bailey and Tom Burmaster were in attendance concerning proclamation – Crime Stoppers Month.
- c) JoAnne Boyle, volunteer for the Alzheimer Society was in attendance concerning proclamation – Alzheimer Awareness Month.
- d) Helen Girard was in attendance concerning agenda item 7.(a).
- e) Brian Curran, President and CEO and Domenic Parrella, Vice President, Operations and Engineering, PUC Inc. were in attendance concerning agenda item 6.(5)(a).
- f) Christine Pagnucco, Physician Recruitment was in attendance concerning agenda item 6.(8)(a).
- g) Deane Greenwood and Andre Riopel of the Community Bicycle Park sub-committee were in attendance to provide an update to Council.

Moved by: Councillor R. Niro

Seconded by: Councillor M. Bruni

Be It Resolved that Council thank Deane Greenwood and Andre Riopel of the Community Bicycle Sub-Committee for their presentation; and

Further that this revised concept for a bicycle park pump track proposed for Esposito Park be referred to City staff and the Parks and Recreation Advisory Committee for review and report back to Council. CARRIED

- h) Frank Provenzano and Bob McLean were in attendance concerning agenda item 6.(6)(a).
- i) Rick Geroux was in attendance concerning agenda item 6.(6)(b).
- j) Stephen Hunter was in attendance concerning agenda item 6.(6)(c).
- k) Claire Lafreniere and Neill Malcolm were in attendance concerning agenda item 6.(6)(d).

PART ONE – CONSENT AGENDA

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

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that all the items listed under date 2013 01 07 – Part One – Consent Agenda save and except 5.(l), 5.(o), 5.(t) and 5.(u) be approved as recommended. CARRIED

- a) Correspondence from AMO was received by Council.
- b) Correspondence from the City of London (concerning heads and beds levy) and the Municipality of Callander (concerning Ontario Northland Transportation Commission) was received by Council.
- c) A letter from the Mayor of Timmins congratulating Sault Ste. Marie on its 100th Anniversary was received by Council.
- d) A bulletin from the Ontario Energy Board concerning the Ontario Energy Board Act was received by Council.
- e) A news release from the Ontario Provincial Police concerning safe snowmobiling was received by Council.
- f) Correspondence from the Northern Growth Plan was received by Council.
- g) **Appointments to Boards and Committees**

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that Councillors R. Niro and T. Sheehan be nominated to the Algoma District Municipal Association from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Councillor M. Bruni and citizens B. Davies and K. Marinich be nominated to the Algoma Public Health from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that Councillor S. Myers be nominated to the Celebrating International Friendship Committee Bridgewalk Group from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Councillors M. Bruni, P. Christian, F. Fata, R. Niro and L. Turco; and citizens T. Bastos and P. Vaudry be nominated to the Christmas Lighting Award Program Judging from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that citizens S. Farrell and L. Robibaro be nominated to the Committee of Revision – Local Improvement from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that citizens B. Pritchard, K. Montgomery Jones and J. Walker be nominated to the Community Theatre Centre Management Board for two more one year terms. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that Councillors M. Bruni, P. Christian, J. Krmpotich and R. Niro; Tourism Sault Ste. Marie (I. McMillan); and City Clerk (M. White) be nominated to the Conferences and Major Special Events Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that Councillor T. Sheehan and citizens E. Belair, N. Harrison, C. Rous and R. Wark be nominated to the Cultural Advisory Board from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that Councillors F. Fata, T. Sheehan and S. Myers be nominated to the Dangerous Dog Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that Councillor S. Butland, one representative from the Engineering and Planning Department (C. Taddo); one representative from the Public Works and Transportation Department (S. Hamilton Beach); one representative from the Ministry of the Environment; and citizens G. Adams, K. Lemieux, R. MacDonald and P. McLarty be nominated to the Environmental Monitoring Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that Councillor L. Turco be nominated to the Federation of Northern Ontario Municipalities (FONOM) from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that citizens F. DelBosco, R. O'Neill and L. Robibaro be nominated to the Fence Viewers Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that Councillors M. Bruni, P. Christian, S. Myers and B. Watkins; Chief Administrative Officer (non-voting member); the Commissioner of Finance (B. Frieburger); Manager of Budgets and Revenue (S. Schell); and Manager of Finance and Audits be nominated to the Finance Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that Councillors J. Krmpotich and B. Watkins be nominated to the Gateway Steering Team from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that Councillor S. Myers and citizens N. Aronson, A. Furber, C. Gruhzt, S. Hanna, K. Marshall, T. Pino, B. Tremblay and K. McAuley Yukich be nominated to the Historic Sites Board from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that Councillor M. Bruni be nominated to the Humane Society from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that Councillors S. Butland, T. Sheehan and P. Mick be nominated to the Municipal Environmental Initiatives Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that Councillor M. Bruni, T. Sheehan, S. Myers, P. Christian, F. Fata and L. Turco be nominated to the Municipal Freedom of Information and Protection of Privacy Act from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that Councillors P. Mick, S. Myers and R. Niro be nominated to the Municipal Handbook Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that Councillor L. Turco and citizens L. Beilhartz, R. Ewing, I. Hugill, R. Kinghorn, A. MacGregor, K. Marshall, H. Robbins, C. Tossell and T. Wall be nominated to the Municipal Heritage Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that Manager of Recreation and Culture (Joe Cain) be nominated to the Museum Management Board from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that Councillors S. Butland and L. Turco; one representative from the Social Services Department (N. Scott); one representative from the Engineering and Planning Department (J. Dolcetti or designate); and citizens G. Bourgault, D. Calvert, V. Cowen, A. Della Penta, W. King, C. Kohler, D. Lavallee, A. McPhee, W. McQueen, D. Morrell, C. Morriseau, G. Taylor and E. Theriault, be nominated to the Ontarians with Disabilities Accessibility Advisory Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that Councillor R. Niro and citizens J. Bumbacco, P. Caldbick, R. Carricato, G. Cavallo, D. Greenwood, M. Headrick, S. Milne and B. Rushon be nominated to the Parks and Recreation Advisory Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that citizens P. Caldbick, L. Didier, P. Egidio, O. Grandinetti, A. McPhee, M. Pascuzzi and L. Robibaro be nominated to the Planning Advisory Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that Councillors M. Bruni, F. Fata and P. Mick and citizen Judge J. Greco be nominated to the PUC Inc. Board of Directors from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that citizens S. Farrell, O. Grandinetti and L. Robibaro be nominated to the Residential Standards Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that Councillors J. Krmpotich and P. Mick; one staff representative from the Social Services Department (C. Fairbrother); and citizens P. Beach, P. Brown, K. Caruso, H. Cavelli, B. Clarke, L. Connolly-Beattie, W. Greco, H. Hicks, W. McQueen, J. Miller, D. Peterson, B. Servant, D. Taranto, J. Thatcher, R. Toth-Rissanen and K. Vallee and be nominated to the Sault Ste. Marie Best for Kids Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that Councillors M. Bruni, J. Krmpotich, P. Mick, R. Niro, L. Turco and B. Watkins be nominated to the Sault Ste. Marie District Social Services Administration Board from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Councillor B. Watkins and Mayor D. Amaroso (ex officio) be nominated to the Sault Ste. Marie Economic Development Corporation Board of Directors from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that Councillors P. Christian and P. Mick, Chief Administrative Officer, Medical Officer of Health, Fire Chief, Police Chief, Emergency Planning Officer and Ambulance Director be nominated to the Sault Ste. Marie Emergency Measures Planning Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Mayor D. Amaroso (ex officio) and Councillor S. Butland be nominated to the Sault Ste. Marie Innovation Centre Board of Directors from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that Mayor D. Amaroso and Chief Administrative Officer (J. Fratesi) be nominated to the Sault Ste. Marie Physician Recruitment and Retention Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Mayor D. Amaroso and Councillor P. Mick and citizen I. MacKenzie be nominated to the Sault Ste. Marie Police Services Board from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor P. Mick
Resolved that Councillors M. Bruni, J. Krmpotich, F. Manzo and B. Watkins be nominated to the Sault Ste. Marie Region Conservation Authority from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that Councillor S. Butland and S. Myers, be nominated to the Sault Ste. Marie Walk of Fame Selection Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that one representative from the Building Department (P. Tonazzo) and one representative from the Engineering and Planning Department (C. Taddo) be nominated to the Source Protection Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that one representative from the Engineering and Planning Department (C. Taddo) be nominated to the St. Marys River Binational Public Advisory Committee from January 7, 2013 to December 31, 2014. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that one representative from the Community Services Department (V. McLeod) be nominated to the St. Marys River Marine Heritage Centre (Norgoma) Board of Directors. CARRIED

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that Councillors S. Butland, J. Krmpotich, P. Mick and T. Sheehan; Chief Administrative Officer (J. Fratesi); and staff representative from the Community Services Department (N. Apostle) be nominated to the West End Community Centre Steering Committee. CARRIED

h) Staff Travel

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

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that the report of the Chief Administrative Officer dated 2013 01 07 concerning Staff Travel requests be approved as requested. CARRIED

i) RFP for Transit Bus Advertising Sales (2012CK01P)

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

Moved by: Councillor S. Butland
Seconded by: Councillor J. Krmpotich
Resolved that the Report of the Manager of Purchasing dated 2013 01 07 be endorsed and that the proposal for the provision of Transit Bus and Para Bus Advertising Sales, as required by the Transit and Parking Division of the Public Works and Transportation Department be accepted as recommended.
CARRIED

j) **Funding Application – Celebrate Canada Program**

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

Moved by: Councillor P. Christian
Seconded by: Councillor F. Manzo
Resolved that the report of the Supervisor Community Services dated 2013 01 07 concerning Funding Application – Celebrate Canada Program be accepted and the recommendation to authorize staff to apply to the program be approved.
CARRIED

k) **Sault Ste. Marie Designated Property Grant Program Request**

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

Moved by: Councillor P. Christian
Seconded by: Councillor J. Krmpotich
Resolved that the report of the Manager Recreation and Culture Division dated 2013 01 07 concerning Sault Ste. Marie Designated Property Grant Program Request be accepted and the recommendation to provide a grant of \$3,000 from the program to the Algonquin Hotel at 864 Queen Street East be approved.
CARRIED

l) **MacDonald Park – Offer of Donation Towards Playground Equipment**

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

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that City Council offers its heartfelt thanks to Albert Williams for his generous offer of a donation towards playground equipment and further that the report of the Commissioner of Community Services dated 2013 01 07 concerning MacDonald Park – Offer of Donation Towards Playground Equipment be referred to the Parks and Recreation Advisory Committee for review and report back to Council. CARRIED

m) **Kohler Street Reconstruction – Engineering Agreement**

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

The relevant By-law 2013-006 is listed under Item 10 of the Minutes.

n) **Solar Photovoltaic Fit Application**

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

The relevant By-law 2013-009 is listed under Item 10 of the Minutes.

o) **Essar Centre Solar Photovoltaic Fit Project**

The report of the Environmental Initiatives Co-ordinator was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Environmental Initiatives Co-ordinator dated 2013 01 07 concerning Essar Centre Solar Photovoltaic Fit Project be received as information. CARRIED

p) **2013 Building Permit Fee Increase**

The report of the Chief Building Official was received by Council.

The relevant By-law 2013-010 is listed under Item 10 of the Minutes.

q) **Earl Thompson – 226 River Road By-law 2012-148**

The report of the City Solicitor was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the City Solicitor dated 2013 01 07 concerning Earl Thompson – 226 River Road By-law 2012-148 be received as information. CARRIED

Pecuniary Interest – Councillor Watkins – applicant is a business competitor

r) **Premiere Landscaping and Garden Centre Inc. – 1465 Maki Road – Planning Application A-11-12-Z.OP**

The report of the City Solicitor was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the City Solicitor dated 2013 01 07 concerning OMB Appeal – Premiere Landscaping and Garden Centre Inc. be accepted and that despite the appeal Council confirms its wish to deny the application. CARRIED

s) **Sale of Property Being Part of 135 Northern Avenue Located on the Southwest Corner of Northern Avenue and Grand Boulevard**

The report of the City Solicitor was received by Council.

The relevant By-law 2013-003 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

t) **Council Training Session**

The report of the City Solicitor was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that Council shall hold a special meeting in closed session on Thursday, January 17, 2013 at 5:00 p.m. in the Russ Ramsay Board Room for the purpose of an education/training session concerning Council's role as the sole shareholder of PUC Inc. provided by George Rust-D'Eye of the law firm Weir Foulds. CARRIED

u) **Byrne/Morrison and North Street Intersection**

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

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2013 01 07 concerning Byrne/Morrison and North Street Intersection be accepted and the following recommendations be approved:

1) authorize the Legal Department to prepare by-laws for the temporary closure of the east leg of Byrne Street, the restricting of left turns onto Morrison Avenue for vehicles travelling south on North Street and making Morrison Avenue a one-way street for approximately 34m east of its intersection with North Street.

2) authorize the Engineering and Planning Department to conduct a Public Information Centre (PIC) concerning the above changes and to report back to Council with the results of the PIC, along with a design, cost estimates and implementation schedule for a permanent closure. CARRIED

Pecuniary Interest – Councillor Niro – resides on Morrison Avenue

v) **Business Plan 2013 – 2015**

The report of the Chief of Police was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chief of Police dated 2012 11 29 concerning Business Plan 2013 – 2015 be received as information. CARRIED

Pecuniary Interest – Councillor Turco – spouse employed by Sault Police Services.

w) **Conference and Major Special Events Committee – 2013 Telus Cup and 2013 OBA Midget Girls under 15 Championships**

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chair – Conferences and Major Special Events Committee dated 2013 01 07 concerning Conferences and Major Special Events Committee – 2013 TELUS Cup and 2013 OBA Midget Girls Under 15 Championship be accepted and that the Committee's recommendation that Council authorize municipal financial support in the amount of \$10,000 for the 2013 TELUS Cup and \$5,000 for the 2013 OBA Midget Girls U15 with funds to come from the 2013 Conferences and Major Special Events fund be approved. CARRIED

x) **Solar Photovoltaic Fit Application**

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

The relevant By-law 2013-012 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

y) **Council Travel**

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Councillor Lou Turco be authorized to travel to the AMO Board meeting being held in Toronto (2 days in January) at an estimated cost to the City of \$300 and the FONOM Board meeting being held in Temiskaming Shores (2 days in February) at no cost to the City. CARRIED

PART TWO – REGULAR AGENDA

6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

(1) ADMINISTRATION

(2) COMMUNITY SERVICES DEPARTMENT

(3) ENGINEERING

(4) FIRE

(5) LEGAL

a) Safe Drinking Water Act Summary

The report of the City Solicitor was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the City Solicitor dated 2013 07 07 concerning Safe Drinking Water Act Summary be received as information. CARRIED

(6) PLANNING

a) Application No. A-32-12-Z & 57T-12-502 – filed by Palmer Development (Northern) Corp.

The report of the Planning Division was received by Council.

Moved by: Councillor J. Krmpotich

Seconded by: Councillor P. Christian

Resolved that the report of the Planning Division dated 2013 01 07 concerning Application No. A-32-12-Z & 57T-12-502 – filed by Palmer Development (Northern) Corp. – Sherwood Parkway Subdivision be received and that City Council approve the proposed 59-lot Draft Plan of Subdivision, subject to the six (6) conditions contained in the report. AMENDED

Moved by: Councillor F. Manzo

Seconded by: Councillor S. Butland

Resolved that item 6.(6)(a) be amended by inserting the following text at the end of the resolution – “and that a second access to Peoples Road be constructed prior to any development that exceeds 25 single detached residences”. CARRIED

b) Application No. A-1-13-OP – Rick Geroux – 1741 Base Line

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Planning Division dated 2013 01 07 concerning Application No. A-1-13-OP filed by Rick Geroux – 1741 Base Line be received and that City Council deny the applicants request to amend the Official Plan in order to create two (2) new rural residential lots. DEFEATED

Moved by: Councillor F. Manzo

Seconded by: Councillor B. Watkins

Resolved that the report of the Planning Division dated 2013 01 07 concerning Application No. A-1-13-OP filed by Rick Geroux – 1741 Base Line be received and that City Council approve the applicant's request to amend the Official Plan in order to create two (2) new rural residential lots. CARRIED

c) Application No. A-2-13-Z – Stephen Hunter – 1318 Queen St. E.

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Planning Division dated 2013 01 07 concerning Application No. A-2-13-Z filed by Stephen Hunter – 1318 Queen Street East be received and that City Council approve this application and rezone the subject property from "R2" (Single Detached Residential) to "R3" (Low Density Residential) to permit the creation of an additional unit. CARRIED

d) Application No. A-3-13-Z – Childcare Algoma – 1616 Queen St. E.

The report of the Planning Division was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Planning Division dated 2013 01 07 concerning Application No. A-3-13-Z filed by Childcare Algoma – 1616 Queen Street East be received and that City Council approve rezoning the subject property from "R2" (Single Detached Residential) zone to "R2.S" (Single Detached Residential) zone with a Special Exception to permit, in addition to the uses permitted in an "R2" zone, a parking lot in association with the institutional use located at 1600 Queen Street East. CARRIED

(7) PUBLIC WORKS AND TRANSPORTATION

(8) BOARDS AND COMMITTEES

a) Recruitment Progress Report to City Council – January 7, 2013

The report of the Manager, Physician Recruitment and Retention was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Manager, Physician Recruitment and Retention be accepted and the recommendation that Council approve only additional incentive payments to physicians to a maximum of \$200,000 for the 2012 Physician Recruitment Program to March 31, 2013 with funding from the Hospital Reserve Fund be approved. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Manager, Physician Recruitment and Retention be accepted and the recommendation that Council approve only additional incentive payments to physicians to a maximum of \$200,000 for the 2012 Physician Recruitment Program to March 31, 2013 with funding from the Hospital Reserve Fund be approved. CARRIED

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

- a) Moved by: Councillor P. Christian

Seconded by: Councillor R. Niro

That Council inform the PUC by way of this resolution that it would like to renegotiate the shareholder agreement with regard to an upset limit on corporate donations. DEFERRED

Moved by: Councillor R. Niro

Seconded by: Councillor P. Christian

That the motion listed under agenda item 7.(a) requesting renegotiation of the shareholder agreement with PUC be postponed to a future meeting of Council. CARRIED

- b) Moved by: Councillor L. Turco

Seconded by: Councillor S. Butland

Whereas the Independent Order of the Odd Fellows provides a valuable community service through the operation of the Loan Cupboard; and

Whereas the location at 124 Dennis Street is a depot for accepting donated equipment being brought to the site and lending out equipment to the community at no cost; and

Whereas the only access is the entrance on Dennis Street and due to the prohibited parking in the area vehicles needing the service have received parking tickets;

Now Therefore Be It Resolved that the appropriate staff review this situation as soon as possible and provide an option for vehicles to park at the front entrance of 124 Dennis Street for a specified period of time to drop off or pick up equipment from the Odd Fellows Loan Cupboard. CARRIED

- c) Moved by: Councillor L. Turco

Seconded by: Councillor S. Butland

Be it Resolved that Madison Zuppa, Environmental Initiatives Co-ordinator, be authorized to convene a meeting with possible representation from PUC, EDC, Innovation Centre, Great Lakes Power Transmission, CAO, Mayor and one or two Councillors, City Engineering, Robert Reid of N'Sci Technologies, and MPP David Oraziotti to determine the following

1. Amount of distribution and transmission capacity allocated for Sault Ste. Marie for MICROFIT and FIT programs.
2. Whether projects such as Elementa and Landfill Gas projects are separate from MICROFIT and FIT programs.
3. Development of a strategy to deal with any potential shortcomings that would impact further alternative energy initiatives.
4. Potential costs associated with capacity limitations.
5. Whether initiatives such as St. Mary's cogeneration and wind turbines north of Sault Ste. Marie are considered part of Sault Ste. Marie's transmission allocation.

6. Advisability of scheduling a meeting with Ontario Power Authority to discuss the above. CARRIED

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

9. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

10. CONSIDERATION AND PASSING OF BY-LAWS

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

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that all by-laws listed under Item 10 of the AGENDA under date January 7, 2013 be approved. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2012-198 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Kohler Street from Queen Street East to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read a THIRD time and PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2012-199 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Mareta Street from Wallace Terrace to Henrietta Avenue under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read a THIRD time and PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2012-200 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Queen Street East from Simpson Street to Pine Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read a THIRD time and PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-1 being a by-law to consolidation of amendments to Traffic By-law 77-200 be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-2 being a by-law to permit a bus depot, taxi and limousine service, and public transportation yard use at 503 Trunk Road be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-3 being a by-law to authorize the sale of surplus property being part of civic 135 Northern Avenue (located on the southwest corner of Northern Avenue and Grand Boulevard) to Lisa Lofstrom be PASSED in open Council this 7th day of January, 2013. be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-4 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-5 being a by-law to re-adopt Official Street Names List be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-6 being a by-law to authorize the execution of an agreement between the City and Genivar Inc. for engineering services for the design and construction administration of the reconstruction of Kohler Street with funds from the 2013 capital construction budget be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland
Seconded by: Councillor F. Manzo
Resolved that By-law 2013-7 being a by-law to appoint members to various Local Boards in the City of Sault Ste Marie be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2013 being a by-law to assume for public use and establish as public streets various parcels of land conveyed to the City be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2013-9 being a by-law to authorize the execution of three (3) Municipal Council Support Resolutions to support three (3) solar photovoltaic Feed-In-Tariff (FIT) applications being submitted to the Ontario Power Authority Feed-In-Tariff Program be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2013-10 being a by-law to amend Schedule "A" to By-law 2008-148 (a by-law respecting construction, demolition and change of use permits, inspections and related matters for the City of Sault Ste. Marie) be PASSED in open Council this 7th day of January, 2013. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2013-12 being a by-law to authorize the execution of one (1) Municipal Council Support Resolution to support one (1) solar photovoltaic Feed-In-Tariff (FIT) application being submitted to the Ontario Power Authority Feed-In-Tariff Program be PASSED in open Council this 7th day of January, 2013. CARRIED

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

12. ADDENDUM TO THE AGENDA

13. ADJOURNMENT

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that this Council now adjourn. CARRIED


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Media Release – The Federation of Northern Ontario Municipalities

Consolidation of Local Hydro Utilities 'Problematic' for Northeastern Communities

January 15, 2012

Electricity could get a whole lot more expensive in the near future for the majority of Northerners. "A new Northeastern Ontario regional electricity distribution utility as proposed by a provincial panel that consolidates municipal utilities with Hydro One could mean significantly higher costs and decreased levels of service" according to Alan Spacek, Mayor of Kapuskasing and President of the Board of Directors of the Federation of Northern Ontario Municipalities.

A provincial panel recommended the creation of eight to twelve centralized regional electric distribution utilities across Ontario, with one serving the entire Northeast. Spacek notes "The municipal utilities serving the northeast are profitable and have low rates. Hydro One has much higher rates, much higher debt levels and higher costs. This would drive up average rates for all customers. Under the panel's proposal, all municipally owned utilities would be forced to give their assets to the new regional entity."

According to the Provincial Panel's initial recommendations, Hydro One which is owned directly by the Province of Ontario and servicing the rural and remote parts of northeastern Ontario would also give up its assets to the new regional utility. "Across the entire north municipal utilities serve 434,000 customers out of a population of 531,000. With this model 434,000 people could see their rates increase. This could translate into over \$300 per year in higher costs for a residential customer in a northeastern Ontario urban area", according to Todd Wilcox, Chief Operating Officer of North Bay Hydro.

Spacek continued "Hydro One carries nearly 3 billion dollars of debt which would be transferred from the province to the new regional distribution utilities and to electricity customers in the northeast whether they benefit from the assets carrying this debt or not. This 'shell game' does not benefit us here in the North" he claimed.

The panel also did not consider the Growth Plan for Northern Ontario completed by the Ministry of Northern Development, Mines and Forestry in 2011 which identifies the cities of Greater Sudbury, North Bay, Sault Ste Marie, Timmins and Thunder Bay as economic hubs that anchor the North's existing and emerging priority economic sectors.

Mr. Spacek request that "We call on the current Premier and on the new Premier to enter into meaningful dialogue that results in lower electricity costs and improved levels of service for all residents of the North." The province directly controls 80-95% of electricity costs for generation, transmission, debt retirement and taxes while local distributors are responsible for the much smaller difference. "The province must look with equal vigor to control their costs of their 80-95% of the bill if electricity costs are truly to be reduced."

For more information, contact Alan Spacek, 705 335-0001

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

JAN 15 2013

TEMPORARY STREET CLOSURE - APPLICATION FORM

LEGAL DEPARTMENT

CONTACT NAME: Bon Soo Winter Carnival Inc. TELEPHONE: 705-759-3000ADDRESS: 424-C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Queen Street

(Name of street to be closed)

from Spring Street to Elgin Street

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

* also block access from March Street onto Queen Streeton the 5 day of February 20 13 from 4:45 am/pm to 7:00 am/pmfor the purpose of Bon Soo Snowmadness event

APPROVALS SECTION:

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

Signature of Official
Sgt. R. Magnan # 209

DEC 20 2012

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

Signature of Official

5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6863
65 Old Garden River Road

Signature of Official

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

Signature of Official

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

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.)

TEMPORARY STREET CLOSURE - APPLICATION FORM

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Signature of Official3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road_____
Signature of Official4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street_____
Signature of Official5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden River Road_____
Signature of Official6. Downtown Association
Telephone 942-2918
Fax 942-8368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)_____
Signature of Official

CITY CLERK SECTION:

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for the purpose of Bon Soo Snowmadness event

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Fax 759-7820
580 Second Line East

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

Signature of Official

Signature of Official

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

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

Signature of Official

Signature of Official

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

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

Signature of Official

Signature of Official

CITY CLERK SECTION:

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

12/20/2012 THU 9:21 FAX 705 759 6950 BON SOO Winter Carnival

002/002

TEMPORARY STREET CLOSURE - APPLICATION FORM

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128 Sackville Road

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Signature of Official

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Telephone 946-1227
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Fax 942-6368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)

Signature of Official

Signature of Official

CITY CLERK SECTION:

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

5(b)

TEMPORARY STREET CLOSURE - APPLICATION FORM

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* also block access from March Street onto Queen Street
on the 5 day of February 2013 from 4:45 am/pm to 7:00 am/pmfor the purpose of Bon Soo Snowmadness event

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
530 Second Line East2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Tancred Street_____
Signature of Official_____
Signature of Official3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street_____
Signature of Official_____
Signature of Official5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden Road6. Downtown Association
Telephone 942-2919
Fax 942-6368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)_____
Signature of Official_____
Signature of Official

CITY CLERK SECTION:

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

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc. TELEPHONE: 705-759-3000
 ADDRESS: 424-C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Queen Street

(Name of street to be closed)

from Spring Street to Elgin Street

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

* also block access from March Street onto Queen Street
 on the 5 day of February 2013 from 4:45 am/pm to 7:00 am/pm

for the purpose of Bon Soo Snowmadness event

APPROVALS SECTION:

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

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

 Signature of Official

 Signature of Official

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

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

 Signature of Official

 Signature of Official

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

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

 Signature of Official

 Signature of Official

CITY CLERK SECTION:

City Council approval was received on Jan 15 2012 (date) (By-law No.)

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

JAN 15 2013

LEGAL DEPARTMENT

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 705-759-3000
ADDRESS: 424 - C Pine St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street
(reference points - street numbers, cross streets, etc.)

on the 1 day of February, 20 13 from 3:00 am/pm to 11:00 am/pm Saturday Feb-2

for the purpose of 50th Annual Bon Soo Winter Carnival
opening Ceremonies

APPROVALS SECTION:

- | | |
|---|---|
| 1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
580 Second Line East | 2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Tancred Street |
|---|---|

Sgt. B. Magnan # 209 JAN 08 2013

Signature of Official

Signature of Official

- | | |
|--|--|
| 3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road | 4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street |
|--|--|

Signature of Official

Signature of Official

- | | |
|---|--|
| 5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden River Road | 6. Downtown Association
Telephone 942-2919
Fax 942-6368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY) |
|---|--|

Signature of Official

Signature of Official

CITY CLERK SECTION:

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

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 705-759-3000ADDRESS: 424 - C Pine St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street
(reference points - street numbers, cross streets, etc.)on the 1 day of February, 20 13 from 3:00 am/pm to 11:00 am/pm Saturday Feb - 2for the purpose of 50th Annual Bon Soo Winter Carnival
opening Ceremonies

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820 - 949-3440 Sgt
580 Second Line East

Signature of Official

2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Tappan 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.)

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 705-759-3000ADDRESS: 424 - C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street

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

on the 1 day of February, 20 13 from 3:00 am/pm to 11:00 am/pm Saturday Feb-2for the purpose of 50th Annual Bon Soo Winter Carnival
opening Ceremonies

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
580 Second Line East2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Tancred Street_____
Signature of Official_____
Signature of Official3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street_____
Signature of Official_____
Signature of Official5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden River Road6. Downtown Association
Telephone 942-2919
Fax 942-6368
496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)_____
Signature of Official_____
Signature of Official

CITY CLERK SECTION:

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

01/04/2013 FRI 11:53 FAX 705 759 6950 BON SOO Winter Carnival

002/002

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 705-759-3000ADDRESS: 424 - C Pine St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street
(reference points - street numbers, cross streets, etc.)on the 1 day of February, 20 13 from 3:00 am/pm to 11:00 am/pm Saturday Feb -2for the purpose of 50th Annual Bon Soo Winter Carnival
opening Ceremonies

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
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496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)_____
Signature of Official_____
Signature of Official

CITY CLERK SECTION:

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

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 705-759-3000
ADDRESS: 424 - C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street
(reference points - street numbers, cross streets, etc.)

on the 1 day of February, 20 13 from 3:00 am/pm to 11:00 am/pm Saturday Feb - 2

for the purpose of 50th Annual Bon Soo Winter Carnival
opening Ceremonies

APPROVALS SECTION:

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

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

Signature of Official

Signature of Official

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

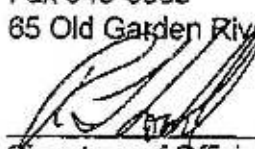
4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street

Signature of Official

Signature of Official

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

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



Signature of Official

Signature of Official

CITY CLERK SECTION:

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

12/18/2012 TUE 12:03 FAX 705 J 6950 BON SOO Winter Carnival

57(b)

001/002

001/002

THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

JAN 15 2013

TEMPORARY STREET CLOSURE - APPLICATION FORM

FIRE DEPARTMENT

CONTACT NAME: Bon Soo Winter Carnival TELEPHONE: 705-759-3000ADDRESS: 424-C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Lower Lake St. - south of Queen St.

(Name of street to be closed)

from Queen St. to Bellevue Park

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

on the 1st - 10th day of February, 20 13 from 6:00 am (pm) to 8:00 am (pm)for the purpose of 50th Annual Bon Soo Winter Carnival

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
580 Second Line EastSgt. H. Magnan #209 DEC 21 2012
Signature of Official2. 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.)

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival TELEPHONE: 705-759-3000ADDRESS: 424-C Pim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Lower Lake St. - south of Queen St.

(Name of street to be closed)

from Queen St. to Bellevue Park

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

on the 1st - 10th day of February, 20 13 from 6:00 am pm to 8:00 am pmfor the purpose of 50th Annual Bon Soo Winter Carnival

APPROVALS SECTION:

1. Police Services, Traffic Dept.
Telephone 949-6300 ext 348
Fax 759-7820
580 Second Line East_____
Signature of Official2. Fire Services/Emergency Medical Services (EMS)
Telephone 949-3335/949-3387
Fax 949-2341
72 Trenchard Street_____
Signature of Official3. Public Works & Transportation Dept.
Telephone 541-7000
Fax 541-7010
128 Sackville Road_____
Signature of Official4. Transit/Parking
Telephone 759-5320
Fax 759-5834
111 Huron Street_____
Signature of Official5. Central Ambulance Communication
Centre (C.A.C.C.)
Telephone 946-1227
Fax 945-6883
65 Old Garden River Road_____
Signature of Official6. 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.)

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival TELEPHONE: 706-759-3000ADDRESS: 424-C Pin St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Lower Lake St. - south of Queen St.

(Name of street to be closed)

from Queen St. to Bellevue Park
(reference points - street numbers, cross streets, etc.)on the 1st - 10th day of February, 20 13 from Feb 1 6:00 am/pm to Feb 10 8:00 am/pmfor the purpose of 50th Annual Bon Soo Winter Carnival

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.)

01/02/2013 WED 9:31 FAX 705 759 6950 BON 500 Winter Carnival

002/003

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival TELEPHONE: 705-769-3000ADDRESS: 424-C Pim St. POSTAL CODE: P6B 2V1The above person hereby makes application for the closing of
Lower Lake St. - south of Queen St.

(Name of street to be closed)

from Queen St. to Bellevue Park
(reference points - street numbers, cross streets, etc.)on the 1st - 10th day of February, 20 13 from Feb 1 6:00 am (pm) to Feb 10 8:00 am (pm)for the purpose of 50th Annual Bon Soo Winter Carnival

APPROVALS SECTION:

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

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

Signature of Official_____
Signature of Official

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

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Telephone 759-5320
Fax 759-5834
111 Huron Street

Signature of Official_____
Signature of Official

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Telephone 946-1227
Fax 945-6883
65 Old Garden River Road

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

Signature of Official_____
Signature of Official

CITY CLERK SECTION:

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

5(b)

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival TELEPHONE: 705-759-3000

ADDRESS: 424-C Pine St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Lower Lake St. - south of Queen St.

(Name of street to be closed)

from Queen St. to Bellevue Park

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

on the 1st - 10th day of February, 20 13 from 6:00 am pm to 3:00 am pm

for the purpose of 50th Annual Bon Soo Winter Carnival

APPROVALS SECTION:

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

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

Signature of Official

Signature of Official

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

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

Signature of Official

Signature of Official

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

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

Signature of Official

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



560
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

2013 01 21

Mayor Debbie Amaroso and
Members of City Council
Civic Centre

RE: STAFF TRAVEL REQUESTS

Dear Council:

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

1. **Carla Fairbrother – Social Services Department – Child Care Division**
NOSDA Meeting – Child Care Management
January 23 – 24, 2013
Sudbury, Ontario
Estimated total cost to the City - \$ 490.50
Estimated net cost to the City - \$ 490.50
2. **Lauren Perry – Fire Services – EMS Division**
Enhancing Emergency Management in Ontario
March 25 – 27, 2013
Toronto, Ontario
Estimated total cost to the City - \$ 969.75
Estimated net cost to the City - \$ 969.75
3. **David Petersson – Social Services – Ontario Works Division**
Modernizing Child Care in Ontario
February 4, 2013
Toronto, Ontario
Estimated total cost to the City - \$ 361.75
Estimated net cost to the City - \$ 0.00

4. **Jeff Bowen – Fire Services – EMS Division**
iMEDIC EMS Encounter 2013
February 20 – 22, 2013
Toronto, Ontario
Estimated total cost to the City - \$ 1,238.50
Estimated net cost to the City - \$ 1,238.50
5. **Carla Fairbrother – Social Services – Child Care Division**
Best Start Leadership/Partnership Meeting
February 12 - 14, 2013
Thunder Bay, Ontario
Estimated total cost to the City - \$ 905.24
Estimated net cost to the City - \$ 905.24
6. **David Petersson – Social Services – Finance Division**
SAMS Financial & Live Expo
March 4 – 5, 2013
Sudbury, Ontario
Estimated total cost to the City - \$ 263.50
Estimated net cost to the City - \$ 263.50
7. **Patti LeBel – Social Services – Ontario Works Division**
SAMS Financial & Live Expo
March 4 – 5, 2013
Sudbury, Ontario
Estimated total cost to the City - \$ 603.50
Estimated net cost to the City - \$ 603.50
8. **Ramona McLennon – Social Services – Child Care Division**
SAMS Financial & Live Expo
March 4 – 5, 2013
Sudbury, Ontario
Estimated total cost to the City - \$ 263.50
Estimated net cost to the City - \$ 263.50

Yours truly,



Joseph M. Fratesi
Chief Administrative Officer

JMF: bb

Rachel Tyczinski
Deputy City Clerk &
Manager of Quality
Improvement



Clerk's Department

2013 01 21

Mayor Debbie Amaroso and
Members of City Council

RE: 2013 Corporate Membership Fees

PURPOSE

The purpose of this report is to advise City Council as to 2013 corporate membership fees.

BACKGROUND

The following memberships will become due in 2013:

	2013 Renewal	2012 Fees
1. Algoma District Municipal Association	300.00	300.00
2. Association of Municipalities of Ontario	12,659.53	12,411.21
3. Canadian Institute of Forestry	339.00	339.00
4. Chamber of Commerce	367.25	363.86
5. Federation of Canadian Municipalities	10,396.41	10,170.66
6. Federation of Northern Ontario Municipalities	3,000.00	3,000.00
7. Great Lakes and St. Lawrence Cities Initiative	4,000.00	4,000.00
8. Ontario Good Roads Association	2,123.11	2,123.11
9. Ontario Traffic Conference	490.00	490.00
	33,675.3	33,197.84

IMPACT

The 2012 operating budget projected corporate memberships at \$33,197.184
2013 costs are estimated at \$33,675.30.

Council may wish to weigh the benefits of the \$10,170.66 fee to the Federation of Canadian Municipalities.

STRATEGIC PLAN

This is an operational issue not linked to an activity in the Strategic Plan.

RECOMMENDATION

That the report of the Deputy City Clerk and Manager of Quality Improvement concerning corporate membership fees be received as information and the recommendation to proceed with payment of 2013 membership fees be approved.

Respectfully submitted,



Rachel Tyczinski
Deputy City Clerk and
Manager of Quality Improvement

Recommended for approval,



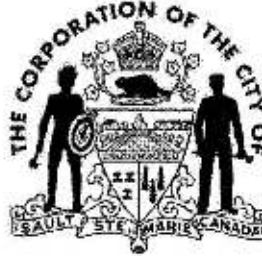
Malcolm White
City Clerk

RECOMMENDED FOR APPROVAL



Joseph M. Riches
Chief Administrative Officer

Shelley J. Schell, CPA, CA
 Manager of
 Finance and Budgets



Finance Department

2013 01 21

Mayor Debbie Amaroso and
 Members of City Council

RE: 2013 USER FEES – BY-LAW 2013-20

PURPOSE

Under the Municipal Act, section 391(1) municipalities have the authority to impose fees or charges for any activity or service that they provide. The schedules to By-law 2013-20 attached are the recommended changes for 2013.

BACKGROUND

User fees are one of the few controllable sources of revenue that can reduce reliance on property taxes. The rationale for user fees is that those who clearly benefit from the service should be the ones to pay for it. Constraints exist that prevent full cost recovery for some activities and services, such as market pricing.

All departments have reviewed their applicable user fees and provide suggested increases to assist in deflecting additional costs anticipated for 2013.

ANALYSIS

Community Services Department (Schedule B)

As in prior years, a general 2% increase for the majority of fees was added. The intention is to offset any additional operating costs due to inflation. Reporting by facility is available and thus the impact of the fee increase on the levy is noted on the attached Impact Analysis Summary.

Engineering and Planning (Schedule C)

Rezoning application fees and Committee of Adjustment application fees are recommended for increase. The increases are required to bring the fee charged in line with the cost to provide the service.

Finance (Schedule D)

Increase to the accounting fee charged to the Library and for tax certificates are recommended to account for inflationary operating cost changes.

Public Works and Transportation (Schedule G)

Transit Charter fees are recommended to increase in order to be more in line with private market fees and the additional wear and tear on our rolling stock. Transit

fares are only being increased for the Youth Pass in order to bring it more in line with the overall fee structure.

IMPACT

The attached Impact Analysis Summary reflects the budgetary impact of additional revenue in the amount of \$103,805. The impact on the levy for Community Service facilities are reflected.

STRATEGIC PLAN

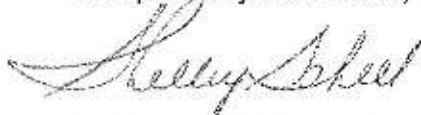
In accordance with the corporate missions statement:

"To provide quality and cost-effective municipal services in a responsible and supportive manner."

RECOMMENDATION

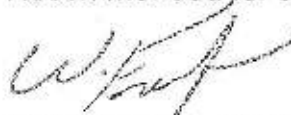
By-law 2013-20 appears elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Shelley J. Schell, CPA, CA
Manager of Finance and Budgets

Recommended for approval,



W. Freiburger, CMA
Commissioner of Finance and Treasurer

attachments



RECOMMENDED FOR APPROVAL
JOSEPH W. FIELDS
CITY ADMINISTRATOR

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
USER FEES AND SERVICE CHARGES BUDGET IMPACT
2013**

DEPARTMENT:

\$

Clerks

Community Services Department

Bondar Pavilion	215
Marina	2,340
Athletic Fields/Bellevue Park events	1,445
Historic Sites Board	560
John Rhodes Community Centre-Arena	7,585
John Rhodes Community Centre-Pool	7,690
McMeeken Centre	2,325
Essar Centre	1,880
Day Nurseries	3,000

Engineering & Planning

Rezoning	11,250
Committee of Adjustment applications	4,600

Finance

Accounting fees	240
Tax certificates and searches	4,600

Fire Services

Legal

PWT

Transit charters	13,000
Transit fares	43,075

103,805

2013 budget		2012 budget	
% levy	%user fee	% levy	%user fee
93%	7%	93%	7%
10%	90%	10%	90%
n/a	n/a	n/a	n/a
80%	20%	80%	20%
49%	51%	49%	51%
58%	42%	58%	42%
50%	50%	47%	53%
27%	73%	26%	74%
26%	74%	25%	75%

Note: Based upon direct facility costs only. Does not include capital replacement or administration allocation

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "A"
CLERK'S DEPARTMENT

<i>GL Account Number</i>	<i>Services Offered</i>	<i>2012 Current Fee</i>	<i>2013 Proposed Fee</i>	<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
10-130-1300-5703	MARRIAGE LICENSES				
	- Sale of Marriage Licenses - per license *	120.00	120.00	Exempt	Province
10-130-1300-5862	MAP SALES				
	- Sale of City Maps - per map	2.00	2.00	Inc	
10-130-1300-5863	ZONING BY-LAW SALES				
	- Sale of By-law 2005-150 - Paper Copy	100.00	100.00	Inc	2005-150
	- Sale of By-law 2005-150 - Paper Copy - Annual Update	50.00	50.00	Inc	2005-150
	- Sale of By-law 2005-150 - CD Rom	50.00	50.00	Inc	2005-150
	- Sale of By-law 2005-150 - CD Rom - Annual Update	50.00	50.00	Inc	2005-150
10-130-1300-5863	OTHER				
	- Photocopying - per page	0.50	0.50	Inc	

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CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - By-law - 2013 - 20 - Schedule B
COMMUNITY SERVICES DEPARTMENT

<i>GL Account Number</i>	<i>Services Offered</i>	<i>2012 Current Fee</i>	<i>2013 Proposed Fee</i>	<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
10-500-5030-5415	BONDAR PAVILION				
	- Full Day Rental - Non Profit Group	140.45	145.00	Add	
	- Part Day Rental - Non Profit Group	88.43	90.00	Add	
	- Full Day Rental - Commercial	541.00	552.00	Add	
	- Part Day Rental - Commercial	281.00	287.00	Add	
	- Wedding Receptions	619.00	631.00	Add	
	- Clean Up - Minor	52.00	53.00	Add	
	- Clean Up - Major	208.00	212.00	Add	
	- Barriers	1.04	1.10	Add	
	- Tables	4.16	4.25	Add	
	- Chairs	0.42	0.45	Add	
	- Sound System (per day)	26.00	26.50	Add	
	- Kitchen (per day)	52.00	53.00	Add	
	- Supervision of Volunteers (per hour)	15.30	15.75	Add	
	- Alcohol event admin fee per event per day	28.11	28.70	Add	
	MARINA FEES				
10-500-5040-	- Fuels	Road Price + \$ 0.02	Road Price + \$ 0.02		
10-500-5050-	- Lock Tours - Dockage & Building Rental - Annual Fee	0.00	0.00	Add	
	- Sewage Pumpouts - per service	10.20	10.40	Add	
	- Cruise Ship Dockage Fee - rate per meter	5.10	5.20	Add	
	- Cruise Ship - Passenger disembarkment/embarkment fee	1.50 / passenger	1.50 / passenger	Add	
	- Bondar - Slip Rental - Daily - per foot	1.17	1.24	Add	
	- Bondar - Slip Rental - Weekly - per foot	6.12	6.72	Add	
	- Bondar - Slip Rental - Monthly - per foot	18.36	19.60	Add	
	- Bondar Dock - Ship/Barge Dockage (per metre)	0.14 / hr	0.15 / hr	Add	
		1.53 max / day	1.56 / day	Add	
		30.00/month	30.60/month	Add	
	- Bellevue - Slip Rental - Weekly - Non Serviced per foot	4.08	4.16	Add	

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	- Bellevue - Slip Rental - Weekly - Serviced per foot	5.10	5.22	Add	
	- Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot	19.38	19.78	Add	
	- Bellevue - Slip Rental - Bi - Monthly - Serviced per foot	22.44	22.92	Add	
	- Bellevue - Slip Rental - Monthly - Non Serviced per foot	12.24	12.48	Add	
	- Bellevue - Slip Rental - Monthly - Serviced per foot	14.28	14.56	Add	
	- Bellevue - Slip Rental - Seasonal - Non Serviced per foot	26.52	27.04	Add	
	- Bellevue - Slip Rental - Seasonal - Serviced per foot	30.60	31.24	Add	
	- Bellevue - Slip Rental - Daily - Serviced per foot	1.17	1.24	Add	
	- Bellevue - Slip Rental - Daily - Non Serviced per foot	1.02	1.06	Add	
	- Launch Ramp Fee - Daily	6.00	6.00	Included	
	- Launch Ramp Fee - Seasonal	51.00	51.99	Add	
	- Winter Storage - Monthly per foot	1.50	1.55	Add	
	- Slip Cancellation Fee	25.00	25.00	Included	
	- September Special	50% fee discount	50% fee discount	Add	
10-500-5013-5610	LEADERSHIP DEVELOPMENT				
	- Leadership Courses - varies per content	\$ 10. To \$ 25	\$ 10. To \$ 25	Included	
	- Weekend Seminars - varies per content	\$ 25. To \$ 60	\$ 25. To \$ 60	Included	
	SENIOR CITIZENS ADVISORY COUNCIL				
10-500-5070-5612	- Fee in lieu of Other User Fees	16,800.00	16,800.00	Included	
5170 & 5171	DAY NURSERIES				
	Unsubsidized - Before School	9.30	9.49	Exempt	DSSAB Directed
	Unsubsidized - After School	14.00	18.50	Exempt	DSSAB Directed
10-500-5170-5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 36.40	1.75 to 36.40	Exempt	DSSAB Directed
10-500-5170-5561	Unsubsidized - Full Day	36.41	37.14	Exempt	DSSAB Directed
10-500-5171-5560	Unsubsidized - Half Day plus Lunch	20.10	Discontinued	Exempt	DSSAB Directed
10-500-5171-5561	Unsubsidized - Half Day	18.50	Discontinued	Exempt	DSSAB Directed
	MUNICIPAL BEST START PROGRAM				
10-500-5172-5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 37.27	2.50 to 37.27	Exempt	DSSAB Directed
	Unsubsidized - Before School	9.30	9.30	Exempt	DSSAB Directed
	Unsubsidized - After School	14.00	14.00	Exempt	DSSAB Directed
	Unsubsidized - Half Day plus Lunch	20.10	20.10	Exempt	DSSAB Directed
	Unsubsidized - Before and After School plus Lunch	37.28	37.28	Exempt	DSSAB Directed

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	Note - a 5.0 % discount applies to all fees paid 3 months in advance				
5120/5130/5140	ARENA FEES				
	- Soo Greyhounds - agreement covered by separate By-law				
	- Admission - High school Hockey - Adults	3.10	3.32	Add	
	- Admission - High school Hockey - Students & Seniors	2.43	2.66	Add	
	- Admission - High school Hockey - Children	2.22	2.43	Add	
	- Ice Rentals - per hour - Prime Time - Adult	134.87	137.57	Add	
	- Ice Rentals - per hour - Prime Time - Youth	125.05	127.55	Add	
	- Ice Rentals - per hour - Prime Time - Organized	106.75	108.89	Add	
	- Ice Rentals - per hour - Prime Time - Tournament	79.21	80.79	Add	
	- Ice Rentals - per hour - School Board	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Ice (Lacrosse)	49.77	50.77	Add	
	- Ice Rentals - per hour - Non Prime Time - Winter - Adult	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Prime Time - Adult - Summer	114.94	117.24	Add	
	- Ice Rentals - per hour - Non Prime Time - Youth - Winter	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Prime Time - Youth - Summer	94.63	96.52	Add	
	- Essar Centre Angelo Bumbacco Room-Full Day	250.00	250.00	Add	
	- Essar Centre Angelo Bumbacco Room-1/2 Day or 1/2 room	150.00	150.00	Add	
	- Essar Centre Multi Purpose Room 1/2 Day	50.00	50.00	Add	
	- Essar Centre Multi Purpose Room Full Day	100.00	100.00	Add	
	ARENA FEES (continued)				
	- Ice Skating - Admission - Adult	2.70	2.88	Add	
	- Ice Skating - Admission - Student	2.04	2.21	Add	
	- Ice Skating - Admission - Senior	2.04	2.21	Add	
	- Ice Skating - Admission - Child	1.81	1.99	Add	
	- Rental of McMeeken or Rhodes Centre - per day	867.00	885.00	Add	
5110	POOL FEES				
10-500-5110-5640	- Public Swim Admission - Adult Aquatics	3.98	4.07	Add	
	- Public Swim Admission - Senior Aquatics	2.96	3.01	Add	
	- Public Swim Admission - Adult	3.98	4.07	Add	
	- Public Swim Admission - Child / Senior	2.48	2.66	Add	
	- Public Swim Admission - Family	9.91	10.18	Add	
	- Pool Rental - per hour - Competitive Teams	44.59	45.48	Add	

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	- Pool Rental - per hour - School Boards - includes 3 instructors	91.16	92.98	Add	
	- Pool Rental - per hour - Public - includes lifeguards	99.09	101.07	Add	
10-500-5110-5641	- Public Lessons - per lesson + surcharge	6.76	6.90	Add	
	- Swim Meet - Special Rate (per hour) plus expenses	34.68	35.37	Add	
	- John Rhodes meeting room rental up to 3 hours plus expenses	35.70	36.41	Add	
	- John Rhodes meeting room rental daily rates plus expenses	102.00	104.00	Add	
	WEST END COMMUNITY CENTRE				
10-500-5160-5616	-Single Turf Field Rental Per Hour-Prime Time	120.00	120.00	Add	
	-Single Turf Field Rental Per Hour-Non-Prime Time	75.00	75.00	Add	
	RENTALS				
	- Rental Gymnastics Club - Rhodes Centre - per month				
	- Rental Restaurant - Rhodes Centre - per month				
	- Rental Pro Shop - Rhodes Centre - per month				
	The above Rentals are governed by Agreements approved by Council.				
10-500-5010-5614	ATHLETIC FIELDS				
	- Slowpitch Fields - Adult per diamond per evening	56.20	57.34	Add	
	- Youth Ball - per diamond per evening	28.11	28.67	Add	
	- Slowpitch (Ball) Fields - Tournaments per Diamond per Day	35.98	36.69	Add	
	- Sault Amateur Soccer Association - Adult per field per night	56.20	57.34	Add	
	- Sault Youth Soccer Association - per field per night	28.11	28.67	Add	
	- Soccer Tournaments - per field per day	35.98	36.69	Add	
	- High School Soccer - per Season	0.00	0.00	Add	
	- High School Soccer - per field per day	28.11	28.67	Add	
	- High School Soccer Tournament- per field per day	35.98	36.69	Add	
	- Steeler Football - per game	449.82	458.81	Add	
	- Touch Football - per field per night	28.11	28.67	Add	
	- High School; Football - per season	6,715.00	7,050.00	Add	
	- Dressing Room Rental per event	28.11	28.67	Add	
	- Public Address System - per event	28.11	28.67	Add	
	- Beer Garden - per event per day	28.11	28.67	Add	
	- Sabercats Football - per game	224.91	229.47	Add	
	- Soo Minor Football - per evening (practice)	28.11	28.67	Add	

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	- Soo Minor Football - per day game fee (QE "B")	112.45	114.65	Add	
	- Soo Minor Football - fee for Rocky DiPietro Field per day	224.91	229.43	Add	
	- Speed Skating Club - per competition	562.27	573.50	Add	
	- Special Event Booking - Event more than 500 people	546.21	557.13	Add	
	- Special Event Booking - Event more than 200 people	273.10	278.54	Add	
	- Special Event - Garbage Pick-up and Recycling	208.08	212.26	Add	
10-500-5010-5615	BELLEVUE PARK				
	- Facility Booking - per booking	28.11	28.67	Add	
	- Special Event Booking - Event more than 250 people	546.21	557.13	Add	
	- Special Event Booking - Event less than 250 people	273.10	278.54	Add	
10-550-5550-5630	HISTORIC SITES BOARD (Fees set by Historic Sites Board)				
	- Membership - Adult	12.00	12.00	Add	Historic Sites
	- Membership - Family	20.00	20.00	Add	Board Resolution
	- Membership - Senior	5.00	5.00	Add	2008
	- Membership - Group/Business	25.00	25.00	Add	
	- Admission - Adult	7.00	8.00	Included	
	- Admission - Seniors / Children	5.00	6.00	Included	
	- Admission - Child under 5 years of Age	Free	Free	Add	
	- Admission - Family	18.00	22.00	Included	
	- Admission - Self Guided Group (10 or more) Adults	4.00	5.00	Included	
	- Admission - Self Guided Group (10 or more) Seniors/Children	3.00	4.00	Included	
	- Admission - Guided Tour Group (10 or more) Adults	5.00	6.00	Included	
	- Admission - Guided Tour Group (10 or more) Seniors / Children	4.00	5.00	Included	
	Education Tours - per student (basic rate)	2.00	2.00	Exempt	
	(basic rate X length of program + activity cost)				
	- JK & SK = 1 hour				
	- Grades 1 to 7 & Christmas = 1.5 hours				
	- Baking \$ 0.50 / student/ item)				
	- Take Home Craft \$ 1.00 / student + item				
	- Christmas - per student - (includes craft and baking)	3.75	3.75	Exempt	
	- Brownie / Guide - 2 hour program - per participant (follow fees of Ed)	5.00	5.00	Exempt	
	- Sparks / Beavers - 1.5 hour program - per participant (follow Fees of Ed)	5.00	5.00	Exempt	
	- workshops of any kind - minimum 1.5 hrs per participant	10.00 + supplies	10.00 + supplies	Add	
	- Outreach rental of education Kits	25.00/ 2 weeks	25.00/ 2 weeks	Add	

- Outreach Programs	25./ hr + supplies	25./ hr + supplies	Add	
- Birthday Parties	Min \$100/ \$10 ea	Min \$100/ \$10 ea	Add	
- Special Events & Happenings in the House				
- Seniors Tea - per person	3.00	6.00	Included	
- Fur Festival - per person	5.00	5.00	Included	
- Blueberry Tea - per person	5.00	6.00	Included	
- Blueberry - Pancake Breakfast - adult	7.00	8.00	Included	
- Blueberry - Pancake Breakfast - senior	6.00	7.00	Included	
- Blueberry - Pancake Breakfast - child (over 3 yrs)	4.00	5.00	Included	
- Harvest Festival - per person	5.00	5.00	Included	
- Evening in the Summer Kitchen	40.00	50.00	Included	
- Christmas Open House -	Admission Fee	Admission Fee	Add	
- Heritage Lunch (per person)	12.00	15.00	Included	
- Heritage Dinner (per person)	25.00	30.00	Included	
- Special Rate - Cultural Passport	% of Full Rate	% of Full Rate	No	
- Special Rate - Marketshare Tourism Pass	% of Full Rate	% of Full Rate	No	
Brick Purchase (Walkway to History)	50.00	50.00	No	
Plaque Purchase (Walkway to History)	100.00 to 500.00	100.00 to 500.00	No	
Site User Fees: (Weddings, parties, Photographs, Film Crews)				
Basic Rental Not for Profit - 1/2 day (up to 4 hrs.)	100.00	100.00	Add	
Basic Rental Commercial - 1/2 day (up to 4 hrs.)	250.00	250.00	Add	
Basic Rental Not for Profit - Full day (4 to 10 hrs.)	150.00	150.00	Add	
Basic Rental Commercial - Full day (4 to 10 hrs.)	450.00	450.00	Add	
Basic Rental for Wedding Ceremony and/or photographs	200.00	200.00	Add	
Basic rental for Film Crew (per hour)	100.00	100.00	Add	
Supervisory Fees (added to basic rental rate) (per hour)	10.00	10.00	Add	
Photography Fee (\$50 per 1/2 hour)	n/a	50.00	Add	
Research User Fees				
Individual research request	10.00	10.00	Add	
Yearly research privileges	50.00	50.00	Add	
Reproduction Fees - photocopying (per page)	0.25	0.25	Add	
Reproduction Fees - photograph scans (printed/disk)	5.00	5.00	Add	
Map reproduction - will be subject to the sq. ft. rate of another				
business plus (administration fee)	\$25.00	\$25.00	Add	
Previously HST added				

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "C"
ENGINEERING & PLANNING DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-300-3020-5402	PRINCE TOWNSHIP PLANNING FEES				
	- Retainer for Building Inspections and Plans Examinations (now included in By-law 2012-49)				
10-300-3030-5542	REZONING FEES				
	- Sale of City Official Plan	\$ 30.00 / plan	\$ 30.00 / plan	Exempt	
	- Official Plan Amendment	\$ 1200.00/ amend	\$ 1600.00/ amend	Exempt	
	- Rezoning Application Fee	\$ 1200.00 / app	\$ 1600.00 / app	Exempt	
	- Combined Official Plan & Rezoning Application	\$ 2000.00 / app	\$ 2500.00 / app	Exempt	
	- Subdivision Approval Fee	\$ 2500.00 / app	\$ 3000.00 / app	Exempt	
	- Condominium Approval Fee	\$ 2000.00 / app	\$ 2500.00 / app	Exempt	
	- Site Plan Review (Development Control)	\$ 500.00 / app	\$ 650.00 / app	Exempt	
	- Signs - Minor Amendment	\$ 200.00 / sign	\$ 250.00 / sign	Exempt	
	- Deferred Application	\$ 50.00 / app	\$ 50.00 / app	Exempt	
	- Deferred Application if new Notice is Required	\$ 250.00 / app	\$ 250.00 / app	Exempt	
	- Preparation of a Subdivision Agreement	\$2000 / app	\$2500 / app	Exempt	
	- Staff Attendance at OMB Hearings **	\$500/hearing day	\$500/hearing day	Exempt	
10-300-3038-5540	COMMITTEE OF ADJUSTMENT FEES				2010-87
	- Minor Variance Application (Single Unit Residential)	\$ 300.00 / app	\$ 350.00 / app	Exempt	
	- Minor Variance Application (Multiple Unit <5 RA/R1 Zone)	\$ 400.00 / app	\$ 450.00 / app	Exempt	
	- Minor Variance Application (Multiple Unit >4 & Other Zones)	\$ 500.00 / app	\$ 550.00 / app	Exempt	
	- Deferred Minor Variance Application	50.00 / app	50.00 / app	Exempt	
	- Consent Application (Lot Addition)	\$ 450.00 / app	\$ 500.00 / app	Exempt	
	- Consent Application (New Lot Creation)	\$400 + \$300 /lot/app	\$500 + \$300 /lot/app	Exempt	
	- Deed Issuance Application Fee	\$ 100.00 / deed	\$ 100.00 / deed	Exempt	
	- Deferred Application Fee - No New Notice	75.00 / app	75.00 / app	Exempt	
	- Deferred Application Fee if New Notice Required	1/2 App Fee	1/2 App Fee	Exempt	
	- Property Standards Appeal Fee	\$ 100.00 / app	\$ 100.00 / app	Exempt	
10-300-3020-5741	SEWER CONNECTIONS				2009-50
	- 100 mm diameter lateral per connection	\$3,720.00	\$3,720.00	Exempt	
	- 150 mm diameter lateral per connection	\$4,020.00	\$4,020.00	Exempt	
	- Additional Connection Charges				

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	- Class A Pavement - Additional Charge	\$1,910.00	\$1,910.00	Exempt	
	- Class B Pavement or Surface Treatment- Additional Charge	\$1,550.00	\$1,550.00	Exempt	
	- Curb and Gutter - Additional Charge	\$1,080.00	\$1,080.00	Exempt	
	- Concrete Sidewalk - Additional Charge	\$1,320.00	\$1,320.00	Exempt	
	- CCTV Sewer Inspection	\$170.00	\$170.00	Inc	
	- Sewer Camera Inspection	\$165.00	\$165.00	Add	
10-300-3020-5721	CULVERTS				
	- Single Driveway	1320.00/ Driveway	1320.00/ Driveway	Exempt	See By-law 2008-131
	- Double Entrance Driveway	2574.00 / Driveway	2574.00 / Driveway	Exempt	See By-law 2008-131
	<i>Additional Charges</i>				
	- Culvert Couplings	\$ 65.00 / coupling	\$ 65.00 / coupling	Inc	See By-law 2008-131
	- Additional Culvert length	\$ 225.00 / meter	\$ 225.00 / meter	Inc	See By-law 2008-131
10-300-3000-5446	DIGITAL DATA FEES				
	- Info Light	25.00	25.00	Inc	
	- Full data Extract	250.00	250.00	Inc	
	- Digital Orthophotos (1km grid)	100.00	100.00	Inc	
	- Aerial Mosaic	500.00	500.00	Inc	
	- Plan and Profile Drawings	\$10/sheet	\$10/sheet	Inc	
	- Lawyer Requests for Sanitary/Lateral Services	\$25	\$25	Inc	
	BUILDING PERMITS are covered by a Separate By-law				
	* See By-law 2012-49				

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CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "D"
FINANCE DEPARTMENT

<i>Account Number</i>	<i>Services Offered</i>	<i>2012 Current Fee</i>	<i>2013 Proposed Fee</i>	<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
10-140-1410-5702	LOTTERY LICENCES				
	- Raffle under \$ 50,000 value	\$ 10.00 or 1 % of the	\$ 10.00 or 1 % of the	Exempt	
		Prize Value	Prize Value		
	- Raffle over \$ 50,000 value	to Province	to Province	Exempt	
	- Bingo - prize under \$ 5,500	\$ 10.00 or 1 % of the	\$ 10.00 or 1 % of the	Exempt	
	- Bingo - prize over \$ 5,500	to Province	to Province	Exempt	
	- Bazaar (Maximum 3 wheels)	\$ 10.00 / wheel	\$ 10.00 / wheel	Exempt	
	- Nevada Tickets	3% of Prize Value	3% of Prize Value	Exempt	
10-140-1410-5701	GENERAL LICENCES				
	- Pawnbroker (Annual)	\$250.00	\$250.00	Exempt	2003-52
	- Peddler - Resident Produce, Daily (Annual)	\$250.00	\$250.00	Exempt	2003-53
	- Plumber - Master	\$20.00	\$20.00	Exempt	2003-54
	- Adult Entertainment Parlour - Owner / Operator - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Owner - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Operator - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Burlesque Attendant - Annual	\$75.00	\$75.00	Exempt	2002-165
	- Amusement Arcade (Annual)	\$250.00	\$250.00	Exempt	2003-50
	- Food Vending	\$225.00	\$225.00	Exempt	2003-51
	NOTE : Licence Fees for Taxis, Limousines etc are Governed by Police Services By-law 154 but Administered by the Tax & Licence Division.				
10-800-8000-5841	PENALTIES & INTEREST ON TAXES				
	- On the First Day after the due date	1.25 % / month	1.25 % / month	None	2006-204
	- On the First day of each month that the Taxes remain unpaid				
	- On January 1st of the following year and each month thereafter				

10-140-1405-5881	LIBRARY ACCOUNTING FEES				
	- Accounting / Data Processing Fees - Library Board	10,460.00	10,700.00	Exempt	
10-140-1405-5882	DSSAB ACCOUNTING SERVICES				
	- Accounting Services - District Social Services Admin Board	18,720.00	18,720.00	Added	
10-140-1405-5883	SAFE COMMUNITIES ACCOUNTING SERVICES				
	- Accounting Services - Safe Communities Partnership	150.00	150.00	Exempt	
10-800-8000-5842	INTEREST - ACCOUNTS RECEIVABLE				
	- On all accounts more than 30 days old	1.25 % / month	1.25 % / month	None	
10-140-1410-5884	TAX CERTIFICATES				
	- Tax Certificate (Certified Statement of Tax Account Status)	\$55.00	\$60.00	None	
10-140-1410-5885	TAX SEARCH & CONFIRMATIONS				
	- Confirmation - Previous Years per property per year	\$10.00	\$10.00	None	
	- Multiple Tax Balances per Property (bank searches)	\$5.00	\$5.00	None	
10-140-1405-5880	EMPLOYEE PC PURCHASES				
	- Interest Charged on Computer Purchases by City Personnel	5.00%	5.00%	None	
10-140-1405-5873	PAYROLL GARNISHEE				
	- Fee for Garnishee of payroll Cheque per pay per cheque	\$10.00	\$10.00	None	Set by Province
10-140-1405-5872	NSF CHEQUE FEE				
	- Fee for a cheque being returned per cheque	\$35.00	\$35.00	None	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "E"

FIRE SERVICES

<i>GL Account Number</i>	<i>Services Offered</i>	<i>2012 Current Fee</i>	<i>2013 Proposed Fee</i>	<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
10-200-2000-5572	FIRE ALARM SYSTEM				
	- Installation / Hook up Charge	360.50	360.50	Add	
	- Annual Surveillance Fee	234.00	234.00	Add	
10-200-2000-5574	INSPECTION CHARGES				
	- File Search - Residential Property	62.00	62.00	Add	
	- File Search - Commercial Property	62.00	62.00	Add	
	- Field Inspection (Minimum charge of 1 hour)	62.00	62.00	Add	
	- Property Resale Inspection	108.00	108.00	Add	
	- Daycare Licensing Inspection	108.00	108.00	Add	
10-200-2000-5570	AIR BOTTLE REFILLS				
	- Refill per bottle	7.00	7.00	inc	
10-200-2000-5571	TRAINING				
	- Fire Extinguisher Training (per 2 hour session)	108.00	108.00	Add	
	BURNING PERMITS				
	- New (First) Burning Permit	25.00	25.00	No	
	- Burning Permit - Annual Renewal	15.00	15.00	No	
	- Burning Permit - Weekly Fee	10.00	10.00	No	

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CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "F"
LEGAL DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
	RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS				
10-150-1500-5753	Lyon's Building Centre (LYONS AVE & WELLINGTON) (L-14)	\$ 85.00 / month	\$ 85.00 / month	Add	3807
10-150-1500-5758	STEELTON SENIOR CENTRE (no Rent - July & August) (L-203)	\$ 400.00 / month	\$ 400.00 / month	Add	93-142
10-150-1500-5768	BUILDING DIVISION RENT	\$ 100,000.00 annual	\$100,000.00 annual	Exempt	
10-150-1500-5781	ANNUAL ENCROACHMENTS	Varies	Varies	Add	Various
	Nystedt, Dennis - 274 North Street	\$25.00/annual	\$25.00/annual	Add	4263
	Lyon's Building - 625 Queen Street East	\$25.00/annual	\$25.00/annual	Add	3945
	Cambrian Nissan - 460-468 Pim Street	\$25.00/annual	\$25.00/annual	Add	83-265
	Flormor Automotive - 53,59 Great Northern Road & 7 Champlain	\$25.00/annual	\$25.00/annual	add	
10-150-1500-5782	CIVIC CENTRE - MEETING ROOMS			Add	Various
10-150-1500-5761	GREAT LAKES POWER - PEOPLES ROAD (L-253)	\$ 200.00 / annual	\$ 200.00 / annual	Add	Res - 20 Oct 97
10-150-1500-5761	MINISTRY OF HEALTH - 540 ALBERT STREET (L-265)	\$ 5,599.00 / month	\$ 5,599.00 / month	Add	99-147
10-150-1500-5766	Part 65 OLD GARDEN RIVER ROAD (Sault Area Hospital) (L-322)	\$75,360 annual	\$75,360 annual	Add	2008-32
10-150-1505-5767	Bell Mobility CATHCART St - WEST STREET (LE-67)	\$ 5,500 annual	\$ 5,500 annual	Add	2007-24
10-150-1500-5785	Superior 7 Signs - 331 QUEEN ST E (L-317)	\$ 900.00 annual	\$ 900.00 annual	Add	per agreement
10-150-1500-5785	Algo Signs - 723 Great Northern Road (2 signs) (L-283)	\$2,400.00 annual	\$2,400.00 annual	Add	2001-195
10-150-1500-5766	Hopital Regional de Sudbury Regional Hospital (Part 65 Old Garden River Rd) (L-328)	\$5,850.00 annual	\$5,850.00 annual	Included	2009-47
10-150-1500-5785	Superior 7 Advertising Ltd. - Sign - Lake Street (L-286)	\$950.00 annual	\$950.00 annual	Add	2002-80
10-150-1500-5785	Sault Ste. Marie Model Aircraft Radio Control Club (L-326)	\$400.00 annual	\$400.00 annual	Add	2008-50
10-150-1500-5785	Sault Ste. Marie Aquatic Club (L-230)	\$100.00 monthly	\$100.00 monthly	Add	2001-12
10-150-1500-5785	Algoma Sailing Club (L-122)	\$100.00 annual	\$100.00	Add	92-186
10-150-1500-5764	Rogers - 363 Second Line West (at Third Avenue) (L-334)	\$700.00 monthly	\$700.00 monthly	Add	2009-203
10-150-1500-5785	Algoma Public Health Unit (LE-84)	\$10.00/year	\$10.00/year	Add	2009-162
10-150-1500-5783	POA Rent-Civic Centre		\$4,714.50/month	Add	

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CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "G"
PUBLIC WORKS & TRANSPORTATION DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/NET Included or Added	By-Law or Resolution Reference
10-400-4100-5450	TRANSIT CASH FARES				
	- Adults	\$2.50	\$2.50	Exempt	
	- Students	N/A	N/A	Exempt	
	- Seniors	\$2.50	\$2.50	Exempt	
	- Children (Youth)	\$2.50	\$2.50	Exempt	
10-400-4100-5451	TRANSIT BUS PASSES				
	- Monthly Pass - Adult	\$60.00	\$60.00	Exempt	
	- Monthly Pass - Student	N/A	N/A	Exempt	
	- Monthly Pass - Senior	\$50.00	\$50.00	Exempt	
	- Monthly Pass - Child (Youth)	\$20.00	\$25.00	Exempt	
	- Punch Pass - 20 Rides	\$40.00	\$40.00	Exempt	
	- Senior Multi 6 Ride Pass (60 years and over)	\$7.80	\$7.80	Exempt	Established Oct 2006
	- Senior Multi 12 Ride Pass (60 years and over)	\$15.60	\$15.60	Exempt	Established Oct 2006
10-400-4100-5452	TRANSIT PHOTO I.D. CARD	\$ 4.00 / card	\$ 4.00 / card	Exempt	
10-400-4100-5460	TRANSIT CHARTERS - LOCAL				
	- Weekdays per hour (minimum 1 hour)	\$100.00/hr	\$125.00/hr	Add	
	- Sundays per hour (minimum 1 hour)	\$110.00/hr	\$135.00/hr	Add	
	- Statutory Holidays per hour (minimum 1 hour)	\$125.00/hr	\$150.00/hr	Add	
10-400-4100-5465	TRANSIT BUS ADVERTISING				
	- Governed by Agreement				
10-400-4120-5450	COMMUNITY BUS CASH FARES				
	- Cash Fare	\$2.50	\$2.50	Exempt	
	- Punch Pass - 20 Rides	\$40.00	\$40.00	Exempt	
10-400-4110-5450	PARA BUS FARES				
	- Cash Fare	\$2.50	\$2.50	Exempt	
	- Ambulatory Cash Fare	\$2.50	\$2.50	Exempt	
	- Attendant Cash Fare	\$2.50	\$2.50	Exempt	
	- 40 Ride Pass	\$70.00	\$70.00	Exempt	
	- 10 Ride - Ambulatory Pass	N.A.	N.A.		
	- 20 Ride - Ambulatory Pass	N.A.	N.A.		
	- 40 Ride - Ambulatory Pass	N.A.	N.A.		

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10-400-4100-5860	MISCELLANEOUS TRANSIT SHOP SALES				
	- Labour	95.00	95.00	Add	
	- Bus Parking	\$ 20.00 / day	\$ 20.00 / day	Add	
	- Bus Parking - Monthly	\$ 225.00 / month	\$ 225.00 / month	Add	
	- Bus Wash	N/A	N/A	Add	
	- Bus Wash - by Hand	N/A	N/A	Add	
	- Bus - Mop and Sweep	N/A	N/A	Add	
	- Bus Vacuum	N/A	N/A	Add	
	- Battery Charge	N/A	N/A	Add	
	- Service Call - Regular Hours -	95.00	95.00	Add	
	- Service Call - After Hours -	\$130.00/ hr	\$130.00/ hr	Add	
	- Service Calls - Cost per kilometer -	\$ 0.45 / km	\$ 0.45 / km	Add	
10-400-4020-5520	SEWER RODDING				
	- Calls during regular Hours	\$140.00	\$140.00	Add	
	- Calls outside regular Hours	\$280.00	\$280.00	Add	
	LANDFILL FEES (established by by-law 2003-140)				
10-400-4040-5522	- Tipping Fee per tonne	70.00	70.00	No	2003-140
10-400-4040-5523	- Gate Fee	10.00	10.00	No	
10-400-4040-5522	- Out of town (Prince/Rankin) Tipping Fee per tonne	70.00	70.00	No	
10-400-4040-5522	- Asbestos per bag following MOE Regulations (up to 4 bags)	50.00	50.00	No	
10-400-4040-5522	- Asbestos bulk load - MOE Regulations per tonne after 4 bags	200.00	200.00	No	
10-400-4040-5522	- Bio-Medical Waste per tonne per MOE Guideline	200.00	200.00	No	
10-400-4040-5522	- Refrigerator/Freezer Disposal (untagged)	25.00	25.00	No	
10-400-4040-5522	- Non Hazardous Industrial Solid Waste (for cover material)	35.00	35.00	No	
10-400-4040-5522	- Non Hazardous Industrial Solid Waste (Non Useable)	70.00	70.00	No	New Item
10-400-4210-5475	PARKING METERS				77-200
	- Queenstown Area per hour	1.00	1.00	Included	
	- City Centre Area per hour	0.50	0.50	Included	
10-400-4210-5477	HOODING OF PARKING METERS				
	- Single Meter per day	4.00	4.00	Included	
	- Double Meter per day	8.00	8.00	Included	
Various	PARKING LOTS				
	- Rental - Monthly	40.00	40.00	Included	
	- Yearly Rate - Non Refundable	411.00	411.00	Included	
	- Daily Rate	3.00	3.00	Included	
10-400-4300-	CEMETERY FEES * See By-law 2012-129				

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January 21, 2013

Mayor Debbie Amaroso and
Members of City Council

BEST FOR KIDS – PILOT SUMMER PROGRAM

PURPOSE

This report is in response to the May 14, 2012 report to Council on this matter that stated a follow-up report would be submitted regarding an evaluation of the Pilot Project and a recommendation on whether or not it continue to be offered.

BACKGROUND

The May 14, 2012 Council report is attached for information.
The program operated from the playground area of the Etienne Brule School and also incorporated activities at the V.E. Greco outdoor pool and the Memorial Hall of St. John's Anglican Church.

ANALYSIS

In May 2012 an outline of the program was presented for review and comments to the Best For Kids Committee as well as Community Services Department supervisory staff.

The following are some of the highlights of the program:

- Three summer students and a full-time coordinator within the Community Services Department provided programming that was similar to the Kids Being Kids program operated by the Social Services Department's Social Housing Division. *(Note- the full-time C.S.D. staff member was an "accommodated" employee who has since retired. This position will not need to be filled in the future.)*
- The program was tailored to children ages 7 to 12 years of age. Of the 134 children registered in the program: 16 children were under the age of seven, 19 seven year olds, 22 eight year olds, 18 nine year olds, 30 ten year olds, 14 eleven year olds and 15 twelve year olds. Those children who were under seven had to be accompanied by an adult.
- The Program operated from 9:00 am to 4:00 pm, the program closed between 12:00 pm to 1:00 pm -- staff lunch break.

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- Attendance was recorded by staff during each session offered:
 - Morning Activities
 - Afternoon Activities
 - Happy Bellies (morning snack)
 - Afternoon Snack
 - Lunchable Program (Thursday afternoons)
 - Swimming
 - Special Event Days
- The main concentration of registrations for the program was from the Etienne Brule/Greco Pool neighbourhood, but children from as far east as Muriel Drive, far west as Rushmere Road, and as far north as LaSalle Court also participated in the program.
- Prior to the beginning of the program, staff visited the Etienne Brule School and provided 100 registration packages to the children. The staff also assisted in the Before-And-After School Programs within the immediate area to familiarize themselves with the children.
- The Memorial Hall of St. John's Anglican Church was used as an alternative location in case of unpleasant weather. The church kitchen was used for the 'lunchable' program each Thursday afternoon.
- Fresh water was provided to the children each day. Staff had access to the Etienne Brule School outside water tap to fill up a large water cooler provided by the Essar Centre. A tent that was set up each day provided sufficient shade, and the Greco Pool provided access to on-site washroom facilities for the children as needed.
- Special events such as camp day, trip to the Library, and Big Bouncy/Kahuna Day generated a higher attendance. Children participating in the Social Services Department's Kids Being Kids Program were invited to attend on two of the special event occasions.
- Activities often involved skill development and encouraged team building and cooperation.
- The daily event calendar is attached.
- A daily swim was planned each afternoon at the V.E. Greco Pool. Swim lessons were scheduled on Mondays.
- A morning and afternoon healthy snack was provided. This was possible through donations from many local businesses and agencies which are listed elsewhere in this report.

A post-program presentation was made to the Best For Kids Committee. The program received very good reviews and comments from the Committee stating that the program met the objectives of their recommendation to Council, which was to implement a program in the downtown area. They felt that it was a very worthwhile program and recommended that it be continued.

IMPACT

Attached is a recap of the expenses and revenues. The net cost of the program, after funding and donations (see attached list of contributors) were factored in, is approximately \$1,000. This amount was able to be absorbed within the Community Services Department overall budget. One of the main revenue sources was the funding received from the Social Services Department of \$6,000. It has been confirmed with the Commissioner of Social Services that this amount should be available each year unless there are extenuating circumstances.

Given that that program provides a great benefit to the children in the area of Etienne Brule School, and the minimal cost to provide the program, it is recommended that the program continue given the Social Services Department is able to provide funding and that the Community Services Department can absorb the cost in their annual budget. Going forward, it is further recommended that the CSD perform an annual review of the program to ensure the program is worthwhile and meeting the objectives of the Best For Kids Committee, and that the cost to deliver the program is within the allocated budget.

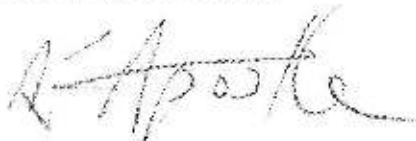
STRATEGIC PLAN

This pilot project corresponds to the City's strategic directions of delivering "excellent services" and "enriching our lives".

RECOMMENDATION

That the report of the Commissioner of Community Services concerning the Best For Kids – Pilot Summer Program be received and the recommendation that the program continue to be offered next year given there is funding from the Social Services Department and the projected net cost can be absorbed within the Community Services Department budget, and further that the CSD perform an annual review of the program to ensure the program is meeting the needs of the Best For Kids Committee, and that the cost to deliver the program is within the allocated budget be approved.

Respectfully submitted,



Nicholas J. Apostle
Commissioner Community Services

j:\broun\2013\best for kids summer program jan 21

cc: R. Cobean, Acting Commissioner Social Services

Participating agencies that provided support, encouragement and assistance to the success of The Best For Kids Summer Program – 2012

Mayor and Council	United Steelworkers District 6
Best For Kids Committee	Tim Horton's – John Street
YMCA	Best Start Hub – Holy Angels School
Algoma Public Health	Shaw Cable 10
Local 2 Sault Ste. Marie	Etienne Brule School Staff
VON Algoma	Memorial Hall of St John's Anglican Church
Value Village	St John's Back To Basics Children's Program
Dr. Lynda Robb	Josh Vanderburg
Indian Friendship Centre	Ministry of Natural Resources
Municipal Day Care Services	Sault Ste. Marie Public Library – Main Branch
Innovation Centre – Paul Beach	Safe Community Partnership – Kim Seabrook
Sault Ste. Marie Housing Corporation – Kids Being Kids Staff	
Sault Ste. Marie Community Services Department	
Social Services Department	
Fire Services	
Police Services	
City Transit	

Commissioner
Kim Streich-Poser MSW, R.S.W.



Social Services Department
540 Albert Street East
Sault Ste. Marie, Ontario
P6A 7A7

May 14, 2012

Mayor Debbie Amaroso and
Members of City Council

RE: SUBJECT OF REPORT

Pilot Project Children's Recreation Programming at Greco Pool/Etienne Brule
Playground

PURPOSE

This report is being provided to Council for Information purposes. The project developed in response to the report submitted to Council by the Best for Kids Committee in 2011 and in response to research findings regarding the status of children in the Central West census tract neighbourhood.

BACKGROUND

In March 2011, Council received a report from the Best for Kids Committee that contained a number of considerations to better meet the needs of children in Sault Ste. Marie. The Community Services Department and the Social Services Department have been working with the committee on some of these initiatives. In particular, for the purposes of this report, this pilot project which is being undertaken from the recommendation and endorsement of the Best for Kids Committee.

ANALYSIS

The Best Start Network Report entitled "Sault Ste. Marie Our Children, Their Future" is a summary of statistical information that provides a community overview of how the children in various parts of the City are faring on a number of indicators. This data was organized and analyzed for the Best Start Network by the Sault Ste. Marie Innovation Centre. The data has been broken down by the SSMIC by census tracts within the city. The report has been shared widely throughout the community to help organizations with their independent and cooperative planning and program delivery.

Of interest to the decision to embark on this pilot project is the information from two key data areas and the results. The Early Development Instrument (EDI) measures five domains of children's development and readiness to learn and include; physical health and well-being, social competence, emotional maturity, language and cognitive development and communication skills and general knowledge. The data for Sault Ste. Marie shows that children living in the central west census tract area (from Pim St to West St./Carmen's Way to Second Line) were doing poorly when compared to the rest of the community, the province and the country in the one or more domains (physical wellbeing, social competence, emotional maturity).

The Social Risks Index summarizes nine Statistics Canada data elements such as; Lone Parent Families, Families with Low Income, Not speaking an official language, recent immigrants, rented dwellings, moving in the past year, adult unemployment rate, adults with less than high school education, income from government transfers. If a neighbourhood is worse than the provincial average in any of the nine indicators it is given a score of 1 per indicator. 0 indicates the lowest degree of socioeconomic risks and a score of 9 indicates the highest degree of risk. The central west census tract once again shows high social risk with scores between 7 and 9 on the index.

There are a number of social service agencies and programs involved in delivering services in the central west area. The Etienne Brule School through the ADSB operates a parent child literacy program and has the YMCA operating an afterschool recreation program there (funding ends June 2012). The Ontario Early Years Centre operates out of the Holy Angels school site on Wellington St., the Soup Kitchen provides food security programs and operates a licensed childcare program on James St. to name a few. There are also recreational facilities available for self-directed summer and winter activities at Esposito Park and the Greco pool.

The Social Services Housing Operations Division administers the "Kids being Kids" summer recreation program at the Sault Ste. Marie Housing Corporation subsidized housing sites with high family and children populations. This program has been running successfully since the transfer of Social Housing from the province to the DSSMSSAB who contract the service to the City.

In consultation between the Best for Kids Committee and the Commissioners of Social Services and Community Services, it was felt that there could be an expansion of what is currently offered by the city at the Greco Pool year. The Community Services Department will be assigning three students to provide the similar programming as the Kids being Kids program offered at SSMHC sites. Funding for one student position will be made available through Ontario Works funding as there is a high proportion of residents living in that area in receipt of social assistance. Training, tools and resources used by the Social Services Kids Being Kids program will be shared with the Community Services Department and management staff will work together to facilitate this program for the summer of 2012. Community Services will be using two existing student positions who are assigned to the Day Care Division to assist in this project.

A number of other allied services have also offered to assist with providing resources and assistance to this pilot project. Some of these include the Ontario Early Years Centre, the YMCA, the Soup Kitchen and the Sault Ste. Marie Library.

This program will be evaluated at the end of the summer to determine if it will continue in future years. Some of the evaluation measures will be the number of children participating, hours when most participation, programs eliciting the most activity, number of promotional activities used. The number of allied agencies and the support they provide will also be documented to determine the success of the program. A report will be presented back to council advising of the results of this pilot project and any future recommendations.

IMPACT

This pilot recreation program will provide positive experiences and opportunities to the children in this area by allowing them to participate in activities not normally available to them. They will also be exposed to new positive and responsive role models through the students who deliver these programs. It is anticipated that by having organized summer recreational programming in the Central West census tract area that some of the needs of the children in these neighbourhoods will begin to be met and their physical and emotional health and well-being will improve thereby leading to them becoming successful adults and citizens in our community in the future.

STRATEGIC PLAN

This pilot project corresponds to the City's strategic directions of delivering "excellent services" and "enriching our lives".

RECOMMENDATION

"That the report of the Commissioners of Social Services and Community Services concerning the Central West Recreation summer program be received as information."

Respectfully submitted,

Kim Streich-Poser, MSW, RSW
Commissioner Social Services

Nicholas Apostle
Commissioner Community Services

Best for Kids July 2012



	Monday	Tuesday	Wednesday	Thursday	Friday	
Hours Monday 10:30-4 pm Tues-Fri 9-4 pm Closed: 12-1 pm	2 CLOSED FOR CANADA DAY 	3 AM: Meet & Greet Soccer/Team Race PM: Air Guitars Wacky Makeovers	4 AM: Ball Hockey Whip Cream Contest PM: Tie Dye Shirts Chalk Art/Hula Hoops	5 AM: Yoga/Bracelets Lunchables/CSI PM: Lacrosse/ Peanut Pickup/ Baseball Cap Art	6 AM: Minute to win it Dream Catchers PM: Minute to win it Arena Football/Swim	Breakfast Snack: Fruit Granola Bar & Juice Box Afternoon Snack: Veggies & Dip Cheese & Crackers
 Special Event	9 10:30 AM: Track Your Steps/Jungle Gym/D-ball PM: Swim Lessons Soccer/Bump Basketball	10 Best for GRAND OPENING! 	11 AM: Soccer/Yoga Homemade Rain Gear PM: Candy BINGO Giant Twister/Garden	12 Ships-A-Hoy Challenge 	13 AM: Minute to win it Jungle Gym PM: Minute to win it Beach Volleyball	
	16 10:30 AM: Karate Class Western Day 1-4	17 AM: Golf & Tennis Rain Sticks/Dead Man PM: Swim Lessons T-ball/ Mini Plants	18 AM: Soccer/Garden Spooky Spiders Halloween In July 1-4	19 AM: Yoga/Walk Lunchables/ CSI PM: Rock Painting Egg Drop/Volleyball	20 AM: Minute to win it Bocce/Jungle gym PM: Minute to win it Garden/Swamp	
	23 10:30 AM: Kite Making Track Your Steps PM: Swim Lessons Garden/Arts & Crafts	24 AM: Golf & Tennis Obstacle Course PM: Golf Course Make a Bird Feeder	25 Big Bouncy Day & BBQ 9-4 	26 AM: Yoga Christmas Crafts Lunchables/Science PM: Swim/Crayon Art	27 AM: Minute to win it Jungle Gym/Relay PM: Minute to win it Washer Toss/Soccer	
	30 10:30 AM: Frisbee Track Your Steps PM: Swim Lessons Survivor Game Inukshuk Making	31 Mini Olympics 9-4 	Happy Bellies Breakfast Snack: Tuesday-Friday 9-10 am Happy Bellies Afternoon Snack: Mondays 3-4 pm Swim Lessons: Monday Afternoons Closed Toe Shoes & Shirts Mandatory (Hats Recommended) NOTE: Very hot days we will cool off at Greco Pool & return to program			

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Best for Kids August 2012



	Monday	Tuesday	Wednesday	Thursday	Friday	
	Happy Bellies Breakfast Snack: Tuesday-Friday 9-10 am Happy Bellies Afternoon Snack: Mondays 3-4 pm Swim Lessons: Monday Afternoons Closed Toe Shoes & Shirts Mandatory (Hats Recommended) NOTE: Hot days we will cool off at Greco Pool & return to program		1 AM: Candy BINGO Toilet Tag/Soccer PM: Garden Swim/Go Green	2 AM: Beach V-ball/Yoga Lunchables/CSI PM: Jungle Gym Human Pac man/B-ball	3 AM: Minute to win it Bocce PM: Minute to win it Garden/ Ball Hockey	Hours Monday 10:30-4 pm Tues-Fri 9-4 pm Closed: 12-1 pm
Special Event 	6 CLOSED FOR CIVIC HOLIDAY	7 AM: Golf & Tennis Easter Egg Hunt PM: Free Swim Soccer/Show n Tell	8 Big Kahuna Day 9-4 	9 AM: Yoga/Soccer Lunchables/Science PM: Pictionary Hide n Seek/ Swim	10 AM: Minute to win it Bocce PM: Minute to win it Gardening/V-ball	Breakfast Snack: Fruit Granola Bar & Juice Box Afternoon Snack: Veggies & Dip Cheese & Crackers
	13 10:30 AM: Track Your Steps/Lacrosse/Charades PM: Swim Lessons Garden/Chalk Art	14 AM: Decorate It's My Birthday! 1-4pm 	15 AM: Candy BINGO Soccer/Races PM: Angry Birds Gardening/Hockey	16 AM: Yoga/Volleyball Lunchables/CSI PM: Face Painting Wacky Water Day	17 AM: Minute to win it Bocce/Sand Art PM: Minute to win it Gardening/T-ball	
	20 10:30 AM: Lacrosse Track Your Steps PM: Swim Lessons Baton Dodge Ball	21 AM: Golf & Tennis Crazy Hair/Arts & Crafts PM: Catch the Flies Be a Rock star	22 AM: Nature Walk Garden/Fun Course PM: Soccer/ Swim Balloon Art	23 Camp Day 9-4 	24 AM: Minute to win it Bocce PM: Minute to win it Garden/T-Ball	
	27 10:30 AM: Lacrosse Track your Steps PM: Swim Lessons Garden/Toilet Tag	28 AM: Golf & Tennis Golf Course/Chalk Art PM: Talent Show Parents Invited!	29 AM: Candy BINGO Newspaper Fashions PM: Go Green Human Spider Web	30 AM: Yoga/Monkey Race Lunchables/Science PM: Ball Hockey Kids Pick	31 Goodbye to Summer Bash! 9-4 	

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Budget

Expenses

Food	1,676.20
Sport/Games	235.06
Miscellaneous	1,037.41
Student Salaries (2)	<u>7,142.24*</u>
Total Expenses	\$10,090.91

Revenue**

Donations	3,071.04
Transfer of Funds	<u>6,000.00</u>
Total Revenue	\$9,071.04

NET(REVENUE)EXPENDITURE: \$1,019.87

*Full-Time Coordinator position not included in salary line.

**Donations received from Hannele Dionisi, United Steel Workers, Best for Kids Committee and Transfer of Funds from Ontario Works to Community Services Department

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Jerry D. Dolcetti, RPP
Commissioner

Carl Rumieli, P. Eng
Design & Construction Engineer



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2013 01 21

Our File: A-12-4-01

Mayor Debbie Amaroso and
Members of City Council

RE: FOURTH LINE CULVERT REPLACEMENT – WEST OF BRULE ROAD

PURPOSE

The purpose of this report is to obtain Council approval to retain an engineering consultant for design and construction administration of the unforeseen replacement of a significant cross culvert that has outlived its useful life.

BACKGROUND

Inspections by Public Works have revealed that the culvert crossing Fourth Line west of Brule Road and east of the Crimson Ridge Golf Course driveway is in need of replacement. Unfortunately, this is a significant crossing due to its length and depth.

ANALYSIS

The Engineering Division had AECOM Consulting Engineers conduct an inspection and provide the City with a recommended scope of work and preliminary budget estimate for its replacement.

The culvert is a 4.5 by 2.75 meter corrugated steel pipe, 51 meters long, and is buried a depth of 5 meters. The existing deformation and corrosion have caused the consultant to rate it in poor condition and recommends that it be replaced as soon as practical. Monthly monitoring of it was recommended and has been ongoing since November of 2012.

The Engineering Division has also done some pricing of different replacement options and is recommending that the fieldwork, geotechnical investigation and design proceed immediately, with the intent to alter the 2013 capital works program to include the replacement of this culvert with a precast concrete box culvert.

IMPACT

City staff and the consultant have estimated that the budget to replace the culvert is in the \$895,000 range including engineering fees. The 2012 and 2013 capital budgets include \$2,050,000 and \$3,000,000 allowances for bridges and aqueducts. The 2012 work included design and construction of replacing portions of the small Central Creek aqueduct, and

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design only of the first phase of the replacement of the Fort Creek aqueduct. The intention is to begin the Fort Creek aqueduct replacement in 2013. Staff recommends that the unforeseen replacement of the Fourth Line culvert be covered by these funds by scaling back the extent of work being completed on the Fort Creek aqueduct. After the design of this project is complete, we will have a more accurate estimate of the construction value. We will report on the impact this will have on the Fort Creek work at a later Council meeting. Accordingly, there is no additional impact on the capital program besides the deferral of some of the Fort Creek structure replacement.

STRATEGIC PLAN

Ensuring stormwater conveyance is not compromised is consistent with Strategic Direction 1: Developing Solid Infrastructure. In particular Objective 1A, Environmental Leadership touching on the rehabilitation of aqueducts/open channels is being partially met.

RECOMMENDATION

It is recommended that AECOM be retained to provide design and contract administration services for the replacement of the culvert under Fourth Line west of Brule Road, with construction to be blended in to the 2013 capital construction program. An agreement will be brought to Council at a later date.

Respectfully submitted,



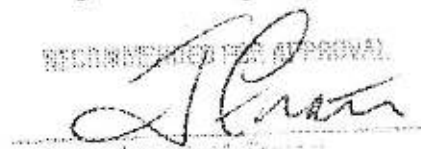
Carl Rumiel, P. Eng.
Design & Construction Engineer

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

RECOMMENDED FOR APPROVAL

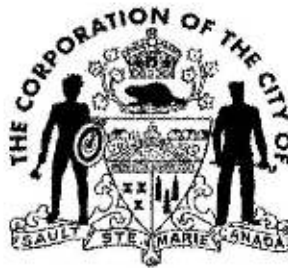


Joseph M. Farco
Chief Administrative Officer

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Jerry Dolcetti, RPP
Commissioner

Madison Zuppa, MES
Environmental Initiatives Coordinator



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2013 01 21

File: 4.277

Mayor Debbie Amaroso and
Members of City Council

RE: SOLAR PHOTOVOLTAIC FIT APPLICATIONS

PURPOSE

The purpose of this report is to request Council approval to support six (6) solar photovoltaic applications being submitted to the Ontario Power Authority Feed-In-Tariff Program.

BACKGROUND

The Feed-In-Tariff (FIT) is a provincial program administered by the Ontario Power Authority (OPA), which provides a pre-determined rate per kWh generated depending on the project type (i.e. rooftop solar, ground mounted solar, etc.). The OPA initiated a review of the program on October 31, 2011. Applications submitted prior to the review that did not receive a contract could be subject to the new rules and regulations depending on the date of submission and project scope.

Version 2.0 of the FIT Program Rules became available on August 10, 2012, and the OPA announced that from December 14, 2012 through January 18, 2013, both previously submitted and new applications would be accepted for evaluation. Under the FIT 2.0 rules, priority points could be awarded to projects that receive municipal Council endorsement in the form of an OPA prescribed "Municipal Council Support Resolution". Proponents for the following projects have requested Council support (see Schedule A):

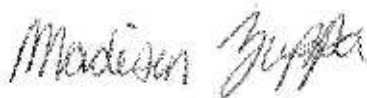
1. Fresh From the Sun Energy 2.0 Limited Partnership Loblaw, 44 Great Northern Road, Sault Ste. Marie, Ontario, new application for 350 kW for rooftop solar photovoltaic system;
2. Castle Home Realty Ltd., Thomas Feifel, 20 Malabar Drive, Sault Ste. Marie, Ontario, re-submission for 20 kW rooftop solar photovoltaic system;
3. Odena Reload Centre Inc., Albert Giommi, 9 Sackville Road, Sault Ste. Marie, Ontario, new application for 100 kW rooftop solar photovoltaic system;
4. SSM FNC Limited Partnership, Market Square Mall, 275 Second Line West, Sault Ste. Marie, Ontario, new application for 500 kW rooftop solar photovoltaic system

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(Resolutions)\4.277 Council Report - 2013-01-21 (FIT PRESCRIBED FORM).doc

The Corporation of the City of Sault Ste. Marie
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 541-7175 ~ Fax: (705) 541-7185
www.cityssm.on.ca ~ m.zuppa@cityssm.on.ca

5(h)

Respectfully submitted,



Madison Zuppa, MES
Environmental Initiatives Coordinator

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department



RECOMMENDED FOR APPROVAL
Joseph M. Prebost
Chief Administrative Officer

5(i)

Jerry Dolcetti, RPP
Commissioner

Madison Zuppa, MES
Environmental Initiatives Coordinator



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2013 01 21

File: 4.277

Mayor Debbie Amaroso and
Members of City Council

RE: SOLAR PHOTOVOLTAIC FIT APPLICATIONS

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1. Fresh From the Sun Energy 2.0 LP, 44 Great Northern Road, Sault Ste. Marie, Ontario, new application for 350 kW for rooftop solar photovoltaic system;
2. Castle Home Realty Ltd., Thomas Feifel, 20 Malabar Drive, Sault Ste. Marie, Ontario, re-submission for 20 kW rooftop solar photovoltaic system;
3. Odena Reload Centre Inc., Albert Giommi, 9 Sackville Road, Sault Ste. Marie, Ontario, new application for 100 kW rooftop solar photovoltaic system;
4. SSM FNC Limited Partnership, Market Square Mall, 275 Second Line West, Sault Ste. Marie, Ontario, new application for 500 kW rooftop solar photovoltaic system
5. Quattro Hospitality Inc., 229 Great Northern Road, Sault Ste. Marie, Ontario, re-submission for 250 kW rooftop solar photovoltaic system; and

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(Resolutions)\4.277 Council Report - 2013-01-21 (FIT PRESCRIBED FORM).doc

The Corporation of the City of Sault Ste. Marie
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 541-7175 ~ Fax: (705) 541-7185
www.cityssm.on.ca ~ m.zuppa@cityssm.on.ca

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5. Quattro Hospitality Inc., 229 Great Northern Road, Sault Ste. Marie, Ontario, re-submission for 250 kW rooftop solar photovoltaic system; and
6. W. M. WATTS Investments Ltd., 244 Queen Street East, Ontario, re-submission for 15 kW rooftop solar photovoltaic system.

These projects support the Alternative Energy Capital of North America declaration carried at the regular Council meeting dated 2008 09 08:

Moved by Councillor S. Butland; Seconded by Councillor T. Sheehan: Resolved that Council adopt the mantle of being the "Alternative Energy Capital of North America".

The projects are also important to the development and maintenance of the community's role in the alternative energy sector. The presence of solar energy generation and manufacturing has positively influenced the economic and environmental landscape of the community.

ANALYSIS

Information was provided by Karen Wharton, Great Circle Solar (project 1); Kieran O'Neill, Sales & Marketing Coordinator, Solar Logix (project 2 and 3); Sunny Natalia, Commercial Project Manager, Solart Group (project 4); Gary Campbell, General Manager, Algoma Energy Solutions (project 5); and Aaron Watts, W. M. WATTS Investments Ltd. (project 6).

IMPACT

There is no budgetary impact. Building permits will be required for the rooftop solar photovoltaic projects proposed, but local zoning and by-laws do not apply.

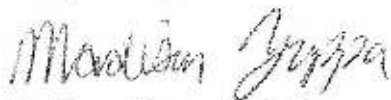
STRATEGIC PLAN

The Corporate Strategic Plan contains numerous references to environmental awareness and a reduction in CO₂ emissions; however, renewable energy projects are not included.

RECOMMENDATION

That the report of the Environmental Initiatives Coordinator concerning the solar photovoltaic FIT applications be received. By-law 2013-22 appears elsewhere on the agenda authorizing six (6) Municipal Council Support Resolutions and is recommended for approval.

Respectfully submitted,



Madison Zuppa, MES
Environmental Initiatives Coordinator

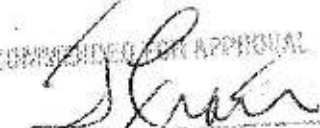
Recommended for approval,



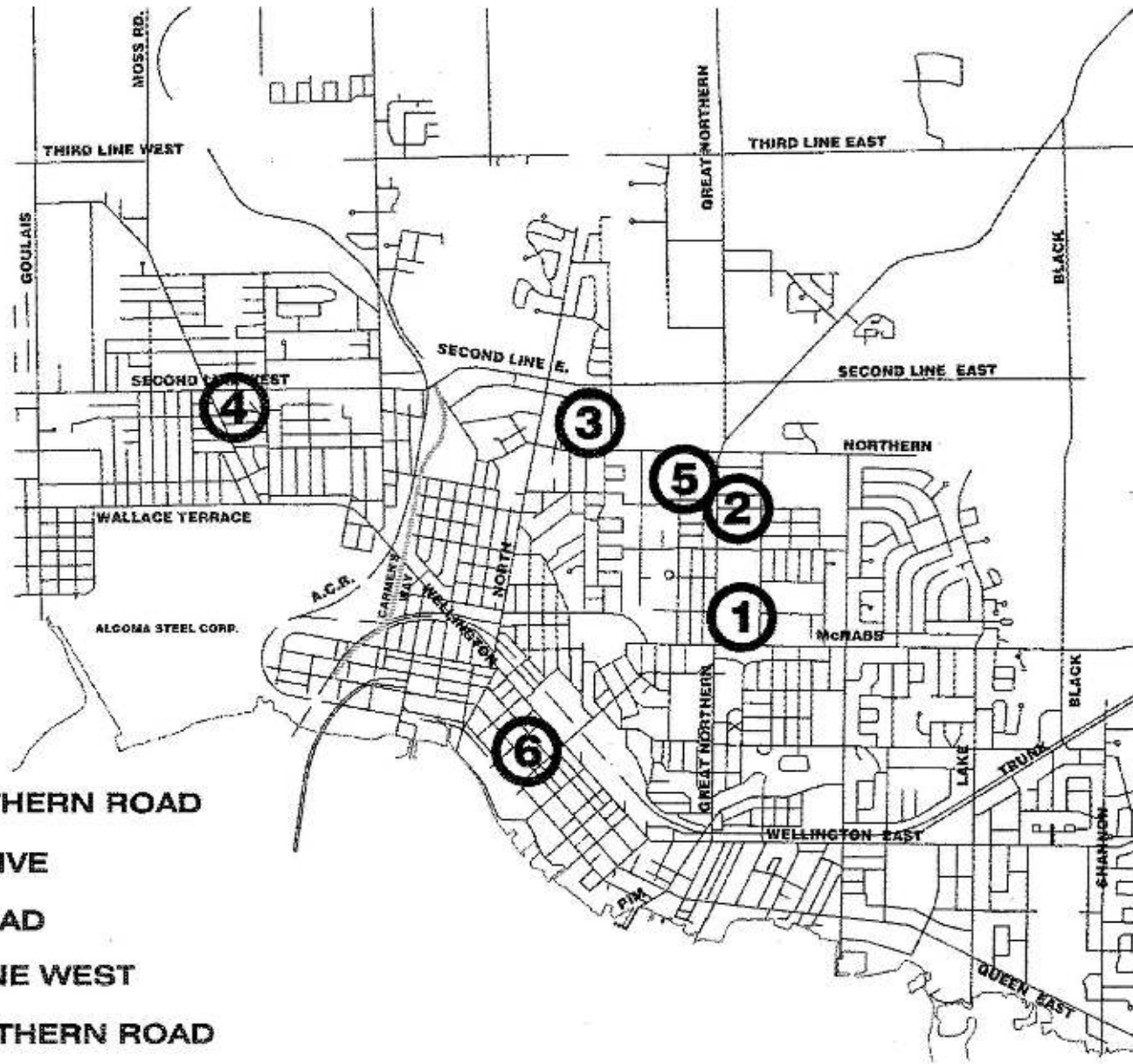
Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

Attach.

RECOMMENDED FOR APPROVAL



Joseph M. Probert
Chief Administrative Officer



NOTES:

- ① 44 GREAT NORTHERN ROAD
- ② 20 MALABAR DRIVE
- ③ 9 SACKVILLE ROAD
- ④ 275 SECOND LINE WEST
- ⑤ 229 GREAT NORTHERN ROAD
- ⑥ 244 QUEEN STREET EAST



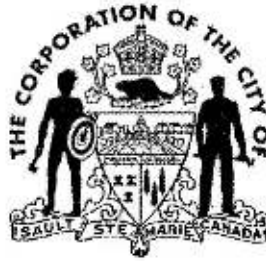
THE CORPORATION OF THE CITY
OF SAULT STE. MARIE, ONTARIO

DATE	N.T.S. - FOR REFERENCE ONLY
DATE	JANUARY 21, 2013

SCHEDULE "A" PROPOSED LOCATIONS OF FIT PROJECTS

5711

Lauren Perry
Community Emergency
Management Coordinator



561
Department of Fire
Services
Emergency
Management

2013 01 21

Mayor Debbie Amaroso and
Members of City Council

**RE: AMENDMENT TO EMERGENCY MANAGEMENT PLANNING BY-LAW
2008-40**

PURPOSE

The purpose of this report is to seek Council's approval of a recommended amendment to the Emergency Management Planning By-law Schedule A to reflect the change of the City's Emergency Response Plan.

BACKGROUND

As part of the Emergency Management Program review the City's Emergency Response Plan underwent a thorough revision. The Emergency Planning By-law adopted the 2008 version of the Emergency Response Plan as Schedule A and this needs to be amended to adopt the 2012 version of the Emergency Response Plan in its place.

ANALYSIS (if applicable)

Legislatively the *Emergency Management and Civil Protection Act* requires that the "council of the municipality shall by by-law adopt the emergency plan" 2002, c14, s 5(1).

IMPACT

There is no budget impact due to the proposed changes to the by-law.

STRATEGIC PLAN

Updating the Emergency Management Planning By-law is consistent with the Corporate value of committing to the citizens and the community.

RECOMMENDATION

It is recommended that the amendment to the Emergency Management Planning By-law be approved. By-law 2013-13 appears elsewhere on your agenda and is recommended for approval

Respectfully submitted,

Community Emergency Management
Coordinator

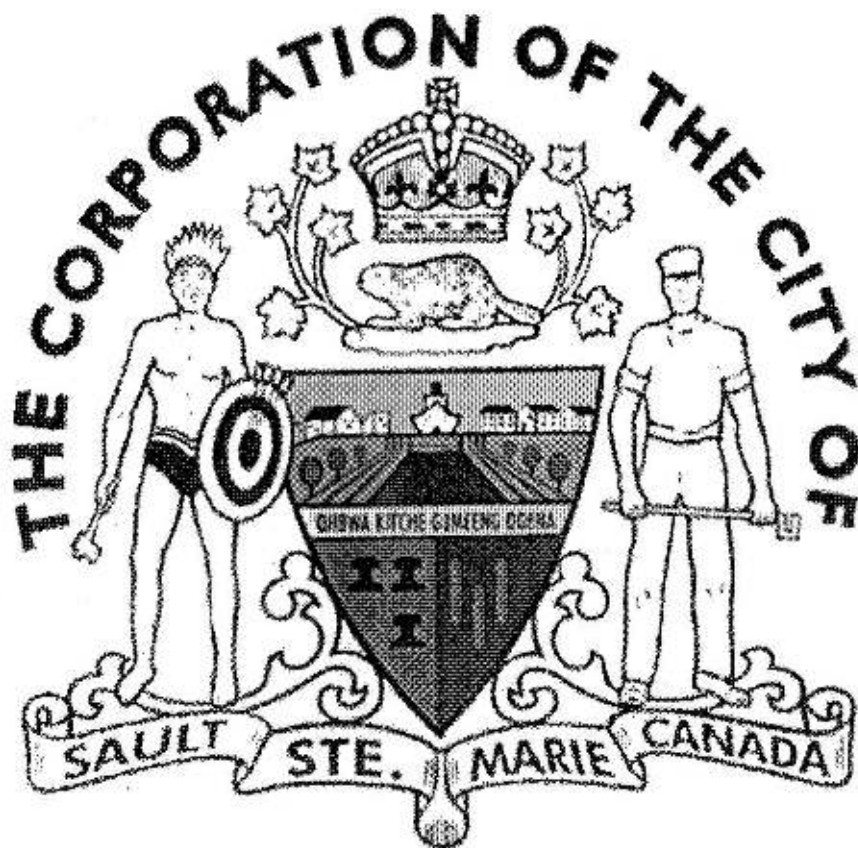
Recommended for approval,

Assistant Fire Chief Prevention
and Public Education

RECOMMENDED FOR APPROVAL

Joseph M. Prud'homme
Chief Administrative Officer

City of Sault Ste. Marie
Emergency Response Plan



Schedule "A" to By-law 2008-40

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1.0 Introduction

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, nature of the affected infrastructure and buildings, and demographics. The *City of Sault Ste. Marie Emergency Response Plan* is intended to provide a framework for the prompt coordinated response of government, private and volunteer resources when an emergency overwhelms the capacity of normal operations.

2.0 Purpose

The purpose of this document is to ensure a controlled, coordinated and effective response is quickly undertaken at the outset of an emergency to minimize its impact on the health, safety and welfare of the residents and visitors to the City of Sault Ste. Marie, as well as to protect the environment and economy.

3.0 Scope

The City's Emergency Response Plan applies to large scale emergencies that occur within the City of Sault Ste. Marie. The *Emergency Management Ontario Glossary of Terms*¹ defines an emergency as, 'A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise'.

An emergency may last from a few hours to several days or longer and possible events for the City of Sault Ste. Marie include but are not limited to:

- Critical infrastructure failures
- Severe weather emergencies
- Hazardous material releases
- Health-related emergencies
- Fires and/ or explosions

This Plan does not replace existing operating procedures or guidelines that are used by agencies responding to an emergency.

¹ Emergency Management Ontario. 2011. Glossary of Terms.
<http://www.emergencymanagementontario.ca/stellent/groups/public/@mcscs/@www/@emo/documents/a bstract/ec158104.pdf>

4.0 Legal Authority

The *Emergency Management and Civil Protection Act*, is the legal authority for all municipal emergency response plans in Ontario.

The *Emergency Management and Civil Protection Act* states:

"Every municipality shall formulate an emergency response plan governing the provision of necessary service during an emergency and the procedure under the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan." Section 3 (1)

Ontario Regulation 380/04 sets in place the standards for municipal emergency management programs. These standards describe minimum provisions that must be met to constitute an essential level program.

In regards to having an emergency plan, *Ontario Regulation 380/ 04* states:

"The emergency plan that a municipality is required to formulate under subsection 3(1) of the Act shall consist of an emergency response plan.

An emergency response plan shall,

- (a) assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan, and
- (b) set out the procedures for notifying the members of the municipal emergency control group of the emergency. Section 15

In accordance with Section 3(1) of the *Emergency Management and Civil Protection Act* the City of Sault Ste. Marie has enacted By-law 2008-40: A by-law to adopt the Emergency Response Plan for the protection of public safety, health, the environment, the critical infrastructure and property within the municipality.

5.0 Community Background

The City of Sault Ste. Marie is located on the St. Mary's River in the Algoma District of Ontario, Canada. It is the third largest city in Northern Ontario, with a population of approximately 75,000².

² Statistics Canada. 2012. Sault Ste. Marie, Ontario (Code 3557061) and Algoma, Ontario (Code 3557) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released May 29, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

	Total	Male	Female
Population 2011	75,141	36,115	39,030
Median Age	45.7	44.3	46.7
% of population 15 years and under	14.2	7.3	6.9
% of population 60 years and older	26.8	12.1	14.7
Total private dwellings	33,901	---	---

Sault Ste. Marie is bordered to the east by the Rankin and Garden River First Nation reserves and to the west by Prince Township. To the north, the city is bordered by Heyden, Goulais River, Searchmont, Batchewana Bay and Pancake Bay. To the south, across the St. Mary's River is the United States of America and the city of Sault Ste. Marie, Michigan. These countries are joined by the International Bridge, which connects Interstate 75 on the Michigan side and Huron Street on the Ontario side.

The International Bridge border crossing carries vehicular traffic between Canada and the United States of America, as well a rail bridge carries freight. On the St. Mary's River the American Soo Locks is the world's busiest canal in terms of tonnage that passes through it, while the smaller recreational boats use the Canadian Canal.

6.0 Emergency Management Program

The *Emergency Management Civil Protection Act* states:

- "Every municipality shall develop and implement an emergency management program ... The emergency management program shall consist of,
- (a) an emergency plan as required by section 3,
 - (b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services the procedure to be followed in emergency response and recovery activities;
 - (c) public education on risks to public safety and on public preparedness for emergencies; and
 - (d) any other element required by the standards for emergency management programs" Section 2.1 (1)

As endorsed by Emergency Management Ontario, Sault Ste. Marie's emergency management program is the product of a risk management approach incorporating a full range of measures necessary to reduce priority risks including prevention, mitigation, preparedness, response and recovery measures.

The goal of the City's program is to save lives, protect property, public health and the environment, and assure the continuance of critical infrastructure.

6.1 Emergency Management Planning Committee

The City of Sault Ste. Marie Emergency Management Planning Committee is responsible for overseeing the City's emergency management program. Members of the Committee include:

- Fire Chief (Chair)
- Police Chief
- Manager of the Central Ambulance Communication Centre
- Medical Officer of Health for Algoma Public Health
- Chief Administrative Officer
- Community Emergency Management Coordinator
- Mayor (Ex Officio)
- Council Appointee (2)
- Sault Area Hospital Representative
- Commanding Officer of 49th Field Regiment

This Committee is responsible for meeting various legislated requirements annually in support of the emergency management program (refer to Appendix 14 for the Planning Committee Terms of Reference).

6.2 Hazard Identification Risk Assessment

The hazard identification and risk assessment process is a tool for understanding hazards and the risks that they generate, and for comparing risk exposures from a variety of events to set priorities for planning and other emergency management activities.

Hazards fall into three categories:

- Natural Hazards: Include events such as forest fires, severe winter weather and flooding
- Human Caused (accidental or intentional) Hazards: Include events such as terrorism, war and special events.
- Technological Hazards: Include events such as a utility failure, train derailment and hazardous material spill

Sault Ste. Marie's emergency management program focuses on those events that have the greatest likelihood of occurrence and the greatest potential impact, and ensures that, wherever possible, the municipality is prepared to effectively respond to those events.

7.0 Emergency Response

7.1 Operational Status

The City of Sault Ste. Marie operates under three levels of readiness for emergency management response. These levels are:



Normal Operations

Normal operations consist of regular daily activities such as training, exercises, review of plans and procedures, and maintaining equipment to ensure a constant level of readiness should the need arise.

Enhanced Operations

Enhanced operations indicates there is high probability of an emergency situation, which could result in serious harm to persons or substantial damage to property. At this level of operations members of the Emergency Operations Control Team are kept informed of the situation and any developments via phone and/or email. Select members of the Emergency Operations Control Team whose agencies are involved may convene to address the situation.

Activated

Activated status indicates that an emergency situation is imminent or occurring and requires the City's Emergency Response Plan be activated. Members of the Emergency Operations Control Team will be required to attend the Emergency Operations Centre and members of the Emergency Planning Advisory Group may be requested to attend as well to act as subject matter experts.

7.2 Activation of the Plan

The City's Emergency Response Plan may be activated in whole or in part by any member of the Emergency Operations Control Team.

The following may be event triggers which drive the activation of the Plan:

- The event requires the coordination of multiple agencies

- The event requires centralized decision-making to mitigate impact
- The event requires coordinated communication and messaging
- The event requires a coordinated approach with other levels of government
- The event is outside the scope of normal operations
- The event requires information gathering and analysis from multiple sources
- The event is pre-planned and requires active management to ensure public safety

7.3 Notification Procedures

Any member of the Emergency Operations Control Team may activate the notification process, in whole or in part, by informing the Sault Ste. Marie Police Service and/or Fire Services of the situation and directing that the Emergency Operations Control Team be notified to attend the Emergency Operations Centre (EOC) or to standby for further instructions. Upon being notified it is the responsibility of the Emergency Operations Control Team to notify their staff internally of the situation.

Where notification of the members of the Emergency Operations Control Team is not possible due to a disruption in telephone service, the Police Service may be requested to make personal contact with them. Public media may also be used to direct members to attend the Emergency Operations Centre.

7.4 Strategic Level Response

7.4.1. Emergency Operations Control Team

The Emergency Operations Control Team (EOCT) is responsible for managing and coordinating more-than-routine emergency responses. The convening of the Emergency Operations Control Team does not automatically require an emergency declaration. As well the Emergency Operations Control Team may function with only a limited number of persons depending on the emergency, while all members may not attend the Emergency Operations Centre all members must be notified.

The City of Sault Ste. Marie's Emergency Operations Control Team consists of the following members:

- Mayor
- Chief Administrative Officer
- Police Chief
- Fire Chief

- Medical Officer of Health
- Manager of Central Ambulance Communication Centre
- Sault Area Hospital representative
- Lieutenant Colonel, 49th Field Regiment
- Community Emergency Management Coordinator

7.4.2. Emergency Management Advisory Group

The Emergency Management Advisory Group consists of stakeholders within the City of Sault Ste. Marie. While not normally a part of the Emergency Operations Control Team members can be called upon to attend the Emergency Operations Centre as subject matter experts to provide knowledge and assistance (refer to Appendix 15 for more information on the Advisory Group).

7.4.3. Request for Provincial/Federal Assistance

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance will be made by contacting Emergency Management Ontario's Duty Officer. This contact is the responsibility of the Community Emergency Management Coordinator. Emergency Management Ontario will evaluate the municipality's request and determine the availability of requested resources.

Any request for federal resources must be made to Emergency Management Ontario through the same channels as described above.

7.5 Tactical Level Response

The agency most directly concerned with the mitigation of the emergency will be the Lead Agency. This agency in turn designates its senior on-site official as the Incident Commander (I.C.). The Incident Commander assumes ultimate authority at the emergency site, including reporting to the Emergency Operations Centre (refer to Appendix 9 for a list of responsibilities).

7.6 State Of Local Emergency

7.6.1 Declaration of an Emergency

The *Emergency Management Civil Protection Act* states:

"The head of council of a municipality may declare that an emergency exists in a municipality or in any part thereof and may take such action and may such

orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area."

Section 4 (1)

The Mayor or Acting Mayor of the City of Sault Ste. Marie, as the Head of Council is responsible for declaring an emergency. This decision is made in consultation with other members of the Emergency Operations Control Team. Upon declaring an emergency, a formal written Declaration of Emergency must be submitted to Emergency Management Ontario (refer to Appendix 10 for Declaration of Emergency Form).

Notification will also be made to:

- City Council
- The Public
- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament

Emergency Management Ontario has compiled a checklist of criteria to consider in deciding whether to declare an emergency. Areas for consideration include; government, legal, operational, economic and financial (refer to Appendix 12 for a detailed list of criteria).

7.6.2 Action prior to the Declaration of an Emergency

When an emergency exists but has not yet been declared, action may be taken under the City's Emergency Response Plan to protect property and the health, safety and welfare of visitors and residents of the emergency area.

7.6.3 Termination of an Emergency

A declared municipal emergency may be terminated at any time by the Head of Council, Council of the municipality, or by the Premier of Ontario. A formal written Termination of a Declared Emergency must be submitted to Emergency Management Ontario (refer to Appendix 11 for Termination of Emergency Form).

Notification will also be made to:

- City Council
- The Public

- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament

7.7 Facilities

7.7.1 Emergency Operations Centre (EOC)

The Emergency Operations Centre is the central contact point for the Emergency Operations Control Team to report to and provide overall direction and support for the response.

Members of the Emergency Operations Control Team will convene at the Emergency Operations Centre to:

- Gather and analyze information
- Develop a common operating picture
- Determine strategic priorities
- Acquire and deploy resources

7.7.2 Incident Command Post

The Incident Command Post (ICP) is the location from which Incident Command oversees incident management. An ICP is only established when an incident occurs or is planned. There is only one ICP for each incident or event. However, this facility may change locations during the incident.

The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. It typically comprises the incident management staff, officials and responders necessary to respond to an incident. The ICP may be located in a vehicle, trailer, tent, or within a building.

8.0 Responsibilities

8.1 Emergency Operations Control Team (EOCT)

As a group the Emergency Operations Control Team will provide leadership and coordination of emergency response operations, their priorities include, but are not limited to:

- Protecting the health and safety of the community;

- Determining if the convening and location of the Emergency Operations Control Team is appropriate;
- Advising the Mayor as to whether the declaration, or termination, of an emergency is recommended;
- Supporting emergency operations at the site(s) by calling out and mobilizing emergency services, agencies and equipment;
- Arranging for services and equipment from local agencies not under community control i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from various levels of government;
- Ensuring that pertinent information regarding the emergency is promptly disseminated to the media and public;
- Determining if additional volunteers are required and if appeals for volunteers are warranted.

8.2 Individual Responsibilities of the Emergency Operations Control Team

All members of the Emergency Operations Control Team are assigned duties they are responsible for during an emergency. The individual responsibilities are listed in Appendices 1 through 8 as listed below.

Appendix 1- Head of Council

Appendix 2- Chief Administrative Officer

Appendix 3- Police Chief

Appendix 4- Fire Chief

Appendix 5- Medical Officer of Health

Appendix 6- Manager of Central Ambulance Communication Centre

Appendix 7- Sault Area Hospital

Appendix 8- Community Emergency Management Coordinator

9.0 Communications

Upon implementation of the City's Emergency Response Plan, an Emergency Information Officer (EIO) will be designated as necessary.

The Emergency Information Officer is responsible for:

- Collecting and disseminating accurate and timely information within the Emergency Operations Centre
- Designating and working with a spokesperson to address the media
- Planning all media conferences and briefings
- Preparing and circulating media releases

9.1 Emergency Information

The Emergency Operations Control Team (EOCT) will inform the public, as soon as possible, of the emergency that is occurring or imminent and advise the public of appropriate self-help actions and/or issue public warning messages.

Emergency information during a severe weather emergency will be conveyed through local media (radio, television) and social media (Facebook). Warnings will also be posted on both the City of Sault Ste. Marie's and the Police Service's websites.

In extreme circumstances, the municipality will consider alternate forms of delivering messages including:

- Emergency services drive through neighbourhoods using public alerting systems
- Door-to-door contact by volunteers or municipal employees
- Establish emergency information lines which can take large numbers of calls from the public with relevant information

10.0 Training and Exercises

10.1 Training

At minimum annual training will be provided to the Emergency Operations Control Team highlighting individual roles and responsibilities during an activation of the City's Emergency Response Plan. Training opportunities will also be made available for the Emergency Management Planning Committee and the Emergency Management Advisory Group.

10.2 Exercises

Exercises will be conducted annually to assess operational readiness, reveal opportunities for improvements, identify resources requirements, improve agency and stakeholder coordination, clarify roles and responsibilities, and improve the overall effectiveness of the City's Emergency Response Plan.

11.0 Plan Maintenance

11.1 Plan Review

The City's Emergency Response Plan is reviewed annually by the Emergency Management Planning Committee as part of their duties.

11.2 Updates

The City's Emergency Response Plan will be updated on an as needed basis. Generally these updates will be the result of an After Action Report following an event or exercise. Plan holders will be notified of any changes and provided an electronic copy of the updated component (refer to Appendix 13 for Emergency Plan Binder Distribution list).

12.0 Glossary

Activated (operations)	Part of the Emergency Response Plan Concept of Operations. The Emergency Response Plan is activated in response to extremely hazardous conditions that are imminent or occurring. The Emergency Operations Centre may be partially or fully activated by members of the Emergency Operations Control Team.
After Action Report	A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.
Assembly Point	Are designated locations intended to provide a safe area for individuals to congregate while either waiting for emergency personnel to respond or to receive transport to Reception Centres and/or Group Lodging facilities
Community Emergency Management Coordinator (CEMC)	The individual officially designated by a community who is responsible and accountable for the community emergency management program. The CEMC, by definition, a municipal employee as per the <i>Municipal Act</i> .
Critical Infrastructure	Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government.
Emergency	A situation or an impending situation that constitutes a danger

	of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act, whether intentional or otherwise.
Emergency Information Officer (EIO)	An individual responsible for acting as the primary public and media contact for emergency information requirements.
Emergency Management Advisory Group	An advisory group comprised of local organizations, NGOs, post-secondary institutions, local industries, and municipal and provincial governments. This group provides advice on the development, implementation and maintenance of the Community's Emergency Management Program.
Emergency Management Planning Committee	The critical management team that oversees the development, implementation and maintenance of the community's emergency management program.
Emergency Management Civil Protection Act	Province of Ontario legislation which requires each municipality to develop, implement and maintain mandatory Emergency management Programs in conformity with regulations developed by Emergency Management Ontario.
Emergency Management Ontario (EMO)	EMO is a branch within the Ministry of Community Safety and Correctional Services with overall provincial emergency management responsibility. EMO is responsible for the coordination, promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario and for the coordination of these programs with the federal government.
Emergency Management Program	A comprehensive program that is based on a hazard identification and risk assessment process (HIRA) and includes the five core components of prevention, mitigation, preparedness, response and recovery
Emergency Operations Centre (EOC)	The facility outside of the emergency site where the Emergency Operations Control Team assembles to manage emergency operations.
Emergency Operations Control Team (EOCT)	A group comprised of key municipal department heads and officials who are responsible for decision-making and the provision of essential services needed to minimize the effects of an emergency on the municipality. The Chief Administrative Officer is responsible for coordinating the actions of the Group.
Emergency Response Plan	A risk based plan developed and maintained to respond to an emergency.

Emergency Site	The geographic area in which the management team with the most direct hands-on response roles operates.
Enhanced Operations	Part of the Emergency Response Plan Concept of Operations. Emergency Management is alerted of a highly probable hazardous condition and engaged for full situational awareness. The Emergency Operations Control Team is notified in anticipation of the Emergency Response Plan being activated.
Evacuation Alert	Informs the public of a potential threat or impending danger. An Evacuation Alert allows for the population to begin an orderly preparation to leave the affected area while informing them of the hazards as well as identifying emergency zones, evacuation routes and Assembly Points.
Evacuation Order	The impacted population is ordered to evacuate the area specified immediately. All persons in the affected area are to be told that, in the interest of their own safety and considering the risk, they are now ordered to leave the area.
Exercise	A simulated drill or sequence of events to evaluate plans and procedures. There are four main types of exercises (drill, tabletop, functional, full-scale) and various sub-types. An exercise is a simulated situation requiring them to function in a real event.
Hazard	(1) A risk that is a threat (2) An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss
Hazardous Materials	Substances which can cause death or injury to humans, short-term or irreparable damage to the environment, or result in property damage or evacuation if released into the environment.
Incident Commander/ Emergency Site Manager (IC)	The entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations
Incident Command Post (ICP)	The location from which Incident Command oversees incident management. There is only one ICP for each incident or event. However, this facility may change locations during the incident. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP may be located in a vehicle, trailer, tent, or within a building.

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Lead Agency	The agency most directly concerned with the mitigation of the emergency, which will in turn designate an Incident Commander at the site of the emergency.
Mitigation	Actions taken to reduce the effects of an emergency or disaster.
Municipality	Means a geographic area whose inhabitants are incorporated
Normal Operations	Part of the Emergency Response Plan Concept of Operations. Consists of the daily responsibilities that agencies must carry out to ensure readiness in the event of an emergency situation. This includes preparedness, training, exercise activities, review of departmental response plans and equipment checks to ensure a continuous state of readiness should the need arise.
Preparedness	Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of an emergency response plan, training, exercises, and public awareness and education.
Prevention	Actions taken to prevent an emergency or disaster.
Provincial Emergency Operations Centre (PEOC)	The fully equipped facility maintained by Emergency Management Ontario that can be activated in response to or in anticipation of emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests.
Reception Centre	Usually located outside the impact zone of the emergency, the reception centre is a place where evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required
Recovery	Actions taken to recover from an emergency or disaster.
Response	Actions taken to respond to an emergency or disaster.
Risk Assessment	Identification of risks to public safety, public health, the environment, property, critical infrastructure and economic stability from natural, human-caused and technological sources/activities, and evaluation of the importance of the activity to the continued operation of the community. The vulnerability of the community to each activity should also be evaluated.

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Appendix 1 - Head Of Council

In an emergency the Mayor shall:

- a. Attend at the Emergency Operations Centre when activated.
- b. In conjunction with the Emergency Operations Control Team and other involved parties, declare an emergency to exist in all or part of the Municipality.
- c. Ensure the Minister of Community Safety and Correctional Services has been notified that an emergency has been declared.
- d. Be prepared to issue news releases and make public announcements concerning the emergency in conjunction with the members of the Emergency Operations Control Team.
- e. Terminate the declared emergency at the appropriate time and ensure all concerned have been notified, including the Minister of Community Safety and Correctional Services.
- f. Provide City Council with regular updates and status reports.
- g. Establish communications with provincial and federal elected officials.
- h. Maintain a log of all actions taken.

Appendix 2 - Chief Administrative Officer

In an emergency the Chief Administrative Officer shall:

- a. Advise the Head of Council and members of the Emergency Operations Control Team on City administrative matters.
- b. Inform members of the Sault Ste. Marie Senior Management Team of the emergency.
- c. Advise the area School Boards and all other major educational institutions of the emergency or pending emergency.
- d. Co-ordinate Municipal staff, as deemed necessary by the Emergency Operations Control Team, to assist in an emergency.
- e. Advise the Sault Ste. Marie Senior Management Team and all major educational institutions and Boards of the termination of the emergency or pending emergency.
- f. Maintain a log of all actions taken.

Appendix 3 - Police Chief

The duties and responsibilities of the Police Service in an emergency and the method by which the Service functions must be approved and managed by the Chief of Police.

Some of the duties and responsibilities to be performed are as follows:

- a. Provide advice on police-related matters to the Head of Council and the Emergency Operations Control Team.
- b. Control and, if necessary, disperse crowds within the emergency area in consultation with the Lead Agency.
- c. Control traffic, where required, to facilitate the movement of emergency vehicles both in and out of the major emergency/disaster area.
- d. Conduct the evacuation of buildings, as required.
- e. Establish evacuation routes to provide control.
- f. Ensure the protection of property.
- g. Arrange for policing, if required, in any communal site.
- h. Advise the Coroner in the event of fatalities.
- i. Co-ordinate media liaison on-site and ensure that the contents of all media releases are cleared through the Incident Commander on-scene and the Emergency Operations Control Team (unless of an immediate and urgent nature which requires warnings or directions be provided to residents).
- j. If the Police Service is determined to be the Lead Agency in the emergency provide an Incident Commander (I.C.) to exercise overall control of the emergency operations and establish an on-site Command Post, in a safe area.
- k. The 9-1-1 Central Emergency Reporting Bureau (C.E.R.B.) Operator(s) on-duty will dispatch Police vehicle(s) and the Patrol Sergeant to attend the scene. The Duty Staff Sergeant will be notified.
- l. The Duty Staff Sergeant will ensure that the necessary emergency services have been notified.
- m. The Duty Staff Sergeant, once the call has been verified by the on-scene officers as being an emergency, shall:
 - i. Notify the On-Call Commander, Chief of Police, and Deputy Chief of Police.
 - ii. Inform the Mayor or alternate, if required.
 - iii. Advise the Sault Ste. Marie Area Hospital and Group Health Centre of the emergency in order for those institutions to activate their emergency plans, if required.
- n. The Duty Staff Sergeant will call off-duty members, as required and as directed by the On-Call Commander or Chief of Police of the Service and, will maintain a log of the time notifications were made and confirmed. The call may be made by direct telephone or by a general call over the local radio/television stations if required.
- o. The 911 Operator(s) will receive all Police-related communications from the scene and will transmit all requests for special assistance from the scene to those whose assistance is requested. When the Mobile Command Unit (Com-1) is in operation at

the scene, communication messages shall be relayed to the 911 Operator(s) for dispatch to ensure that "communication control" remains in the C.E.R.B.

- p. The 911 Operator(s) and the Duty Staff Sergeant shall, when being relieved by the next shift, inform the relieving personnel of all information pertaining to the situation.
- q. If the emergency is of such magnitude that it would necessitate the need for additional personnel or specialized equipment, assistance shall be requested from:
 - i. Ontario Provincial Police,
 - ii. Royal Canadian Mounted Police,
 - iii. Sault Search and Rescue,
 - iv. Sault Ste. Marie District Militia, and/or
 - v. any other organization deemed necessary.

Note: Any call for assistance from the Military must go the appropriate governmental chains of command i.e. Emergency Management Ontario. This should be facilitated through the Community Emergency Management Coordinator.

- r. Maintain a log of all actions taken

Appendix 4 - Sault Ste. Marie Fire Services

The duties and responsibilities of Fire Services in an emergency and the method by which Fire Services functions must be approved and managed by the Fire Chief.

Some of the duties and responsibilities are as follows:

- a. The Fire Officer in charge of an emergency scene is responsible for the safety of other emergency personnel, and is to take the appropriate action to protect these personnel from entering hazardous areas that require special training or a self-contained breathing apparatus.
- b. If Fire Services is determined to be the Lead Agency in the emergency provide an Incident Commander (I.C.) to exercise overall control of the emergency operations and establish an on-site Command Post, in a safe area.
- c. The on-site senior Fire Officer will coordinate and direct all Fire Services' responsibilities.
- d. Provide the Emergency Operations Control Team with information on Fire Services' responsibilities being carried out at the scene.
- e. Conduct all operations connected fighting fires, rescue, stabilization of the emergency, and operation of a command post in the incident management system.
- f. Determine if additional resources, equipment or supplies are needed, and make arrangements for procurement.
- g. Trigger mutual aid arrangements for the provision of additional firefighting equipment and personnel, if required.
- h. Be prepared to take charge or contribute to non-firefighting operations i.e. rescue, first aid, evacuations, etc.
- i. In every notification to the Fire Services of an emergency that is more serious and widespread than the normal or usual alarm, the following procedures will be followed:
 - i. The Communications Operator shall notify the Platoon Chief, and he will respond to the incident.
 - ii. The Communications Operator shall immediately notify the Fire Chief and all Assistant Fire Chiefs. The Fire Chief will respond to the Emergency Operations Centre and make necessary notifications. The Assistant Chiefs and EMS Managers will report to No. 1 fire station.
 - iii. The Communications Operator will call in an additional operator to assist.
 - iv. The Platoon Chief will instruct the Communications Operators to contact the appropriate agencies to respond i.e. Police, EMS, PUC, SSAR, etc.
 - v. The Fire Services On-Scene Commander shall establish a command post and initiate the incident command system.
 - vi. The Fire Services On-Scene Commander shall establish a clear and effective communications link with the Fire Chief at the Emergency Operations Centre
- j. Maintain a log of all actions taken

Appendix 5 - Algoma Public Health

Some of the duties and responsibilities to be performed are as follows:

- a. Arrange for the coordinated response of all medical/health related services within the community in consultation with hospitals, available clinics, and community health providers.
- b. Arrange for the investigation of infectious and/or contagious diseases.
- c. Initiate control measures either by instruction regarding environmental control or by organizing mass immunization in certain instances.
- d. Provide advice on health-related matters to the Head of Council and the Emergency Operations Control Team.
- e. Ensure the potability of emergency water supplies and the proper testing of same.
- f. Ensure the safety of the food supply and supervise its proper handling.
- g. Arrange for the inspection of foodstuffs.
- h. Arrange for the dissemination of all special instructions to the general public on matters concerning public health.
- i. Assist the Canadian Red Cross in the establishment and inspections of evacuation centres.
- j. Liaise with the appropriate Health Departments and Ministries.
- k. Maintain a log of all actions taken

Appendix 6 - Central Ambulance Communication Centre

In the case of an emergency the Central Ambulance Communication Centre is expected to:

- a. Work in conjunction with Sault Area Hospital and Emergency Medical Services of Sault Ste. Marie to coordinate and control the transportation of the injured.
- b. Coordinate with Ministry of Health and Long-Term Care regarding issues surrounding the emergency situation or secondary issues that may arise.
- c. Liaise with the 911 Centre regarding calls for ambulance and other emergency calls that may require multiple agency response.
- d. Provide advice and status reports on ambulance dispatch related matters to the members of the Emergency Operations Control Team.
- e. Direct representatives of the St. John Ambulance where their services may be required for transportation of injured or in the treatment of the less seriously injured either at the scene or at another designated location.
- f. Maintain a log of all actions taken.

Appendix 7 - Sault Area Hospital

Some of the duties and responsibilities that members of the Sault Area Hospital may be required to perform in an emergency may include:

- a. Ensuring liaison with the Medical Officer of Health and Central Ambulance Communication Centre in regards to hospital and medical matters as required.
- b. Ensure liaison with the Ministry of Health and Long Term Care, as appropriate.
- c. Respond to requests for provision of medical site teams and triage centers/teams.
- d. Provide advice and status reports to the Emergency Operations Team as required.
- e. Maintain a log of all actions taken.

Appendix 8 - Community Emergency Management Coordinator

- a. Advise the Head of Council and the Emergency Operations Control Team on emergency policies, requirements of the Emergency Management and Civil Protection Act and related subjects.
- b. Contact volunteer agencies as required by the Emergency Operations Control Team.
- c. Organize the Emergency Operations Centre (EOC) so that all necessary supplies, communications, and relevant information such as maps, charts, etc. are available and functioning.
- d. Ensure telephone communications are operable in the Emergency Operations Centre. (Members attending from various municipal departments should continue to monitor their own radio systems to facilitate their functions and to provide information to the Emergency Operations Centre.)
- e. Provide and make available any other supplies or services when requested by the Emergency Operations Control Team.
- f. Maintain a log of all actions taken.

Appendix 9 - Incident Commander

The Incident Commander (IC) is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfill the function of IC. However under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all incident activities are the responsibility of the IC. In most cases, Incident Command is established at site-level Incident Command Post.

Some of the duties and responsibilities are as follows:

- a. Ensure welfare and safety of all responders.
- b. Determine appropriate level of response based on situation as known.
- c. Assess the incident situation:
 - Review the current situation status and initial incident objectives.
 - Obtain information from other levels of response, if applicable.
 - Ensure that all organizations impacted by the incident have been notified.
- d. Ensure that the Incident Command Post (ICP) is properly set up and ready for operations.
- e. Ensure that an incident check-in procedure is established immediately.
- f. Ensure that email, telephone, or radio communications with the Emergency Operations Centre and relevant organizations/jurisdictions are established and functioning.
- g. Provide information and briefings to the Emergency Operations Centre, as required.
- h. Monitor response activities to ensure that appropriate actions are taken.
- i. Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.
- j. Authorize release of emergency information to the public and media in cooperation with the Emergency Operations Centre.
- k. Establish and maintain liaison with supporting, or assisting organizations
- l. Demobilize incident facilities and operations as appropriate.

Appendix 10 - Declaration of an Emergency

Municipality: _____ (print)

I, _____ hereby declare a state of local Emergency in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the emergency described herein: (nature of emergency)

For an Emergency Area or part thereof described as: (geographic boundary)

Signed: _____

Title: _____

Dated: _____ at _____ (time)

In the Municipality/ First Nation of: _____

Note: Fax to EMO Duty Officer at 416-314-0474

Appendix 11 - Termination of an Emergency

Municipality: _____ (print)

I, _____ hereby declare a state of
local Emergency terminated in accordance with the Emergency Management and Civil
Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the emergency described herein:
(nature of emergency)

For an Emergency Area or part thereof described as: (geographic boundary)

Signed: _____

Title: _____

Dated: _____ at _____ (time)

In the Municipality/ First Nation of: _____

Note: Fax to EMO Duty Officer at 416-314-0474

Appendix 12 - Checklist In Consideration of a Declaration of Emergency



(Note: All references in this document refer to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9, as amended 2006)

** This checklist is for use by municipal heads of council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.*

An emergency is defined under the *Emergency Management and Civil Protection Act* as “a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise” [Section 1, definition of an emergency].

Under the *Emergency Management and Civil Protection Act*, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality must notify Emergency Management Ontario (on behalf of the Minister of Community Safety and Correctional Services) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to (416) 314-0474. When declaring an emergency, please notify the Provincial Emergency Operations Centre at 1-866-314-0472.

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- ☐ **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) permits a head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law” during an emergency.]
- ☐ **Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]
- ☐ **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?** [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration

of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]

- ❑ **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Services Act* provides for the creation of special policing arrangements during an emergency.]
- ❑ **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an "emergency" is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]
- ❑ **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

- ❑ **Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?** [Section 11 (1) states that "no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty." Section 11 (3), however, states "subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality...."]

- ❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- ❑ **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) permits the head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan." Section 13 (3) empowers a municipal council to "make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."]
- ❑ **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the "council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."]
- ❑ **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]
- ❑ **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Community Control Group, can greatly facilitate multi-agency and multi-government response.]
- ❑ **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) authorizes the Solicitor

General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]

- ❑ **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.]
- ❑ **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario is developing three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.]
- ❑ **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protections against personal liability.]
- ❑ **Will your municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial:

- ❑ **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1)

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allows for extraordinary measures to be taken, providing they are not contrary to law.]

- **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost...."]

Appendix 13 - Emergency Plan Binder Distribution

Agency	Copy Number
Central Ambulance Communication Centre	1
Union Gas	3
First Student Canada	4
Canada Border Services Agency	5
Group Health Centre	6
Sault Area Hospital	7
International Bridge Administration	8
Ministry of Environment	9
Ministry of Natural Resources	10
Ontario Provincial Police	12
Algoma District School Board	13
Public Utilities Commission	14
Amateur Radio Emergency Service (A.R.E.S.)	15
Canadian Red Cross	16
Royal Canadian Mounted Police	17
Salvation Army	18
49 th Field Regiment	19
Huron Superior Catholic District School Board	20
Sault Search and Rescue	21
St. John Ambulance Association	22
Sault Ste. Marie Regional Conservation Authority	23
Mayor	24
Councillor Pat Mick	27
Councillor Terry Sheehan	28
Engineering and Planning	30
Community Services	31
North East Community Care Access Centre	32
Social Service	33
Chief Administrative Officer	37
City Solicitor	38
City Clerk	39
Fire Services - Communications	40
#1 Hall Platoon Chief	41
#2 Hall Captain	42
#3 Hall Captain	43

#4 Hall Captain	44
Fire Chief	45
Assistant Fire Chief	46
Fire Command Bus	46A
Algoma Public Health	47
Public Works & Transportation	48
Police Services	49
Social Services (Accessibility)	50
Human Resources	51
Emergency Operations Centre	55
Police Service- Deputy Chief	56
Chief	57
Patrol Inspector	58
Administrative Inspector	59
Support Services Inspector	60
CID Inspector	62
Assistant Fire Chief of Support Services	66
Assistant Fire Chief of Fire Prevention	67
Police Service Command Vehicle	68
Chippewa County Emergency Management	69

Appendix 14 - Sault Ste. Marie Emergency Management Planning Committee Terms of Reference

Membership: Fire Chief (Chair)
Chief of Police
Manager of the Central Ambulance Communication Centre
Medical Officer of Health Algoma Public Health
Chief Administrative Officer
Community Emergency Management Coordinator
Mayor (Ex Officio)
Council Appointee (2)
Vice-President of Sault Area Hospital
Lt. Colonel 49th Field Regiment

Meetings: January, October or otherwise as required

Location: T.B.A.

Time: Suitable to majority

Terms of Reference: Emergency Management Planning Committee

1. To formulate a plan of action and to provide for the protection of lives and property in a major emergency/disaster in accordance with the *Emergency Management and Civil Protection Act R.S.O. 1990* Section 9 and the City of Sault Ste. Marie by law adopting the plan.
2. To complete and annually to review a Hazard Identification and Risk Assessment for the community and to establish emergency planning priorities relevant to the indicated risks.
3. To identify and prioritize community critical infrastructure, according to vulnerability and risk.
4. To create specific plans for the identified risks by taking action to reduce or eliminate the effects of such an emergency or disaster, to ensure an effective response, and planned action to recover from the emergency as quickly as possible
5. To create a Public Awareness Program relevant to the identified risks.
6. To create an Emergency Information Plan and arrange for a local emergency information center.

7. To ensure training exercises are carried out in accordance with requirements of the *Emergency Management and Civil Protection Act R.S.O. 1990* Sector 9.
8. To review and to approve the Sault Ste. Marie Emergency Response Plan on an annual basis and to make amendments as required.
9. To ensure that the Emergency Operations Control Team is trained in the implementation of the Sault Ste. Marie Emergency Response Plan.
10. To consult with members of the Emergency Management Advisory Group in emergency planning and reviews.

Appendix 15 - Sault Ste. Marie Emergency Management Advisory Group Terms of Reference

Purpose

The Emergency Management Advisory Group provides guidance and contributes to the development, implementation, and maintenance of the City of Sault Ste. Marie's Emergency Management Program.

Goals and Objectives

To provide a setting that will foster dialog and sharing of ideas on the topic of emergency management while correcting inconsistencies and minimizing duplications.

To provide support to members as they adopt emergency management practices in their own organizations.

To act as a subject matter expert providing knowledge and assistance upon request of the Emergency Management Planning Team.

Membership

- a) The organizations represented on the panel should ensure that their designate:
 - I. Have the ability, commitment, authority and resources to perform this role.
 - II. Have access to expertise, knowledge and information relating to their home organization.
 - III. Will report on the activities of the group to their respective organizations.
 - IV. Is able to share relevant information with the group regarding their organization's emergency management activities.
- b) The members of the Emergency Management Advisory Group shall:
 - I. Attend regular meetings as scheduled and additional meetings as time permits
 - II. Participate in discussion/ planning and share in the workload of the Group
 - III. Provide expertise in their professional area of responsibility

Meetings

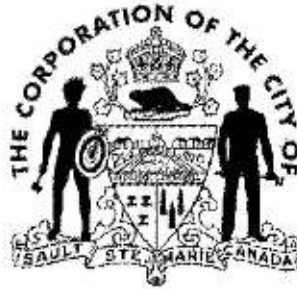
- a) Semi- annual meetings will be conducted at the Emergency Operations Centre (65 Old Garden River Road). Alternate venues may be considered as the need arises.
- b) Sub-group meetings will be scheduled as required.

5(K)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
ASSISTANT CITY SOLICITOR

MATTHEW CAPUTO
SOLICITOR/PROSECUTOR



**LEGAL
DEPARTMENT**

File No. PR1.30

2013 01 21

Mayor Debbie Amaroso and
Members of City Council

**RE: FIRST RIGHT OF REFUSAL AGREEMENT BETWEEN ELLSIN
ENVIRONMENTAL LTD. AND THE CITY FOR THE CITY OWNED PROPERTY
ABUTTING 155 YATES AVENUE**

PURPOSE

The purpose of this report is to authorize a First Right of Refusal Agreement between the City and Ellsin Environmental Ltd. (Ellsin), regarding the City owned property adjacent to Ellsin's property on Yates Avenue, described as Part 1 Plan 1R-11773, now being civic 155 Yates Avenue. The subject property is shown on the attached Schedule "A".

BACKGROUND

On November 9, 2009, City Council passed By-law 2009-183 which authorized the sale of 3 acres on the south side of Yates Avenue, being part 1 on Plan 1R-11773 to Ellsin. A condition of this sale was that the City would grant a first right of refusal to Ellsin Environmental Ltd. for three years from the date of the by-law with no cost to Ellsin other than the registration of the agreement. There was no formal agreement signed or registered on the title to the City's property.

The Legal Department has received a written request from Ellsin asking that the City agree to extend the First Right of Refusal Agreement to the earlier of November 30, 2014 or until the City receives a bona-fide offer for the land.

-more-

5(k)

ANALYSIS

It is prudent to proceed with an agreement registered on title authorizing the First Right of Refusal until November 30, 2014. If Council agrees with this course of action I will work with Ellsin to have the appropriate agreement registered on the title to the City's property.

IMPACT

N/A

STRATEGIC PLAN

N/A

RECOMMENDATION

It is recommended that Council grant a first right of refusal to Ellsin for the City owned property shown in Schedule "A" attached and authorize the execution of an agreement between Ellsin and the City. By-law 2013-23 appears elsewhere on your agenda.

Recommended for approval,



Nuala Kenny
City Solicitor



RECOMMENDED FOR APPROVAL
Joseph D. Padava
Chief Administrative Officer

NK/da

attachment(s)

YATES AVENUE SUBJECT PROPERTY OVERVIEW

FIRST RIGHT OF REFUSAL - ELLSIN ENVIRONMENTAL Ltd.

1:2,500 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 10

5(K)

Jerry Dolcetti, RPP
Commissioner

Donald B. McConnell, RPP
Planning Director



ENGINEERING & PLANNING
DEPARTMENT

Planning Division

2013 01 21

Mayor Debbie Amaroso and
Members of City Council

RE: A-3-13-Z – filed by Childcare Algoma – Site Plan Control Designation

PURPOSE

To recommend a by-law designating the property located at 1616 Queen Street East as an area of Site Plan Control. At the January 7, 2013 meeting, City Council approved a request from the applicant, Childcare Algoma, to utilize the property as a parking lot for their existing daycare located on the opposite side of Shannon Road at 1600 Queen Street East.

PROPOSED CHANGE

To designate the subject property as an area of Site Plan Control.

Subject Property:

- Location – Plan H700 Lot 11 RCP, Civic Address: 1616 Queen Street East
- Size – Frontage 30.48m (100.0'), Depth 40.23m (132.0'), Area 0.11 ha (0.28acres)
- Present Use – Vacant
- Owner – John and Cynthia Onofrio

BACKGROUND

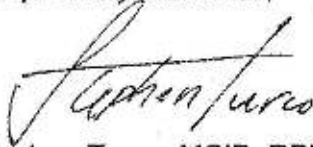
At the January 7, 2013 meeting, City Council approved a rezoning permitting the subject property to be used as ancillary parking for the daycare located at 1600 Queen Street East. Planning staff's recommendation for approving this request was subject to the property being designated as an area of Site Plan Control. The reason for this condition was due to staff and neighbour concern regarding the preservation of mature trees, the compatibility of the proposed parking with adjoining properties, as well as aesthetic impacts along the streetscape. The need for designating the property as an area of Site Plan Control was referenced in the report, however, the actual condition of approval was inadvertently left out of the recommendation. Planning staff are now recommending that Council pass by-law 2013-15, designating the property as an area of Site Plan Control, as per the original intent of staff's recommendation.

RECOMMENDATION

That City Council pass By-law 2013-15 designating the subject property as an area of Site Plan Control.

2013 01 07
Page 2

Respectfully submitted,



Stephen Turco, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,

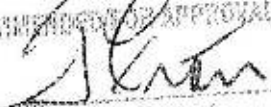


Jerry Dolcetti, RPP
Commissioner Engineering & Planning

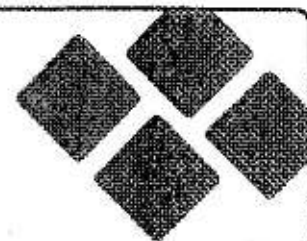
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attachment(s)

RECOMMENDED FOR APPROVAL

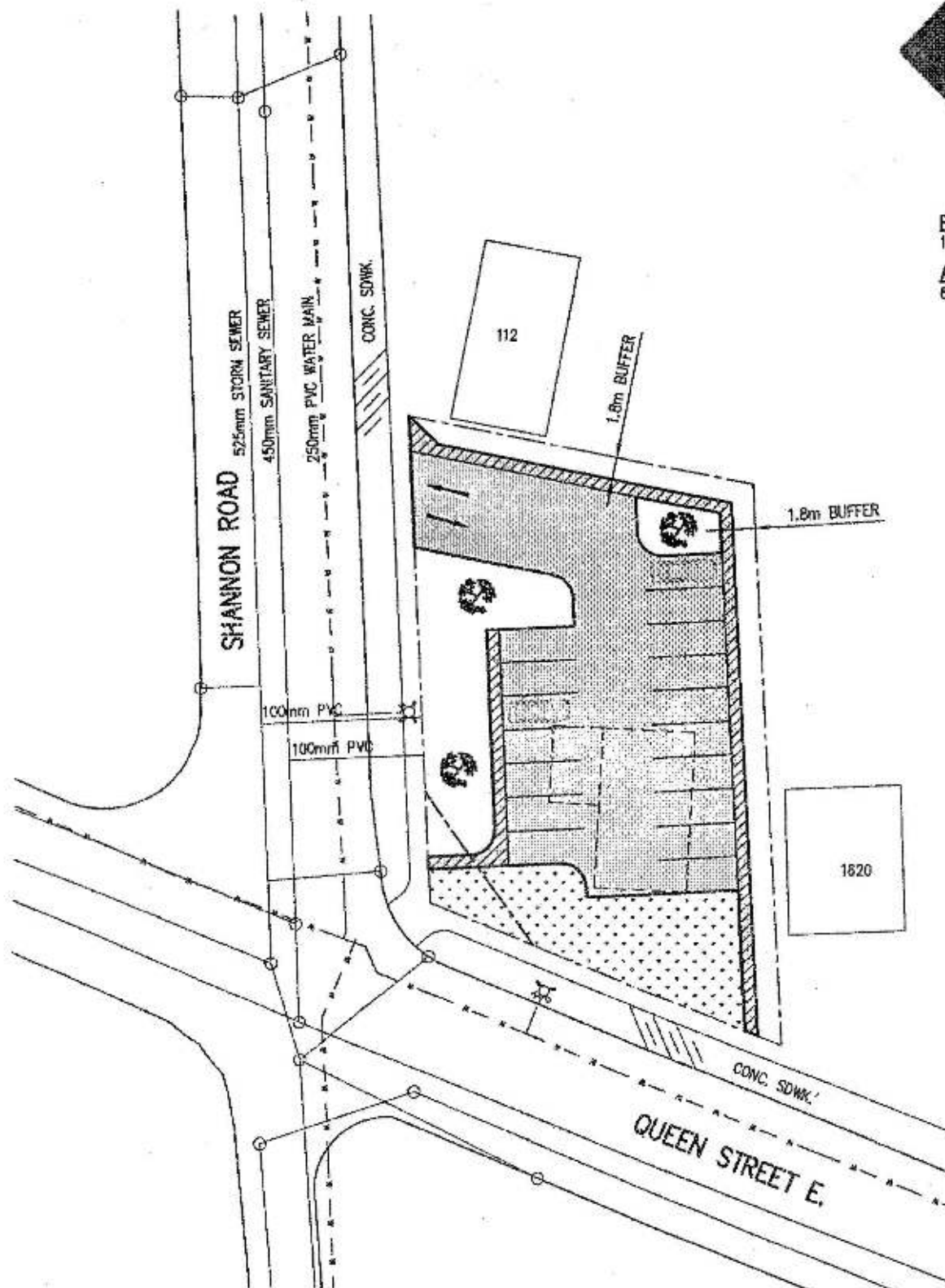

Joseph M. Fritzel
Chief Administrative Officer

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PARKING SPACES
17

ASPHALT AREA
680m²



PARKING LAYOUT OPTION-3

SCALE 1:500

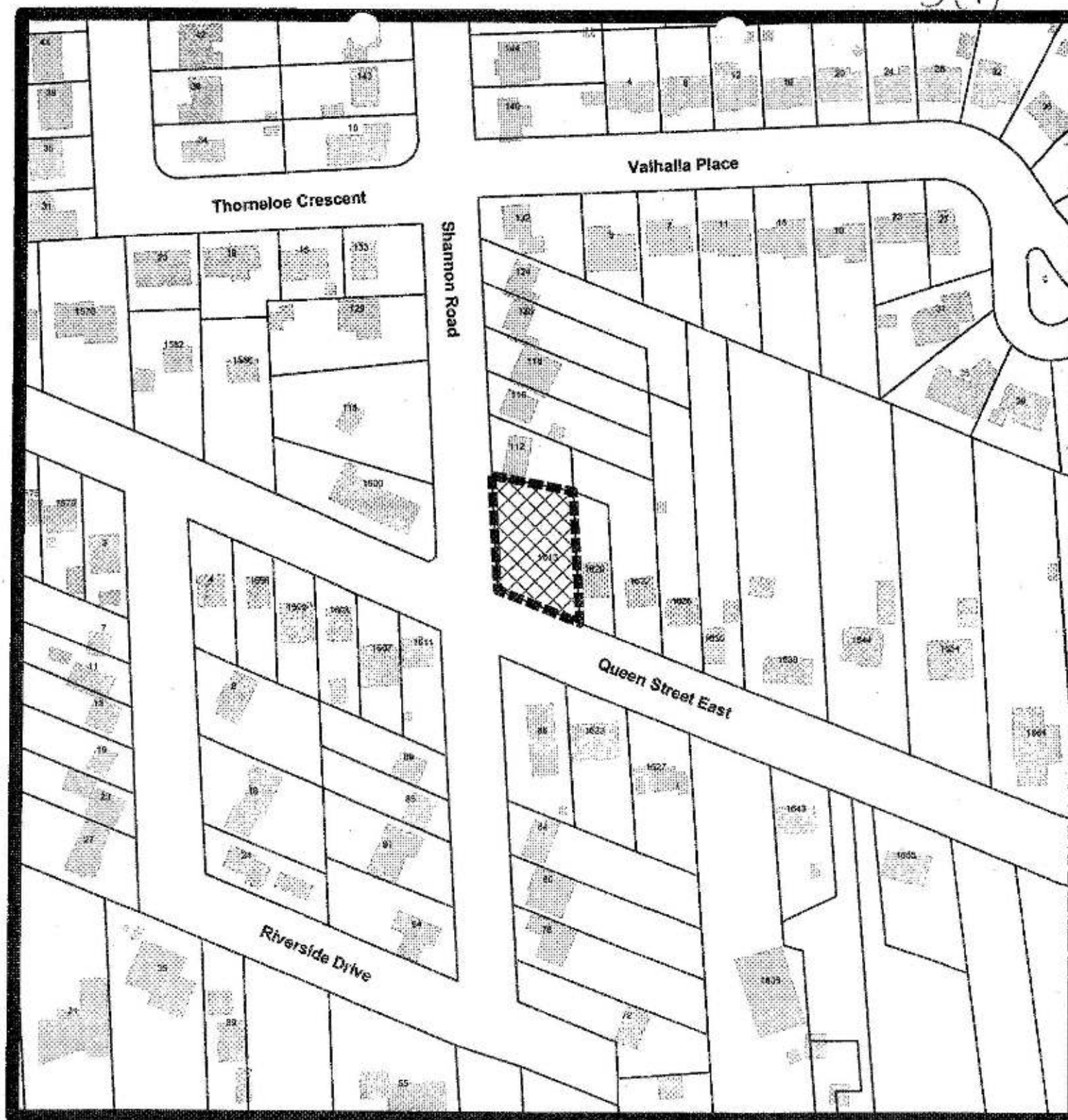
STEM
ENGINEERING GROUP

PROJECT:
NEW PARKING LOT
CHILD CARE ALGOMA
1016 QUEEN EAST, SAULT, ON
DRAWING:
LAYOUT OPTION '3'

SCALE: 1:500
PLOT SCALE: 0.5
PROJECT: 12164
DATE: 3 DEC. 2012
CAD FILE: 12164-SP1
DRAWN: MG
CHECKED: MLC

 child care
algoma

SP3



SUBJECT PROPERTY MAP

1616 QUEEN STREET EAST

Planning Application: A-3-13-Z



Subject Property = 1616 Queen Street East



Subject Property



METRIC SCALE
1:1800

MAP REFERENCE
4 & 1-10

MAIL LABEL ID
A-3-13-Z

5(11)



2012 ORTHO PHOTO

1616 QUEEN STREET EAST

Planning Application: A-3-13-Z



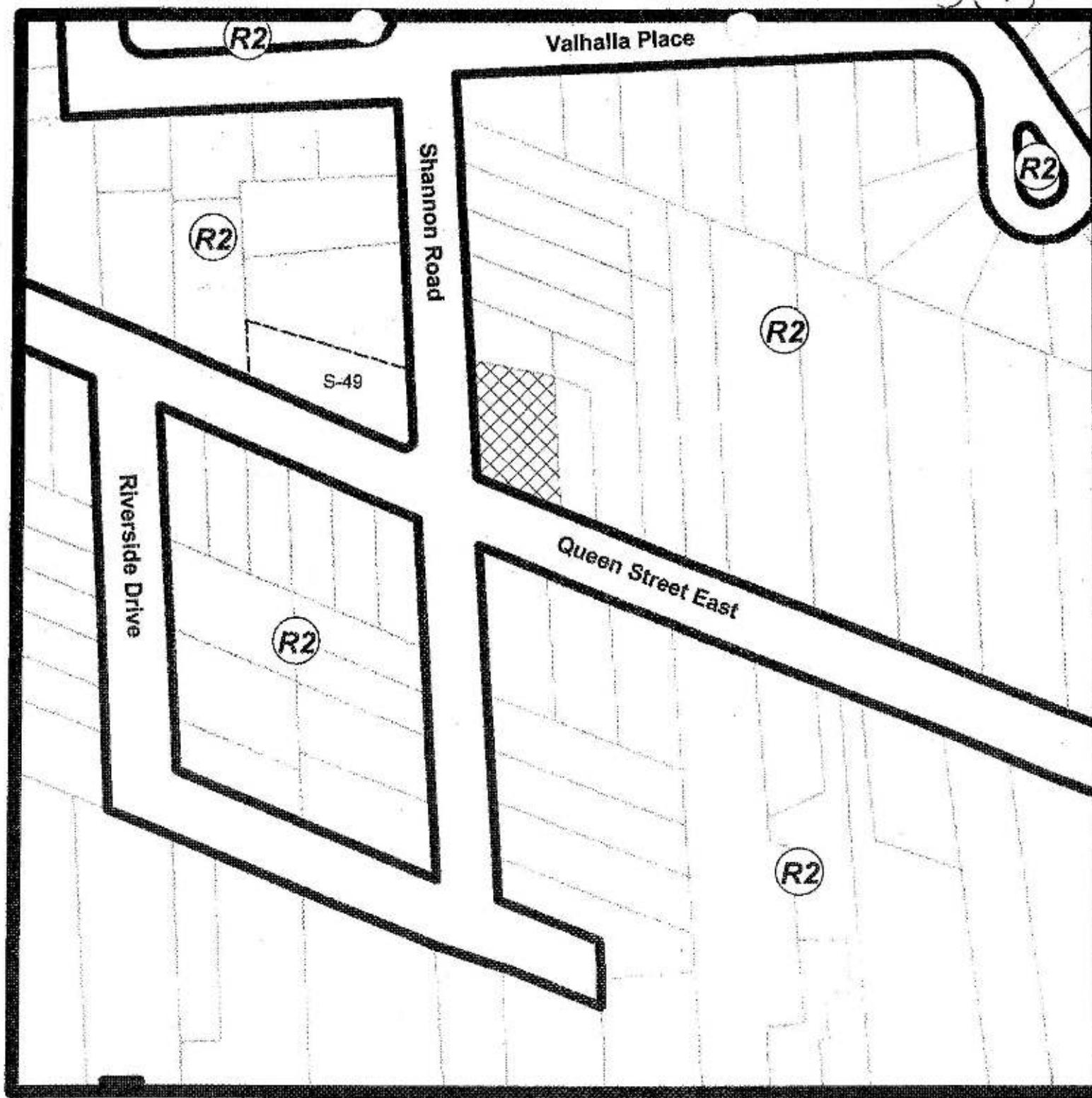
METRIC SCALE
1 : 1800

MAP REFERENCE
4 & 1-10

MAIL LABEL ID
A-3-13-Z



Subject Property = 1616 Queen Street East

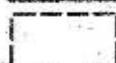


EXISTING ZONING MAP

1616 QUEEN STREET EAST
Planning Application: A-3-13-Z

 Subject Property = 1616 Queen Street East

 R2 - Single Detached Residential Zone

 S-# = Special Exception Zoning



METRIC SCALE
 1 : 1800

MAP REFERENCE
 4 & 1-10

MAIL LABEL ID
 A-3-13-Z

618X61

January 15, 2012

To: Sault Ste. Marie City Council

Re: \$190,000 EDF Request -- Development of a Small Business Incubator Three (3) Year Pilot Project in Sault Ste. Marie

Please find enclosed the Sault Ste. Marie Economic Development Corporation's \$190,000 EDF Funding request for a \$565,000 three year pilot project established to develop a key piece on community infrastructure to support and grow small business in Sault Ste. Marie. The contribution requested from the City represents 34% of the total project costs, with the balance of funding to be sought from the Northern Ontario Heritage Fund Corporation and FedNor. The Sault Ste. Marie Economic Development Corporation has indicated that EDF funding would be applied over the three year life of the Pilot Project to offset operating costs and shortfalls as projected.

Please find attached the following information:

- Novernber Memo to the SSMEDC Board of Directors
- **Attachment A-1:** Sault Ste. Marie Economic Development Corporation EDF Funding Application for the Small Business Incubator Three Year Pilot Project;
- **Attachment A-2:** Small Business Incubator Three Year Pilot Project Business Plan and financial forecast;
- **Attachment B:** EDF Fund Criteria

The Sault Ste. Marie Economic Development Corporation Board of Director has recommended that City Council support this application at the amount requested (\$190,000) to be applied over the course of the three years of the pilot project. This project is a key strategic priority area as outlined in the Sault Ste. Marie Economic Development Corporation Strategic Plan 2010-13 and the 2012-2015 Update.

Regards,



Tom Dodds, CEO



November 21, 2012

To: Sault Ste. Marie Economic Development Corporation Board of Directors
From: Tom Dodds, CEO, Sault Ste. Marie Economic Development Corporation

Re: \$190,000 EDF Request - Development of a Small Business Incubator Three (3) Year Pilot Project in Sault Ste. Marie

Please find enclosed the Sault Ste. Marie Economic Development Corporation's \$190,000 EDF Funding request for a \$565,000 three year pilot project established to develop a key piece on community infrastructure to support and grow small business in Sault Ste. Marie. The contribution requested from the city represents 34% of the total project costs, with the balance of funding to be sought from the Northern Ontario Heritage Fund Corporation and FedNor. The Sault Ste. Marie Economic Development Corporation has indicated that EDF funding would be applied over the three year life of the Pilot Project to offset operating costs and shortfalls as projected.

Please find attached the following information:

- **Attachment A-1:** Sault Ste. Marie Economic Development Corporation EDF Funding Application for the Small Business Incubator Three Year Pilot Project;
- **Attachment A-2:** Small Business Incubator Three Year Pilot Project Business Plan and financial forecast;
- **Attachment B:** EDF Fund Criteria

Staff at the Sault Ste. Marie Economic Development Corporation are recommending that this project be supported at the amount requested (\$190,000) to be applied over the course of the three years of the pilot project. This project is a key strategic priority area as outlined in the Sault Ste. Marie Economic Development Corporation Strategic Plan 2010-13.

Project Description:

Fundamentally, business incubation is a collection of services to support the development and growth of small business start-ups throughout the first 2-3 years of the business. According to the Canadian Association of Business Incubation (CABI):

"Business Incubation involves dynamic business strategies to help build up strong, viable, companies from an idea and determination. Since starting up a small business can be such a challenge for most, a business incubator is often necessary to help nurture young companies those first few months or years until they have established themselves firmly in the community. The new entrepreneur can look to the incubator for hands-on management assistance, education, information, technical and vital business support services, networking resources, financial advice as well as advice on where to go to seek financial assistance.

The goal of an incubator is not only to ensure the small business survives the start-up period where they are most vulnerable, but to produce confident, successful graduates that are well grounded

financially and secure in their knowledge of how to run a productive business independently, within two or three years of start-up. On the average ninety-five percent of an incubator's clients graduate, and eighty-seven percent of incubator graduates remain in business, according to the 'Impact of Incubator Investments Study', published in 1997, (NBIA). The resulting community benefits of an incubator are healthy companies, accelerated job growth and a significant return on investment for each economic development dollar spent."

Based on CABI reports, the average survival rate of companies in Canada that go through business incubation has been shown to be higher than 80% after five years compared to just a 36% probability of survival for non-incubated firms. Currently, Sault Ste. Marie does not have a Small Business Incubator to grow small businesses within the community other than those in the Innovation area that represents less than 10% of the overall small business sector.

To this end, the Small Business Incubator Pilot Project is a needed piece of business development community infrastructure designed as a three (3) year Pilot Project to fill existing gaps within the small business service sector in Sault Ste. Marie. In achieving this goal, the Small Business Incubator Pilot Project will support and grow small business in all sectors other than those in the Science and Information Technology.

Project Background:

With the difficulties being experienced in the global economy over the last three to four years, some jurisdictions in the North American economy have put a greater emphasis on the development of a strong small business sector to sustain communities. This emphasis goes hand in hand with the reality that small businesses face very uncertain futures upon start-up, and without outside assistance and training, have a strong likelihood of failure within the first 3 to 5 years of operations.

City Council requested the Sault Ste. Marie Economic Development Corporation, through Enterprise Services staff, to look into the feasibility of the Small Business Incubator concept for Sault Ste. Marie in late 2009. The initial review was promising and the Small Business Incubator initiative was identified as a key strategic priority project in SSMEDC's 2010-13 Strategic Plan. In late 2010, SSMEDC was able to secure \$5,000 in funding from the Community Development Corporation and \$6,000 from the Economic Development Fund to conduct a feasibility study regarding a Sault Ste. Marie Small Business Incubator. A consulting firm was hired in 2011 to conduct the \$11,000 study, and the final report was completed at the end of July 2011.

After the completion of the \$11,000 feasibility study, SSMEDC Enterprise Services staff reported back to City Council and received support to continue to move this initiative forward with the following next steps:

- SSMEDC to form an Advisory Committee to help guide the planning process. This Advisory Committee to include the Sault Ste. Marie Chamber of Commerce, the Downtown Association, the Community Development Corporation, and the Sault Ste. Marie Innovation Centre;
- Develop a Business Plan for a 3 Year Pilot Project for the Small Business Incubator; and,
- Identify funding opportunities and developing applications for submission.

Based on these next steps, the Small Business Incubator Advisory Committee was established in September of 2011, the business plan for the three (3) year Small Business Incubator Pilot Project was subsequently developed, and currently, the Small Business Incubator 3 Year Pilot Project is entering into the funding application stage, starting initially with this submission to the Sault Ste. Marie Economic Development Fund.

Additional Funding Sources

In addition to this EDF Fund request, the Sault Ste. Marie Economic Development Corporation will be submitting funding applications the Northern Ontario Heritage Fund Corporation (NOHFC) for \$187,500 and FedNor for \$187,500.

Sault Ste. Marie Economic Development Corporation Recommendations:

- **This project is consistent with EDF Criteria and demonstrates Sault Ste. Marie as an entrepreneurial-focused community committed to continuing to grow and support small business within the City.**
- **The Small Business Incubator Three Year Pilot Program will benefit Sault Ste. Marie over the long term. These benefits include:**
 - **Total projected jobs created - 25 to 35**
 - **Tax base increase as the small businesses become established after incubation**
- **It is recommended that the Sault Ste. Marie Economic Development Corporation be awarded \$190,000 subject to the following conditions:**
 - **Funding approvals achieved from NOHFC and FedNor;**
 - **Annual reports on the deliverables, beginning in 2014 on the anniversary date of the receipt of funding.**

This condition will provide an opportunity for City Council to learn the progress of this initiative and ensures a level of accountability for the project itself.

Applicant Information

Legal name of business/organization

Sault Ste. Marie Economic Development Corporation
99 Foster Drive, Third Level
Sault Ste. Marie, ON
P6A 5X6

Names of Officers, Directors & Principals

Don Mitchell,	President
Robert Reid,	Vice President
Greg Punch,	Past President
Lori Naccarato-Sarlo,	Treasurer
Donna Hilsinger,	Secretary
Armand Capisciolto	
Christiane Husemann	
Albert Giommi	
Geoff Meakin	
Michael Moore	
Susan Myers	
Gregory A. Peres	
Dennis Tatasciore	
Mayor Debbie Amaroso,	<i>Ex Officio</i>

History of Organization

The Sault Ste. Marie Economic Development Corporation (SSMEDC) was incorporated as an independent, not for share capital (non-profit) legal entity in 1986. This incorporation marked an evolution of the previous Economic Development commission and allowed for a not for profit organization to engage in economic development activities with primary financial support from the City of Sault Ste. Marie as well as federal, provincial, and private partners. 2012 marks the 25th anniversary of the SSMEDC, which has evolved and grown in its leadership role in community economic development initiatives. The Corporation status as a not-for-profit corporation, arms-length from the City, enables it to undertake economic development activities and initiatives that might not otherwise be possible through the City of Sault Ste. Marie. Collaboration and cooperation with City Council and staff continues to be critical to its progress and success.

Organization mandate

The mandate of the Sault Ste. Marie Economic Development Corporation is to be 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.

Mission Statement

SSMEDC's mission statement is to support the sustainable growth and the further development of a diversified community economy through activities and undertakings that facilitate:

- the creation and retention of wealth in the community;
- increase productivity and global competitiveness;
- inward investment and trade; and,
- the marketing and promotion of local business development and tourism, thereby achieving the Corporate vision.

SSMEDC Vision 2020

"Our community, City Council and other partners recognize and value the Corporation as their source for leadership and support in shaping and creating a competitive, sustainable and thriving economy for Sault Ste. Marie."

Key contact for initiative

Andrew Ross
General Manager, Enterprise Services
Business Sault Ste. Marie
(705) 759 5461
a.ross@ssmedc.ca

Contributing partners

The Sault Ste. Marie Economic Development Corporation has developed working partnerships with the SSM Innovation Centre, the Chamber of Commerce, the Downtown Association and the Community Development Corporation for this project. Initially, the Community Development Corporation contributed \$5,000 towards the initial feasibility study, supported through an additional \$6,000 from the EDF. All partners have met on multiple occasions in regards to developing an Advisory committee for the Incubator Pilot Project.

Moving forward, the SSMEDC will be seeking Project Partnership dollar contributions for Capital expenditures from the Northern Ontario Heritage Fund Corporation (NOHFC) in the amount of \$226,000, as well as from FedNor for \$226,000. These dollars, combined with the requested EDF funding for Operational expenditures, will allow for the full implementation of a comprehensive three (3) year Pilot project.

References

N/A

ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA

Project Information

Project Background

City Council requested the Sault Ste. Marie Economic Development Corporation, through Enterprise Services staff, to look into the feasibility of the Small Business Incubator concept for Sault Ste. Marie in late 2009. The initial review was promising and the Small Business Incubator initiative was identified as a key strategic priority project in SSMEDC's 2010-13 Strategic Plan. In late 2010, SSMEDC was able to secure \$5,000 in funding from the Community Development Corporation and \$6,000 from the Economic Development Fund to conduct a feasibility study regarding a Sault Ste. Marie Small Business Incubator. A consulting firm was hired in 2011 to conduct the \$11,000 study, and the final report was completed at the end of July 2011.

Following the completion of the \$11,000 feasibility study, SSMEDC Enterprise Services staff reported back to City Council and received support to continue to move this initiative forward. Next steps include:

- SSMEDC forming an Advisory Committee to help guide the planning process. This Advisory Committee to include the Sault Ste. Marie Chamber of Commerce, the Downtown Association, the Community Development Corporation, and the Sault Ste. Marie Innovation Centre;
- Developing a Business Plan for a 3 year Pilot Project for the Small Business Incubator; and,
- Identifying funding opportunities and developing applications for submission.

Based on these next steps, the Small Business Incubator Advisory Committee was established in September of 2011, the business plan for the three (3) year Small Business Incubator Pilot Project was completed, and currently, the Small Business Incubator Pilot Project is entering into the funding application stage, starting initially with this submission to the Sault Ste. Marie Economic Development Fund.

Project description

According to the Canadian Association of Business Incubation (CABI), the average survival rate of companies in Canada that go through business incubation has been shown to be higher than 80% after five years compared to just a 36% probability of survival for non-incubated firms. Currently, Sault Ste. Marie does not have a Small Business Incubator to grow small businesses within the community other than those in the Innovation area that represents less than 10% of the overall small business sector.

To this end, the Small Business Incubator Pilot Project is a needed piece of community infrastructure designed as a three (3) year Pilot Project to fill existing gaps within the small business service sector in Sault Ste. Marie. In achieving this goal, the Small Business Incubator Pilot Project will support and grow small business in all sectors other than those in the Science and Information Technology.

It is proposed that this Incubator will be designed to support small business development activity within the City of Sault Ste. Marie by offering incubation space and associated services for qualified clients only. Working closely with local area service providers and economic development agencies, the Sault Ste. Marie Small Business Incubator will target Incubation-ready clients and look to provide these new start-ups and existing micro businesses with the tools, supports and programs required to increase the effective business retention rate beyond the first three to five years of operation. This goal will translate into increased job creation and retention, more sustainable, wealth generating, and exportable small businesses, and ultimately an increased Municipal tax base; the net result of these activities is to create an even more competitive Entrepreneurial environment on a Provincial and National stage.

Currently within Sault Ste. Marie there are three (3) organizations dedicated to assisting small business start-up. These organizations are the Sault Ste. Marie Innovation Centre, the Community Development Corporation and Business Sault Ste. Marie.

Each serves different constituent groups but the vast majority of services are targeted towards new start-up clients. There are only two (2) organizations in the community that provide incubator services to very specific client groups. These two (2) organizations are the Ministry of Training, Colleges and University's Self Employment Benefit Program (administered through Employment Ontario and the Community Development Corporation) and the Sault Ste. Marie Innovation Centre's Science and Technology Incubator. It is important to note that the Self Employment Benefit Program is geared exclusively to those clients who are eligible to receive Employment Insurance subsidies.

This leaves a gap within the existing services in the community which can be addressed through the development of a key, needed piece of infrastructure in the form of the Small Business Incubator Pilot Project.

Key Services

The primary function of the Sault Ste. Marie Small Business Incubator will be to provide Small Business Incubation services to eligible local business clients. These services consist of custom developed combinations of the following functions:

- Entrepreneur Education;
- Coaching and facilitation services;
- Client Networking;
- Marketing Assistance;
- Mentoring;
- Affiliate Programs;
- Virtual Office Space;
- Post-Incubation Services;

All Small Business Incubator Pilot Project activities will be conducted under the auspices of the Sault Ste. Marie Economic Development Corporation through the Business Sault Ste. Marie division, with input from the aforementioned community Advisory Committee.

Objectives

The objective of this initiative is to develop a three year pilot project for the Sault Ste. Marie Small Business Incubator.

A business plan has been developed to seek funding support for the capital and operating costs associated with the three year pilot project. Funding will be sought from three (3) main sources for potential capital funding including: the Northern Ontario Heritage Fund Corporation (NOHFC), FedNor, and the Sault Ste. Marie Economic Development Fund.

The overall objective of the Small Business Incubator Pilot Project is to determine if creating an on-going incubator to support and grow small and micro business within Sault Ste. Marie, outside of the areas of Science and Technology, makes sense for the community.

Performance targets

Performance targets for the Small Business Incubator Pilot Project fall under three basic categories:

1. Pilot Project graduation success rates;
2. New business start-ups;
3. Incubator direct job creation;
4. Post-Incubation job creation.

Pilot Project graduation success rates

Initially, the Small Business Incubator Pilot Project would look to achieve a graduation success rate of its clients, after the initial three (3) years, of 80%. This graduation rate is directly in line with the national average for business incubation, and would be an indicator of client and program success.

New business start-ups

It is estimated that there would be approximately 10 businesses started during the course of the Pilot Project, creating an estimated 15-20 jobs.

Incubator direct job creation

Through the course of the three (3) year pilot project, there will be direct job creation as a result of operations, and the initial target for the Small Business Incubator Pilot Project will be 15 – 20 jobs created through operations. This takes into consideration direct micro-business start-up jobs as well as additional hires through the three year process.

Post-Incubation job creation

Additional to the direct jobs created in the incubation process is the additional jobs created once a client graduates from the program. The target for net new job creation in the post-incubation period is an additional 15 – 20 positions created; these would occur above and beyond the direct positions reported.

Total job creation targets would therefore equal 30 – 40 total new jobs created from all Incubator activities after the initial three (3) year Pilot Program is completed.

Impacts and Limitations of Project

The positive impacts of the Sault Ste. Marie Incubator Pilot Project are as follows:

- This project will create a key piece of community infrastructure that will, in turn, contribute to direct and indirect job creation and economic development within the City of Sault Ste. Marie;
- It will create an incubation program for small and micro sized businesses outside of the Technology and Sciences sectors;
- It will further develop the entrepreneurial environment within Sault Ste. Marie to support new small business start-ups beyond the existing level of services offered;
- It will further enhance the City of Sault Ste. Marie's competitive position as it relates to small business start-up.

The limitations for the Sault Ste. Marie Incubator Pilot Project are as follows:

- This project could have a finite number of years of operation if it is not successful;
- A small business incubator will experience an annual operating deficit, and this Pilot Project is not an exception to this.

Methodology and timing (including key dates for progress reports and final report to Council)

City Council approval of Small Business Incubator Pilot Project EDF Application	January 2013
Preparation and submission of NOHFC and FedNor funding applications	February 2013
Site selection and architectural design development	Upon approval of NOHFC and FedNor funding
Leasehold Improvements completed=	2013
Status Update / Grand Opening	2013
First Year Progress Report	2013
Second Year Progress Report	2014
Final Pilot Project Report	2015

Costs and Financing

Detailed project costs

The following is a projection of estimated total costs and associated projected funding requirements for the Small Business Incubator Pilot Project (three years):

3 Year Financial Needs Summary

Capital Expenses	
Capital Equipment/Furniture/Fixtures	\$ 135,000
Leasehold Improvements	\$ 250,000
Marketing	\$ 35,000
Architectural Design	\$ 65,000
Capital Contingency	\$ 60,000
Total Capital Expenses	\$ 545,000
Operating Expenses	
Operating Shortfall (Over 3 years)	\$ 140,000
Total Operating and Capital Expenses	\$ 685,000
Funding Sources	
NOHFC Application	\$ 226,000
FedNor Application	\$ 226,000
SSM EDF Application	\$ 233,000
Total Revenue from Funding Sources	\$ 685,000
Total Surplus (deficit)	\$ -

Capital expenditures would be incurred in the initial year of the Pilot Project and be funded primarily through NOHFC and FedNor funding envelopes. The Operating expenses would be incurred over a three-year period and be funded exclusively through the EDF.

Operating expenses would look as such, over the course of three years:

Operating Expenditures			
	Year 1	Year 2	Year 3
Revenue			
Incubator Program Revenue	\$ 33,874	\$ 72,890	\$ 111,900
Total Revenue	\$ 33,874	\$ 72,890	\$ 111,900
Expenses			
Advertising	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 4,200	\$ 4,326	\$ 4,456
Office Supplies	\$ 5,000	\$ 3,700	\$ 3,900
Rent or Lease	\$ 75,000	\$ 75,000	\$ 75,000
Utilities & Telephone (Internet)	\$ 24,000	\$ 24,720	\$ 25,462
Operating Contingency	\$ 10,300	\$ 10,300	\$ 10,300
Total Expenses	\$ 119,500	\$ 119,046	\$ 120,118
Total Operating Surplus (Shortfall)	\$ (85,626)	\$ (46,156)	\$ (8,218)
Pilot Project Total Surplus (Shortfall)	\$ (140,000)		

Financing arrangements (e.g., equity, loans, etc.) and funding partners

Funding applications will be developed based on a 1/3 partnership with NOHFC and FedNor, recognizing that EDF funding will be primarily utilized to address the operating shortfalls which are not eligible under NOHFC and FedNor programming.

In-kind contributions

The Sault Ste. Marie Economic Development Corporation will supply in-kind services such as:

- Management oversight;
- Business Consultant support;
- Financial Management;
- IT support;
- Promotional support;
- Other clerical and technical support as required

Balance, Financial Statements, Cash flow projections (historical and projected)

Estimated cash flow forecasts are included in the business plan for this three year Pilot Project.

Demonstrated need for assistance and supporting documentation and applications to other government assistance programs, etc.

The Sault Ste. Marie Economic Development Corporation will not be able to undertake this initiative without the support of the EDF. The funding received here will be utilized to leverage matching dollars from the Northern Ontario Heritage Fund Corporation as well as from FedNor, and without the City contribution through the EDF these other applications will not be successful.

Economic Benefits

Description of how the project promotes economic growth and diversification

The Small Business Incubator Pilot Project works to enhance the local small business sector by offering support and growth services unavailable otherwise. These services have, historically, increased small business success across Canada and North America, to the point that businesses with access to Incubator assistance have seen their overall success rate increase from 36% to 80%.

By offering such an environment within the community, new business start-ups will develop to become more robust over the long term, and by so doing have the potential for greater job creation and wealth generation.

Projected job creation

- Pilot project client direct jobs created – 15 to 20
- Post-pilot participant jobs created – 15 to 20
- Total projected jobs created – 30 to 40 total

Potential for tax assessment increase

There is certainly a potential, over time, for tax assessment increases. These would occur as businesses from the incubator establish themselves in the Downtown core after graduation from the Business Incubator. Over time, successfully growing businesses that graduate from the incubator will continue to flourish in the community, building new opportunities.

Other economic and community benefits

The Small Business Incubator Pilot Project will provide a needed piece of community economic infrastructure, and enhance the entrepreneurial atmosphere of Sault Ste. Marie, and by doing so create opportunity for small business growth above and beyond what already exists. The City of Sault Ste. Marie has seen itself rise in the CFIB Most Entrepreneurial Communities rankings the last two years. A Small Business Incubator provides opportunity for the Community to further strengthen its entrepreneurial capacity.

Community Benefits

How the project compliments other local initiatives

This project complements not only the Science and Technology Incubator at the Sault Ste. Marie Innovation Centre, but also will enhance and compliment the newly launched SCENE initiative by Business Sault Ste. Marie. In addition, there is a synergy with the Community Development Corporation

and their clients, as well as a potential to compliment Gangplank, The SCENE, and other similar community-based initiatives.

Impact on the community as a whole

Overall, this project is a key piece of community economic development infrastructure, and will help make Sault Ste. Marie a more competitive place as it relates to the success of small business. Having a highly successful, sustainable and successful small business sector enhances other aspects of the community for future external investments, increased quality of life, and global competitiveness.



Sault Ste. Marie Small Business Incubator

Business Plan for 3 Year Pilot Project

November 21, 2012



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EXECUTIVE SUMMARY

Overview

City Council asked SSMEDC Enterprise Services staff to assess the feasibility of the Small Business Incubator concept for Sault Ste. Marie in late 2009. The initial review was promising and the Small Business Incubator initiative was identified as a strategic priority project in SSMEDC's 2010-2013 Strategic Plan. In late 2010, SSMEDC was able to secure \$5,000 in funding from the Community Development Corporation and \$6,000 from the EDF to conduct a pre-feasibility study regarding a Sault Ste. Marie Small Business Incubator. A consulting firm was hired in 2011 to conduct the \$11,000 pre-feasibility study and the final report was completed at the end of July 2011.

Following the completion of the pre-feasibility study, SSMEDC Enterprise Services staff reported back to City Council and received support from City Council to continue to move this initiative forward. Next steps included:

- SSMEDC forming an Advisory Committee to help guide the planning process. This Advisory Committee to include the Sault Ste. Marie Chamber of Commerce, the Downtown Association, the Community Development Corporation and the Sault Ste. Marie Innovation Centre;
- Developing a business plan for a 3 year pilot project; and
- Identifying funding opportunities and developing applications for submission.

Small Business Incubator

With the difficulties being experienced in the global economy over the last three to four years, some jurisdictions in the North American economy have put a greater emphasis on the development of a strong small business sector to sustain communities. This emphasis goes hand in hand with the reality that small businesses face very uncertain futures upon start-up, and without outside assistance and training, have a strong likelihood of failure within the first 3-5 years of operations.

As identified by the Canadian Association of Business Incubation (CABI):

"Business Incubation involves dynamic business strategies to help build up strong, viable, companies from an idea and determination. Since starting up a small business can be such a challenge for most, a business incubator is often necessary to help nurture young companies those first few months or years until they have established themselves firmly in the community. The new entrepreneur can look to the incubator for hands-on management assistance, education, information, technical and vital business support services, networking resources, financial advice as well as advice on where to go to seek financial assistance.



The goal of an incubator is not only to ensure the small business survives the start-up period where they are most vulnerable, but to produce confident, successful graduates that are well grounded financially and secure in their knowledge of how to run a productive business independently, within two or three years of start-up. On the average ninety-five percent of an incubator's clients graduate, and eighty-seven percent of incubator graduates remain in business, according to the 'Impact of Incubator Investments Study', published in 1997, (NBIA). The resulting community benefits of an incubator are healthy companies, accelerated job growth and a significant return on investment for each economic development dollar spent."

Reports by the Canadian Association of Business Incubation (CABI) indicate that the average survival rate of companies in Canada that go through business incubation has been shown to be higher than 80% after 5 years, compared to just a 36% probability of survival for non-incubated firms. Currently, Sault Ste. Marie does not have a Small Business Incubator to grow small businesses in the community other than those in the Science and Information Technology sectors.

Based on this information, the Sault Ste. Marie Economic Development Corporation (SSMEDC) has looked at the development of a Small Business Incubator Pilot Project for a 3 year pilot period designed to determine the practical feasibility of a long-term Small Business Incubator facility for Sault Ste. Marie. This Incubator would bridge the existing support gap for businesses with respect to their guided development after the start-up phase.

Currently, services are provided within the community to assist businesses in starting-up. However, with the service coverage currently in place, there is a gap in Sault Ste. Marie for the further development of businesses (outside of the Science and Information Technology sectors) following start-up. Currently, minimal developmental assistance is provided following start-up and as a result there exists a need for a Small Business Incubator in Sault Ste. Marie.

It is proposed that this Small Business Incubator Pilot Project would provide comprehensive, on-site and virtual support for up to the first three years of a small business's operation, or to a point that the business is sufficiently developed that these services are no longer required.

These services consist of custom developed combinations of the following functions:

- Entrepreneur Education;
- Coaching and facilitation services;

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- Client Networking;
- Marketing Assistance;
- Mentoring;
- Affiliate Programs;
- Virtual Office Space;
- Post-Incubation Services;

The development of a Small Business Incubator offers the community another effective and proven tool with which to address job growth, economic diversification, and wealth creation in various economic and social areas, while at the same time working to foster the local entrepreneurial climate.

Particular groups that stand to benefit the most from a Small Business Incubator include:

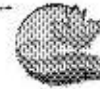
- Young Entrepreneurs;
- Newcomer Entrepreneurs;
- Entrepreneurs returning to the workforce post-retirement;
- Women Entrepreneurs;
- Entrepreneurs with Disabilities or receiving social support; Etc.

Proposal

Based on the recently completed 3 year pilot project business plan, it is estimated that the total capital and operating cost over the three (3) year life of the project would be approximately \$565,000. These costs include items such as capital equipment, furniture and fixture costs, as well as some marketing dollars and funds for capital contingencies. Leasehold improvements are accounted for based on general renovation costs without a specific location identified at this time; in addition, architectural costs are included as well to accommodate building design to maximize the Incubator potential in any space.

Included as a part of the \$565,000 cost projections are the projected operating shortfalls for all three years. The feasibility study has demonstrated that a pilot project will require City funding to achieve operational stability, and to this end appropriate estimated shortfalls have been identified.

The Sault Ste. Marie Small Business Incubator Pilot Project will be key piece of business development infrastructure for the community. The future success of this initiative will be determined by the success, results, and sustainability of this pilot project.



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Recommendation

This project is consistent with EDF Criteria and demonstrates Sault Ste. Marie as an entrepreneurial-focused community committed to continuing to grow and support small business within the City.

Additionally, the Small Business Incubator Three Year Pilot Program will benefit Sault Ste. Marie over the long term. These benefits include:

- Total projected jobs created – 25 to 35
- Tax base increase as the small businesses become established after incubation

Understanding these factors, it is recommended that the Sault Ste. Marie Economic Development Corporation be awarded \$190,000 from the Economic Development Fund, subject to the following conditions:

- Funding approvals achieved from NOHFC and FedNor;
- Annual reports on the deliverables, beginning in 2014 on the anniversary date of the receipt of funding.

This condition will provide an opportunity for City Council to learn the progress of this initiative and ensures a level of accountability for the project itself.



I. INTRODUCTION

City Council asked SSMEDC Enterprise Services staff to look into the feasibility of the Small Business Incubator concept for Sault Ste. Marie in late 2009. The initial review was promising and the Small Business Incubator initiative was identified as a strategic priority project in SSMEDC's 2010-2013 Strategic Plan. In late 2010, SSMEDC was able to secure \$5,000 in funding from the Community Development Corporation and \$6,000 from the EDF to conduct a pre-feasibility study regarding a Sault Ste. Marie Small Business Incubator. A consulting firm was hired in 2011 to conduct the \$11,000 pre-feasibility study and the final report was completed at the end of July 2011.

Following the completion of the \$11,000 pre-feasibility study, SSMEDC Enterprise Services staff reported back to City Council and received support from City Council to continue to move this initiative forward. Next steps to include:

- SSMEDC forming an Advisory Committee to help guide the planning process. This Advisory Committee to include the Sault Ste. Marie Chamber of Commerce, the Downtown Association, the Community Development Corporation and the Sault Ste. Marie Innovation Centre;
- Developing a business plan for a 3 year pilot project; and
- Identifying funding opportunities and developing applications for submission.

This document outlines a plan for the development of a Small Business Incubator in Sault Ste. Marie, through a 3 year Pilot Project designed to fill existing gaps within the small business service sector and in so doing, support and grow small business in all sectors other than those in the Science and Information Technology.

It is proposed that this Incubator will be designed to support small business development activity within the City of Sault Ste. Marie by offering incubation space and associated services for qualified clients only. Working closely with local area service providers and economic development agencies, the Sault Ste. Marie Small Business Incubator will target Incubation-ready clients and look to provide these new start-ups and existing micro businesses with the tools, supports and programs required to increase the effective business retention rate beyond the first three to five years of operation. This goal will translate into increased job creation and retention, more sustainable, wealth generating, and exportable small businesses, and ultimately an increased Municipal tax base.

Currently within Sault Ste. Marie there are three organizations dedicated to assisting small business start-up. These organizations are the Sault Ste. Marie



Innovation Centre, the Community Development Corporation and Business Sault Ste. Marie.

Each serves different constituent groups but the vast majority of services are targeted towards new start-up clients. There are only 2 organizations in the community that provide incubator services to very specific client groups. These 2 organizations are the Ministry of Training, Colleges and University's Self Employment Benefit Program (administered through Employment Ontario and the Community Development Corporation) and the Sault Ste. Marie Innovation Centre's Science and Technology Incubator. It is important to note that the Self Employment Benefit Program is geared exclusively to those clients who are eligible to receive Employment Insurance subsidies.

This leaves a gap within the existing services in the community which can be addressed through the development of a Small Business Incubator in Sault Ste. Marie.

Objective

The objective of this initiative is to develop a three year pilot project for the Sault Ste. Marie Small Business Incubator.

This plan is being developed to seek funding support for the capital and operating costs associated with the three year pilot project. Funding will be sought from four main sources for potential capital funding including: the Northern Ontario Heritage Fund Corporation (NOHFC), FedNor, the SSM EDF and the City of Sault Ste. Marie.

Key Services

The primary function of the Sault Ste. Marie Small Business Incubator will be to provide Small Business Incubation services to eligible local business clients. These services consist of custom developed combinations of the following functions:

- Entrepreneur Education;
- Coaching and facilitation services;
- Client Networking;
- Marketing Assistance;
- Mentoring;
- Affiliate Programs;
- Virtual Office Space;



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- Post-Incubation Services;

Sault Ste. Marie Small Business Incubation Program

The key primary services for the Sault Ste. Marie Small Business Incubator are focused on those relative to long-term business viability and growth, and reflect in great detail the key areas of success for said program. It is important to note that these services are offered extensively and exclusively to clients of the Incubator Program only.

As outlined in the Feasibility Study, there will be eight (8) services offered under the Incubator Program¹, available to eligible participants:

- **Entrepreneur Education** – this area includes the core services designed to provide on-going training and education to all levels of clients. Business training programs, seminars and guest speakers can all help existing clients grow their businesses as well as attract potential clients into the Incubator Program. Offering these services in the Incubator provides a comprehensive, one-stop location for all Business Sault Ste. Marie business training, and in so doing enhances the Incubator Program presence within the community.
- **Coaching and Facilitation** – the key to any Incubator program is the role staff play in guiding new businesses through the planning, launching, or operating phases of their early growth periods. This will be a key component to the Incubation Program as staff use specific resources to guide clients through the completion of most tasks on their own, thereby assisting in creating the necessary skills to be self-reliant and self-sustaining in the post-incubator period. Growth of these skills through a guided process removes much of the guess-work and confusion from the process for clients, and increases the likelihood of success moving forward.
- **Client Networking** – this is a cornerstone service for all Incubator programs across North America (96%)². Networking creates a collaborative environment for clients to share expertise, employees and other resources; networking provides the psychological support they need to reduce stress and avoid burnout. These services will focus not only on external networking opportunities and skills building, but also on developing opportunities for clients to network amongst themselves.

¹ Buconjic, Nevin (2011). Sault Ste Marie Small Business Incubator Feasibility Study. 53

² Buconjic 54



- **Marketing Assistance** – One of the more overlooked and problematic area for new businesses is effective and efficient Marketing planning. To this end, marketing training, public relations assistance, developing potential access to markets through trade show space or booths as well as utilizing the Incubator's networks to assist clients in accessing new markets are all important services. Incubator open houses, an incubator newsletter and assistance with writing and distributing press releases are all examples of efforts that can be made to move forward with clients in these areas.
- **Mentors** – Incubator clients can benefit from seasoned business owners and senior executives who have experiences to share regarding the launch of new products/services/businesses, or obtained funding. Mentors can typically provide practical, real-world experience, expand breadth of expertise available and expand number of supportive stakeholders for the Incubator.
- **Affiliate Programs** – These programs are offered to clients who pay fees to use the incubators services and participate in activities but do not physically locate within the Incubator itself. These can be used to groom potential incubator clients not ready for full admission, serve clients when the incubator is fully occupied, or reach out to clients who need assistance but are otherwise located elsewhere (regionally, locally, etc).
- **Virtual Office Space** – Clients can pay monthly fees to access services such as voice mail or personalized answering services, access to conference rooms and shared office space for a specific amount of time per month.
- **Post-Incubation Services** – An important goal of incubator programs is to retain graduating companies within the community to benefit from existing and future growth and employment generation. This is often achieved through post-incubation services designed to help graduate companies continue their growth.

Start-up and emerging businesses will greatly benefit from the variety of services offered under this program, whether they are physically located in the Incubator or not. The program is designed in such a way as to allow for clients at all stages to best utilize the services where they most need them, and in so doing, targeting problem areas specific to individual clients.



Market Research

Target Markets

Primary Market

The primary target market for Incubator services within the Sault Ste. Marie area will cover any and all businesses who meet the following:

- Are a new start-up or are in the first five (5) years of operation OR are looking to transition from home-based or part time operation to the next level;
- Demonstrate willingness and openness to coaching / mentoring
- Demonstrate high potential for sustainability and growth in the future;
- Have the potential to export their goods or services outside of Sault Ste. Marie;
- Have a real expectation for wealth generation;
- Require the services of the Incubator as a whole and are not simply benefiting from lowered occupancy costs.

Science and/or Information Technology-based businesses will be referred to the Sault Ste. Marie Innovation Centre.

Secondary Market

In addition to those clients who meet the criteria above, the Sault Ste. Marie Small Business Incubator will target virtual clients and co-working clients as a secondary market.

Co-working spaces will be established that allow casual or semi-casual "drop-in" style participation in various Incubator programs. There are many reasons for clients to utilize co-working space, including:

- Existing business that has its own location but wishes to have the ability to work within the Incubator environment on their own time
- who may not be prepared to move their businesses forward as far as an on-site tenant, however wish to participate in the same environment as time permits
- micro business start-ups who are in the strategic planning phase of their development and are looking for peer input for growth

Participants in the co-working space will add to the entrepreneurial environment of the facility, and at a reduced fee will provide additional revenue streams for the Incubator.



Virtual clients are another secondary market that will be potentially beneficial to the development of the Small Business Incubator. Virtual clients may already be situated within a space prior to entrance to the Incubator, however may require services not unlike those who are main Incubator clients. Virtual clients are subject to the same entrance requirements and program expectations as other clients.

II. INDUSTRY RESEARCH AND MARKETING STRATEGIES

Industry Research

Industry Canada indicates that Small Businesses account for 98% of all business in Canada and employ 48% of the total labour force in the private sector. Each and every year, nearly 140,000 small businesses are created in Canada.

In comparison, statistics also indicate that 30%, or 42,000 of those new small businesses will not survive their first year, and an additional 20% or 28,000 will fail by year three. This harsh survival rate can be attributed to small business not having access to trained professionals to assist in core areas to allow for long-term sustainability, within their budget, when they require them.

According to statistics already established through CABI, business incubation has been shown to increase small business survival rate to 80% after 5 years, compared to just a 36% probability of survival for non-incubated firms. Despite these facts, Sault Ste. Marie currently does not have a Small Business Incubator to grow small businesses in the community other than those in the Science and Information Technology sectors.

The role of a small business incubator is to fill the gap between those that succeed and those that fail through lack of support and guidance, and provide the assistance within those first three key years of operation, that could result in escalating success rates across the board for small business in the Sault Ste. Marie area. There is very little debate about the effectiveness of business incubators. Studies have confirmed that the survival rate of "tenant companies" approaches nearly 80% in some instances.

Marketing Strategies

The intent of this Incubator Project is to offer enhanced services and business development opportunities to the small business sector. This project is designed to become a viable and ultimately sustainable model of business development



and support through revenue stream generation and client fee-for-service activities.

In order to achieve this end, the Sault Ste. Marie Small Business Incubator will be positioned as the premiere location for non IT or Sciences-based businesses to seek Incubation services and on-site location. To assist with Incubation marketing, various strategies will be identified and implemented surrounding:

- Price;
- Promotion;
- Internet.

All strategies will tie into the central tenant of identifying high performing and high potential Incubator clients and marketing the programs specifically towards that group.

Price Strategy

There are a number of aspects around a Small Business Incubator that rely on strong pricing strategies, namely attractiveness to clients and sustainability. Without effectively pricing products and services of the Incubator, clients will either:

- a) not see the value of the Incubator; or,
- b) be accessing the products and services for a significantly under-valued amount, thereby threatening the long-term sustainability and viability of the endeavour.

With these concerns in mind, the overall Price Strategy must look to provide fair value to the client as well as revenue enough to allow for long-term sustainability within a structure that provides effective and efficient services.

The overall philosophy for the Pricing Strategy will be to provide all goods and services at a "below market value" price to Incubator clients only, but on an annually increasing rate, with an eye to achieve price levels close to those in the marketplace by the end of the third year of occupancy. This will provide clients of the Incubator with the most favourable environment fiscally to be able to grow, develop, and enhance their business while in the vulnerable stages within the first 3 - 5 years, while also developing within these same clients an understanding for the costs of doing business in the open market.

The success of this strategy however relies on the key element of escalating service fees; clients will have their service fees increase every year of their occupancy, to the point that those costs mirror going-market-rate for commercial rental property by the start of their fourth year.



This is one key element of the Graduation policy, however it is not the only means of determining graduation for clients. As best practices for Incubators requires client turnover within a 3 year period, this pricing strategy can, to a degree, be used to ensure that clients strive to complete their tenancy prior to the 3 year mark.

A proposed allotment of office space and the associated pricing attributed to it can be found in Appendix B.

Promotion

The Sault Ste. Marie Small Business Incubator will rely on a strong mix of promotional options to ensure the maximum exposure within the community. This mix will involve primarily:

- Personal Selling;
- Social Media;
- Public Relations;
- Advertising.

As a part of a non-profit entity, the Sault Ste. Marie Small Business Incubator will be operating with tight annual budgets, and will look to maximize its exposure through various mediums and messages, all with an eye to maximum fiscal effectiveness and efficiency.

Personal Selling Plan

Personal selling will be one of the more important methods of promotion and client identification for the Small Business Incubator. This method will focus on targeted client recruitment, with a focus on the highest potential growth and performing clients. This plan will utilize the expertise of employees at the Sault Ste. Marie Economic Development Corporation, the Community Development Corporation and the Sault Ste. Marie Innovation Centre, amongst other community partners, to identify and refer appropriate clients into the Incubator program from amongst their own clients, as well as through the Incubator Advisory Committee and its network of contacts and clients.

Additionally, through the day to day activities of community partners in general, and the Economic Development Corporation more specifically, potential future clients will be made aware of the Incubator, its services, and the means for application as potential future clients.

The Sault Ste. Marie Small Business Incubator will rely on these primary contacts with clients to ensure that applicants to the program meet the stringent entry



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criteria that will determine the ongoing success of the program as well as, and perhaps more importantly, the ongoing success of the clients themselves.

Additionally, the Incubator program will be pushed through appropriate networking opportunities such as Chamber of Commerce Take 5 events, Bridges to Better Business networking, and through SSMEDC seminars and workshops. This direct-to-client promotion will ensure the quickest and most reliable transfer of information to clients, as well as pre-identification of potentially qualified clients.

Social Media

The Small Business Incubator will rely heavily on testimonial and peer promotion through Social Media. This avenue allows for direct interaction between staff and/or clients and potential future clients as well as the community at large.

Social Media outlets allow more free and direct contact between two or more parties, allowing for two-way communication and shared information. This freedom and dual avenues of communication allow a greater trust and understanding between participants, and information provided through this medium is less promotional and more educational.

To this end, a website developed solely to function for the needs of the Small Business Incubator would be a great and necessary asset. This website would be linked to the SSMEDC website, but also act as a stand-alone component of the Incubator.

Key components of this strategy will revolve around the effective and constant use of Social Media, including YouTube, Facebook, Twitter and LinkedIn. Clients will be encouraged to explore Social Media in their own businesses as well, with an eye to creating a larger network of contacts both inside of and external to the Incubator program.

Public Relations Plan

With strong community partner contacts and a platform through the Economic Development Corporation, Public Relations promotion will be potentially the most effective and most cost efficient means of mass promotion across the community; additionally, it could also be the most effective at targeting the types of clients desired within the Incubator outside of personal selling.

Most public relations will occur initially within the Economic Development Corporation e-newsletter *The Pulse*, as well as through strong press releases and follow up interviews with all major news media outlets. An Incubator-specific e-newsletter, designed to focus on client success, news and upcoming Incubator events, will follow later in development.



Media outlet coverage will play a strong role in the public awareness campaign for the Incubator project, and will help lay the foundation for not only client participation in the future, but also support within the City moving forward.

Advertising Plan

Advertising for the Incubator will focus on awareness within the community of what the Incubator is and what it does, the products and services it provides, and how it benefits the clients as well as the community as a whole.

This advertising will look to take advantage of partnerships for potential volume discount advertising as well as any potential free advertising that may occur through trade of services and/or sponsorship/partnership efforts.

Primary mediums to be explored will be through:

- Shaw Cable 10;
- Sault Star newspaper ads and editorial/article space;
- Partner website advertising space (Where applicable).

Advertising is subject to budget restraints, and will be the first area to be reduced to accommodate any reductions there-in.

Internet

The Small Business Incubator will utilize the internet as a marketing and operational tool in order to ensure not only best access to its clients, but as a means for clients to connect most effectively with their customers.

For marketing purposes, internet applications and strategy will focus on creating virtual access for clients to the Incubator staff and services. This will allow clients in all stages of development the ability to access programs and services as they require them, and at their convenience. This is key in order to continue to provide the most customized environment to best meet the needs of individual clients.

Additionally, with the wholesale adoption of the internet as an accepted and key component to business development without borders, Internet marketing will act as not only a medium to deliver the marketing message with, but also a means to showcasing the accessibility of additional markets to the clients of the Incubator, and a tool for said clients to gain international sales and growth.



III. MANAGEMENT AND OPERATIONS

The Sault Ste. Marie Small Business Incubator will be operated under the Business Sault Ste. Marie Division of the Sault Ste. Marie Economic Development Corporation. An internal organizational chart is included in Appendix A.

Location

The Sault Ste. Marie Small Business Incubator will look to play a large role in the continued revitalization and redevelopment of the Downtown segment of Sault Ste. Marie. As such, locations for the Incubator are being considered first and foremost within the Downtown centre. This project has the potential to provide a steady stream of new tenants to the Downtown core as well as to Sault Ste. Marie in general; this will encompass new business developments as well as the relocation of businesses from home offices to store-front operations.

The physical location for the Incubator will be determined based on a number of criteria, some of which include:

- Downtown location:
 - West to East between Gore Street and Church Street;
 - North to South between Albert Street and Foster Drive.
- Between 3000 – 5000 sq ft of configurable space:
 - Open concept design;
 - Shared services location(s);
 - One to two meeting spaces (one large, one small ideal);
 - Easy access to, and visibility of location by clients / client customers;
 - Ample parking for both tenants and customers alike;
 - Access to local area businesses and the business sector as a whole;
 - Appropriate security features.

These are crucial location elements for the development of a fully integrated and operational Small Business Incubator, and satisfaction of these elements is a key to future success. Locations will be considered based on all criteria, and should there not be an identified location suitable within the Downtown, then alternatives will be explored for best fit with least impact on program deliverability.



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Configuration

Office Space

The Sault Ste. Marie Small Business Incubator will operate within an initial configuration that focuses on the client. This configuration will allow for fixed space for eight (8) client offices during the initial pilot period. Initial space allocation would be to look at:

- Two (2) single offices (85-100 sq ft);
- Four (4) two-person (140-180 sq ft); and
- Two (2) four person (240-280 sq ft) offices.

Configuration would be adjusted based on needs of the initial six clients, but should incorporate roughly 1000-1400 square feet of rentable office space.

In addition to client office space, offices for staff will be incorporated into the facility, with an office designated for the Incubator Manager. Total office square footage will be approximately 210 sq ft. A reception/administration station will also be developed at the main entrance of the facility to accommodate one (1) future staffer and coordinate front-line client contact and needs.

To complement these offices will also be the incorporation of client co-working space. This will offer space for open-concept workstations to be offered to entrepreneurs, freelancers, and other business and creative people who wish to be a part of the Incubator environment and program, but who may not require or wish full offices. Effective collaboration can be achieved by offering these clients the ability to locate at private desks within an open-concept work area. The configuration will look to include seven (7) desks/workstations with locked storage; each station will also provide enough distance between each to provide clients with an adequate work area while maintaining the openness suitable for a collaborative space.

Community co-working space (also called "hot desks") will be offered in addition to the other two space allocations. This space will include desk space in higher density than the client co-working space discussed above; desks will be arranged in back-to-back or cluster arrangements, and there will be no locked storage available. These spaces will be rented out on a daily (\$25/day) or hourly (\$10/hour) basis, appealing to clients who wish co-working space within a creative environment in which to work for the day.

The hot desk approach looks to appeal to the home-based entrepreneur and others who are looking to interact with other people, get out of the house, or simply need a space to get work done.



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Meeting and Shared Space

The Sault Ste. Marie Small Business Incubator will provide, as a part of the services offered to clients, access to meeting space. This meeting space will consist of one large board room with a capacity for 15-20 people at roughly 575 sq. ft., and will include fully integrated web access and internet-based communications capabilities, as well as teleconference capability.

All meeting rooms and offices will strive to achieve a feeling of openness and work to building the collaborative and entrepreneurial environment desired in the incubator space.

Additional support space will be allocated to joint copy/printing stations as well as a break/lunch area with microwave, coffee, refrigerator and other such amenities available for incubator clients and staff, at roughly 350 square feet. All amenity space will be consistent with the open-concept feel of the general Incubator space.

Admission Criteria

Admission to the Sault Ste. Marie Small Business Incubator will be a competitive process, and will utilize a standing committee for Admissions to screen client applications and determine successful applicants. Final admission criteria will be determined by the General Manager and the Admission Committee, with approval of the SSMEDC management, and will screen to determine whether the potential client³:

- Has a viable business position and plan;
- Has a management team willing to accept the incubator's assistance and will participate in the incubator's internal community;
- Will benefit the community's economic development in the form of job creation, or create other community or sponsor benefits;
- Will compete directly with an existing incubator client;
- Can pay program rents and fees while developing positive cash flow;
- Fits into the incubator's niche or focus area;
- Has needs the incubation program can meet, whether on its own or through its network of service providers;
- Will meet the requirements of any incubator partners the company may need;
- Is likely to meet benchmarks for graduation;

³ Colbert, Adkins, Wolfe and LaPan: Best Practices In Action. McNaughton & Gunn; Michigan, 2010.



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- Will positively contribute to the culture within the incubator.

The actual intake criteria will be developed with these cornerstone ideals as the basis, and will look to ensure that the clients with good potential for growth and long-term success are the main focus of the incubation process.

Graduation Criteria

Determining an effective and strategic Graduation Criteria is potentially the single most important aspect of a successful Small Business Incubator. This component ensures clients are able to move through the Program in a manner that best addresses areas of need and concern with a focus on growth, rather than offering a "cheap" rent for clients with no ambition or desire to leave. For maximum benefit of the community as a whole, and for the success of the project, it is important to ensure proper Graduation of all clients in a time and manner that best suits their needs.

Graduation criteria, not unlike Admissions criteria, will be defined by the General Manager of the Small Business Incubator, along with input from the Advisory Committee and SSMEDC Staff.

Procurement

As an extension of the Sault Ste. Marie Economic Development Corporation, the procurement process for the Small Business Incubator will follow SSMEDC policies, as outlined in the SSMEDC Operations Manual (see Appendix A).

Human Resources

The Small Business Incubator Pilot Project will be staffed from within Business Sault Ste. Marie.

Legal and Administrative

All legal and administrative areas will fall under the purview of the Sault Ste. Marie Economic Development Corporation and its Operations Manual.



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IV. FINANCIAL PLAN

Revenue Stream Analysis

Cash flow forecasts and Income statement forecasts were completed for the project, outlining the flow of revenues versus expenses for the pilot project duration. Balance sheet forecasts were not completed at this time as they would reflect the entirety of the SSMEDC balance sheet, with a focus on Business Sault Ste. Marie assets due to governance modelling.

Overall project costs for the three year pilot period are estimated as follows:

3 Year Financial Needs Summary

Capital Expenses	
Capital Equipment	\$ 135,000
Leasehold Improvements	\$ 200,000
Marketing	\$ 35,000
Capital Contingency	\$ 55,000
Total Capital Expenses	\$ 425,000
Operating Expenses	
Operating Shortfall (Over 3 years)	\$ 140,000
Total Operating and Capital Expenses	\$ 565,000
Funding Sources	
NOHFC Application	\$ 187,500
FedNor Application	\$ 187,500
SSM EDF Application	\$ 190,000
Total Revenue from Funding Sources	\$ 565,000
Total Surplus (deficit)	\$ -

Assumptions

Cash Flow Assumptions

During the development of the cash flow forecast, the following assumptions were made:



- Revenue streams begin in the second quarter of the first year of operation and progress based on the proposed Incubator Progression model Appendix B; Final year revenue based on a model of \$6/Sq Ft.
- Revenue streams are allocated through office and program pricing models indicated in Appendix B;
- Expense costs for office set up and Equipment costs are outlined in Appendix D;
- Renovations will occur prior to opening, however should be completed at the start of the intake period; as a result, First Month Cash Flow projections are based on immediate intake following the end of renovations.
- Successful applications are made to NOHFC, FedNor, and the EDF fund;
- All basic Corporate functions will be facilitated through the SSMEDC offices, and as such costs will be attributed appropriately;

Revenue and Expenses Forecast

The revenue and expenses forecast for the Small Business Incubator Pilot Project is outlined in the attached documentation.

It should be noted that the Small Business Incubator Pilot Project will incur an operating shortfall, as indicated in the attached documentation, for all three projected years of operation.

V. MEASUREMENT FRAMEWORK

Performance targets for the Small Business Incubator Pilot Project fall under three basic categories:

1. Pilot Project graduation success rates;
2. New business start-ups;
3. Incubator direct job creation;
4. Post-Incubation job creation.

Pilot Project graduation success rates

Initially, the Small Business Incubator Pilot Project would look to achieve a graduation success rate of its clients, after the initial three (3) years, of 80%. This graduation rate is directly in line with the national average for business incubation, and would be an indicator of client and program success.

New business start-ups

It is estimated that there would be approximately 10 businesses started during the course of the Pilot Project, creating an estimated 15-20 jobs.



Incubator direct job creation

Through the course of the three (3) year pilot project, there will be direct job creation as a result of operations, and the initial target for the Small Business Incubator Pilot Project will be 15 – 20 jobs created through operations. This takes into consideration direct micro-business start-up jobs as well as additional hires through the three year process.

Post-Incubation job creation

Additional to the direct jobs created in the incubation process is the additional jobs created once a client graduates from the program. The target for net new job creation in the post-incubation period is an additional 15 – 20 positions created; these would occur above and beyond the direct positions reported.

Total job creation targets would therefore equal 30 – 40 total new jobs created from all Incubator activities after the initial three (3) year Pilot Program is completed.

VI. RISKS

This project has potential risks associated with it, namely as it relates to funding. Primarily this is an infrastructure project designed to supplement the City of Sault Ste. Marie Economic Development efforts. As a result, initial Pilot Project funding is reliant on Northern Ontario Heritage Fund Corporation and FedNor program funding, as well as Economic Development Fund contributions. Should the funding sources not be available then this project will be re-evaluated as to funding program fit.

VII. RECOMMENDATION

This project is consistent with EDF Criteria and demonstrates Sault Ste. Marie as an entrepreneurial-focused community committed to continuing to grow and support small business within the City.

Additionally, the Small Business Incubator Three Year Pilot Program will benefit Sault Ste. Marie over the long term. These benefits include:

- Total projected jobs created – 25 to 35
- Tax base increase as the small businesses become established after incubation



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Understanding these factors, it is recommended that the Sault Ste. Marie Economic Development Corporation be awarded \$190,000 from the Economic Development Fund, subject to the following conditions:

- Funding approvals achieved from NOHFC and FedNor;
- Annual reports on the deliverables, beginning in 2014 on the anniversary date of the receipt of funding.

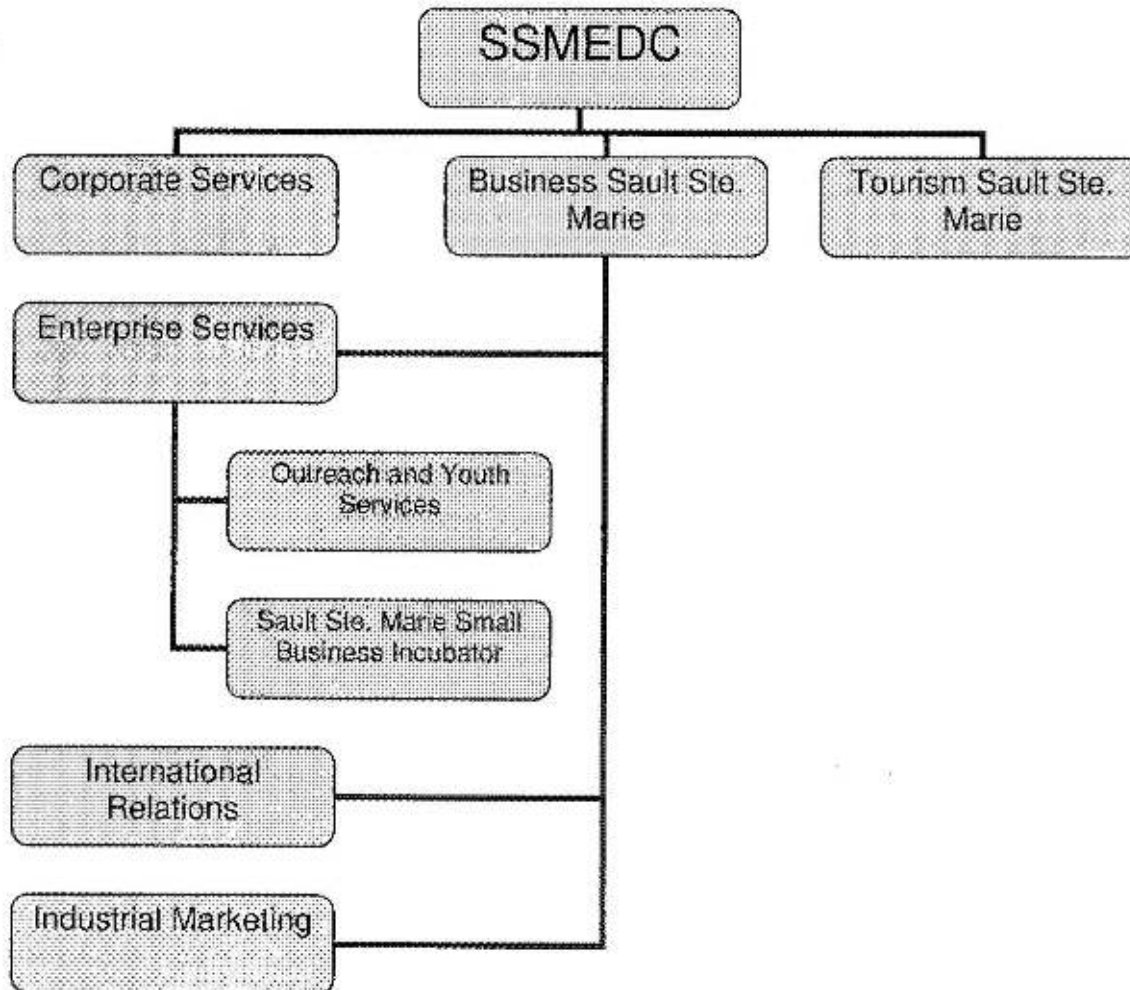
This condition will provide an opportunity for City Council to learn the progress of this initiative and ensures a level of accountability for the project itself.



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Appendix A - Organization

Figure 1 - Organizational Chart for SSMEDC





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Appendix B – Incubator Revenue Structure

Figure 1 - Yearly Single Unit Revenue Breakdown

	<u>Small Office</u>	<u>Medium Office</u>	<u>Large Office</u>	<u>Private Desk</u>	<u>Co-working Space</u>	<u>Virtual Incubator Clients</u>	<u>Total</u>
Year 1	\$ 375.00	\$ 555.00	\$ 840.00	\$ 108.00	\$ 100.00	\$ 250.00	\$ 2,228.00
Year 2	\$ 562.50	\$ 832.50	\$ 1,260.00	\$ 108.00	\$ 100.00	\$ 500.00	\$ 3,363.00
Year 3	\$ 750.00	\$ 1,110.00	\$ 1,680.00	\$ 108.00	\$ 100.00	\$ 1,000.00	\$ 4,748.00

These figures represent the basic monthly rent of each specific unit type for each stage of the incubator client movement.

As an example, Year 3 in the chart above indicates those clients in the third year of their occupancy would expect to pay \$750/mo for a small office.

Figure 2 - Number of New Occupied Offices per year

	<u>Small Office</u>	<u>Medium Office</u>	<u>Large Office</u>	<u>Private Desk</u>	<u>Co-working Space</u>	<u>Virtual Incubator Clients</u>
Year 1	2	2	1	3	4	5
Year 2	0	2	0	1	0	5
Year 3	0	0	0	3	0	10

As clients move through the Incubator process, they progress through the three yearly rate levels, and new clients arrive to the program behind them. The revenue figure indicated in the cash flow forecast represents the movement of clients from one level to the next, with new clients added in at the stages behind as appropriate.



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Appendix C – Capital Equipment Costs

<u>Per Office</u>	<u>Qty</u>	<u>High</u>	<u>Total</u>
Desk	20	\$ 2,000	\$ 40,000
Chair	20	\$ 600	\$ 12,000
Telephone	20	\$ 400	\$ 8,000
Computer and peripherals	3	\$ 2,500	\$ 7,500
File storage unit	12	\$ 1,000	\$ 12,000
			\$ -
Total	75	\$ 6,500	\$ 79,500

<u>Centre Specific</u>	<u>Qty</u>	<u>\$ Per Item</u>	<u>Total</u>
Lexmark X783e Colour Laser Multifunction	1	\$ 6,500	\$ 6,500
Photocopier	1	\$ 2,000	\$ 2,000
Tables (conference)	6	\$ 450	\$ 2,700
Chairs	26	\$ 100	\$ 2,600
Tables (printers)	2	\$ 100	\$ 200
Work Station Tables	8	\$ 300	\$ 2,400
Library shelving	1	\$ 3,000	\$ 3,000
Library materials	1	\$ 4,000	\$ 4,000
Video / teleconferencing equipment	1	\$ 5,000	\$ 5,000
Office Supplies	1	\$ 1,000	\$ 1,000
Misc. Office Equipment	1	\$ 2,000	\$ 2,000
Signage	1	\$ 2,000	\$ 2,000
Banner Ups	3	\$ 600	\$ 1,800
Promotional Materials	1	\$ 4,000	\$ 4,000
Network Server	1	\$ 10,000	\$ 10,000
Network Setup	1	\$ 2,000	\$ 2,000
Coffee Maker	1	\$ 500	\$ 500
Refrigerator	1	\$ 1,500	\$ 1,500
Stove/Range	1	\$ 700	\$ 700
Dishwasher	1	\$ 700	\$ 700
Microwave	1	\$ 200	\$ 200
			\$ 54,800
			<u>\$ 134,300</u>

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Revenue and Expenses: Year 1 Operations (Estimates)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Revenue													
Incubator Program Revenue	\$ -	\$ -	\$ -	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,782	\$ 3,874	\$ 3,874	\$ 3,974	\$ 33,874
													\$ -
Funding Sources													
MOHFC Community Infrastructure Program	\$ 187,500												\$ 187,500
FedNor	\$ 187,500												\$ 187,500
SSM EDF	\$ 190,000												\$ 190,000
													\$ -
Total Revenue	\$ 565,000	\$ -	\$ -	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,674	\$ 3,782	\$ 3,874	\$ 3,874	\$ 3,974	\$ 598,874
Capital Expenses													
Capital Equipment/Furniture/Fixtures	\$ 135,000												\$ 135,000
Leasehold Improvements	\$ 200,000												\$ 200,000
Marketing	\$ 35,000												\$ 35,000
Capital Contingency	\$ 55,000												\$ 55,000
Total Capital Expense	\$ 425,000												\$ 425,000
Operating Expenses													
Advertising	\$ 500						\$ 500						\$ 1,000
Insurance	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 4,200
Office Supplies	\$ 850	\$ 416	\$ 416	\$ 416	\$ 416	\$ 416	\$ 416	\$ 398	\$ 350	\$ 300	\$ 300	\$ 300	\$ 6,000
Rent or Lease	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 75,000
Utilities & Telephone (Internet)	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
Operating Contingency	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 860	\$ 860	\$ 10,300
Total Operating Expense	\$ 10,808	\$ 9,874	\$ 9,874	\$ 9,874	\$ 9,874	\$ 9,874	\$ 10,324	\$ 9,856	\$ 9,814	\$ 9,758	\$ 9,760	\$ 9,780	\$ 119,500
Year 1 - Total Operating (Deficit)													\$ 54,374

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Revenue and Expenses: Year 3 Operations (Estimates)													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Revenue													
Beginning Balance	\$ 8,218												\$ 8,218
Incubator Program Revenue	\$ 6,804	\$ 6,804	\$ 6,804	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,165	\$ 10,168	\$ 111,900
Total Revenue													\$ 120,118
Expenses													
Advertising	\$ 500						\$ 500						\$ 1,000
Insurance	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 371	\$ 4,456
Office Supplies	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 3,900
Rent or Lease	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 75,000
Utilities & Telephone (Internet)	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 2,122	\$ 25,462
Operating Contingency	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 862	\$ 10,300
Total Expenses	\$ 10,419	\$ 9,919	\$ 9,919	\$ 9,919	\$ 9,919	\$ 9,919	\$ 10,419	\$ 9,919	\$ 9,919	\$ 9,919	\$ 9,932	\$ 9,986	\$ 120,117
Year 3 Total Operating (Deficit)													\$ 0

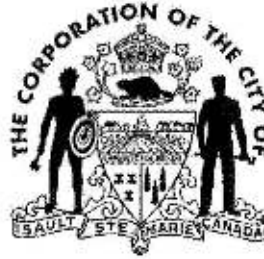
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Revenue and Expenses: Year 2 Operations (Estimates)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Revenue													
Beginning Balance	\$ 54,374												\$ 54,374
Incubator Program Revenue	\$ 3,674	\$ 3,674	\$ 3,674	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 7,436	\$ 72,890
Total Revenue	\$ 58,048	\$ 3,674	\$ 3,674	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 6,804	\$ 7,436	\$ 127,264
Operating Expenses													
Advertising	\$ 500						\$ 500						\$ 1,000
Insurance	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 361	\$ 4,332
Office Supplies	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 309	\$ 361	\$ 3,800
Rent or Lease	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250	\$ 75,000
Utilities & Telephone (Internet)	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 24,720
Operating Contingency	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 858	\$ 862	\$ 10,300
Total Operating Expenses	\$ 10,038	\$ 9,838	\$ 9,838	\$ 9,838	\$ 9,838	\$ 9,838	\$ 10,339	\$ 9,838	\$ 9,838	\$ 9,838	\$ 9,838	\$ 9,834	\$ 119,047
Year 2 - Total Operating (Deficit)													\$ 8,218

6/8/16



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 compliments 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.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-23

AGREEMENT: (PR1.30) A by-law to authorize the execution of an agreement between the City and Ellsin Environmental Ltd. (Ellsin) granting a first right of refusal to Ellsin on City owned property adjacent to Ellsin's property at 155 Yates Avenue.

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 DOCUMENTS

The Mayor and the City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to a First Right of Refusal Agreement to extend the agreement between the City and Ellsin Environmental Ltd. for the City's property adjacent to Ellsin's property at 155 Yates Avenue, (as shown on Schedule "A" attached), until the earlier of November 30, 2014 or until such time that the City receives a bona-fide offer for the land.

2. SCHEDULE "A"

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

3. EFFECTIVE DATE

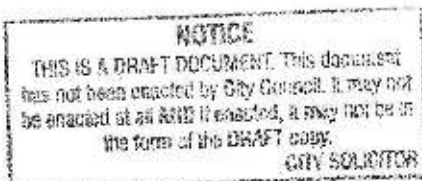
This by-law takes effect on the day of its final passing.

PASSED in open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

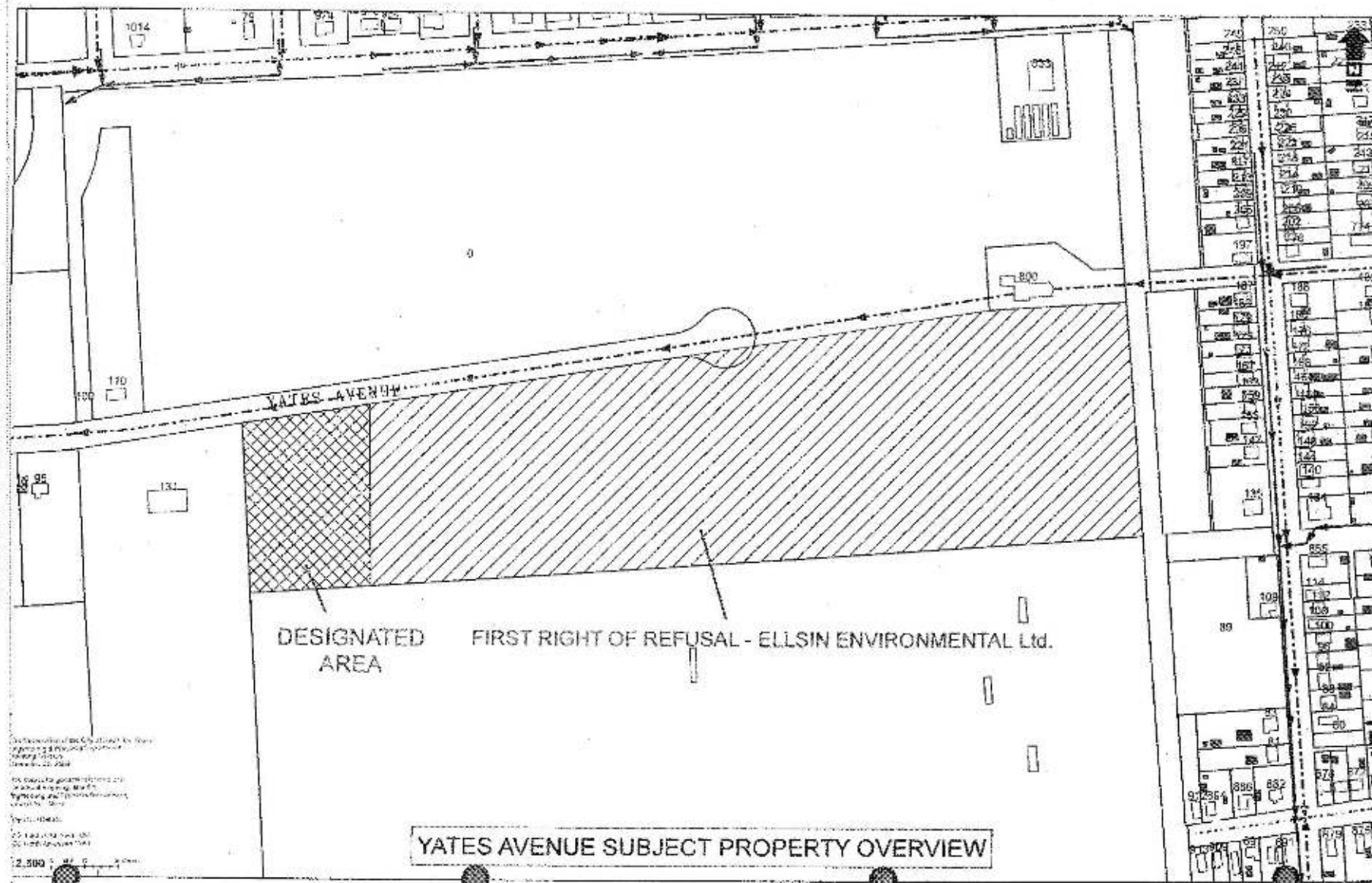
CITY CLERK – MALCOLM WHITE

da LEGAL/STAFF/BY/LAWS/2013/2013-23 FIRST RIGHT REFUSAL AGREEMENT ELLSIN.DOC



10(a)

SCHEDULE "A" TO BY-LAW 2013-23



10(b)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-15

DEVELOPMENT CONTROL: A by-law to designate the lands located at 1616 Queen Street East an area of site plan control.

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

1. **DEVELOPMENT CONTROL AREA**

The lands described on Schedule "A" attached hereto are hereby designated to be an area of site plan control pursuant to Section 41 of the *Planning Act*, R.S.O. 1990, chapter P. 13 and amendments thereto.

2. **SITE PLAN POWERS DELEGATED**

The Council hereby delegates to the Planning Director and in his absence to the Planner of the City of Sault Ste. Marie, Council's powers to enter into a site plan agreement dealing with any of the works or matters mentioned in Section 41 of the *Planning Act* as amended, for the lands more particularly described in Schedule "A" to this by-law.

3. **SCHEDULE "A"**

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

4. **PENALTY**

Any person who contravenes this by-law including the obligations pursuant to the agreement entered into under the authority of this by-law is liable upon conviction therefore to penalty provisions as contained in the *Planning Act* and the *Municipal Act*.

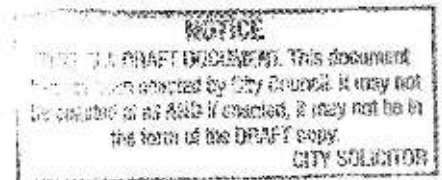
5. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

PASSED in Open Council this 21st day of January, 2013.

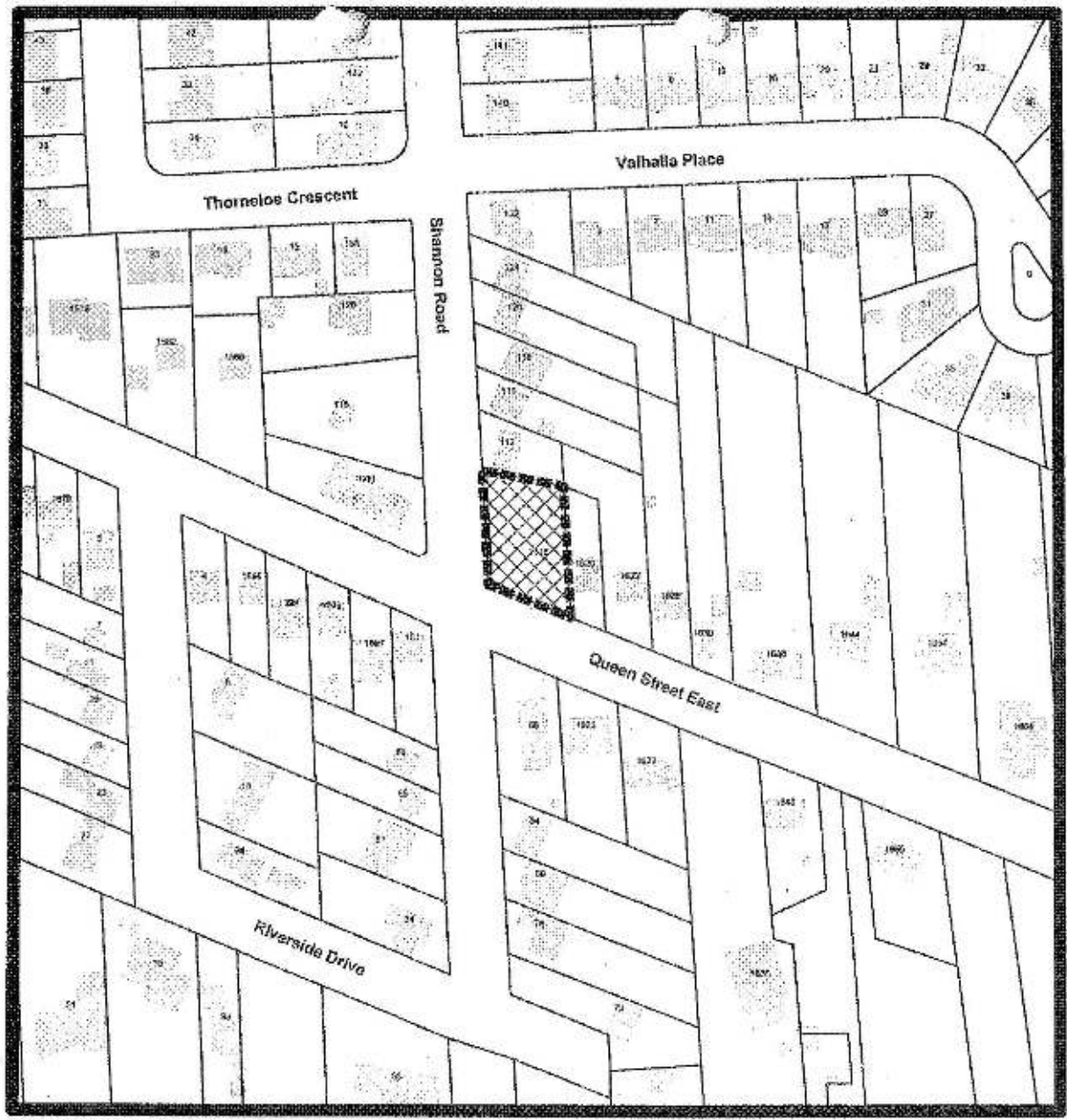
MAYOR - DEBBIE AMAROSO

CLERK - MALCOLM WHITE



10(b)

SCHEDULE "A" TO BY-LAW 2013-15 OF THE CORPORATION OF THE CITY
OF SAULT STE. MARIE.



SUBJECT PROPERTY MAP

1616 QUEEN STREET EAST

Planning Application: A-3-13-Z



Subject Property = 1616 Queen Street East



Subject Property



METRIC SCALE
1:1800

MAP REFERENCE
4 & 1-10

MAP LABEL ID
A-3-13-Z

10(C)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-17

DEVELOPMENT CONTROL: A by-law to designate lands located in the Sherwood Heights Subdivision North Extension as an area of site plan control (Palmer Development).

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

1. **DEVELOPMENT CONTROL AREA**

The lands described on Schedule "A" attached hereto are hereby designated to be an area of site plan control pursuant to Section 41 of the *Planning Act*, R.S.O. 1990, chapter P. 13 and amendments thereto.

2. **SITE PLAN POWERS DELEGATED**

The Council hereby delegates to the Planning Director and in his absence to the Planner of the City of Sault Ste. Marie, Council's powers to enter into a site plan agreement dealing with any of the works or matters mentioned in Section 41 of the *Planning Act* as amended, for the lands more particularly described in Schedule "A" of this by-law.

3. **SCHEDULE "A"**

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

4. **PENALTY**

Any person who contravenes this by-law including the obligations pursuant to the agreement entered into under the authority of this by-law is liable upon conviction therefore to penalty provisions as contained in the *Planning Act* and the *Municipal Act*.

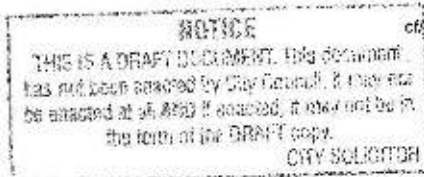
5. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

PASSED in Open Council this 21st day of January, 2013.

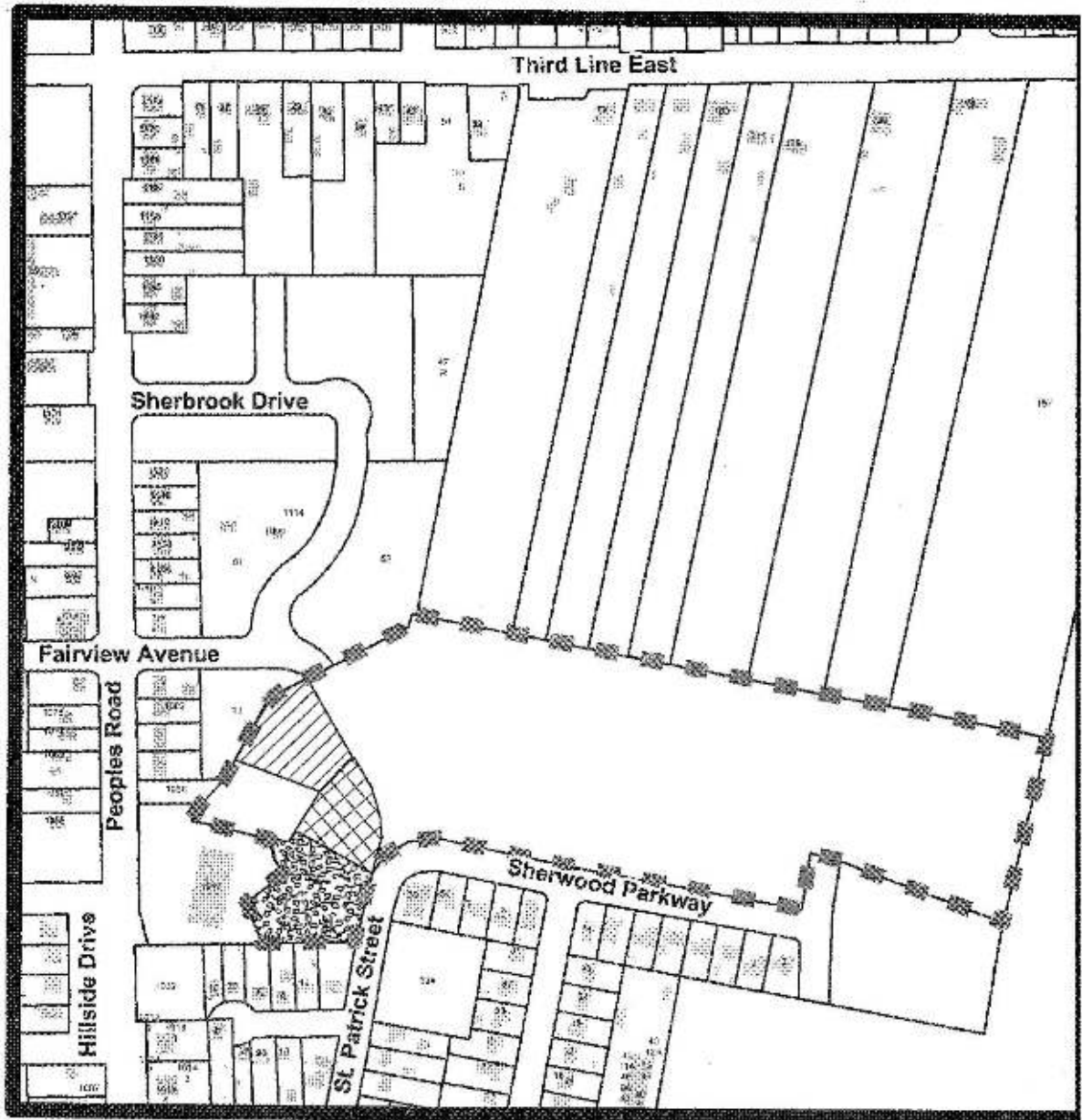
MAYOR - DEBBIE AMAROSO

CLERK - MALCOLM WHITE

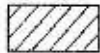
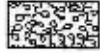


cf:Staff/zoning/6. Zoning & dc/2013-17 Palmer Sherwood parkway

SCHEDULE "A" TO BY-LAW 2013-17 OF THE CORPORATION OF THE CITY
OF SAULT STE. MARIE



SUBJECT PROPERTY MAP
Sherwood Parkway

-  Subject_Property
-  Block A-(57)
-  Block B-(58)
-  Block C-(59)

Roll Number
050-035-022-05



Maps
96 & 1-110

Metric Scale
1 : 3500

Map Label ID
A-32-12-Z

Zoning Application: A-32-12-Z
Subdivision Reference: 57T-12-502

10(d)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-13

EMERGENCY MANAGEMENT PLANNING: (R1.40) A by-law to amend Schedule "A" to By-law 2008-40 (a by-law to adopt the Emergency Response Plan for the protection of public safety, health, the environment, the critical infrastructure and property within the municipality).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Emergency Management and Civil Protection Act R.S.O. 1990 Chapter E.9* and amendments thereto **ENACTS** as follows:

1. **SCHEDULE "A" OF BY-LAW 2008-40 AMENDED**

Schedule "A" of By-law 2008-40 is hereby amended by removing Schedule "A" dated December 2007 and replacing it with the attached Schedule "A" dated 2012.

2. **SCHEDULE "A"**

Schedule "A" forms part of this By-law.

3. **EFFECTIVE DATE**

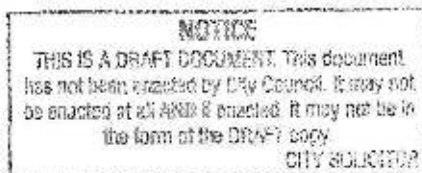
This by-law takes effect on the date of its final passing.

PASSED in open Council this 21st day of January, 2013.

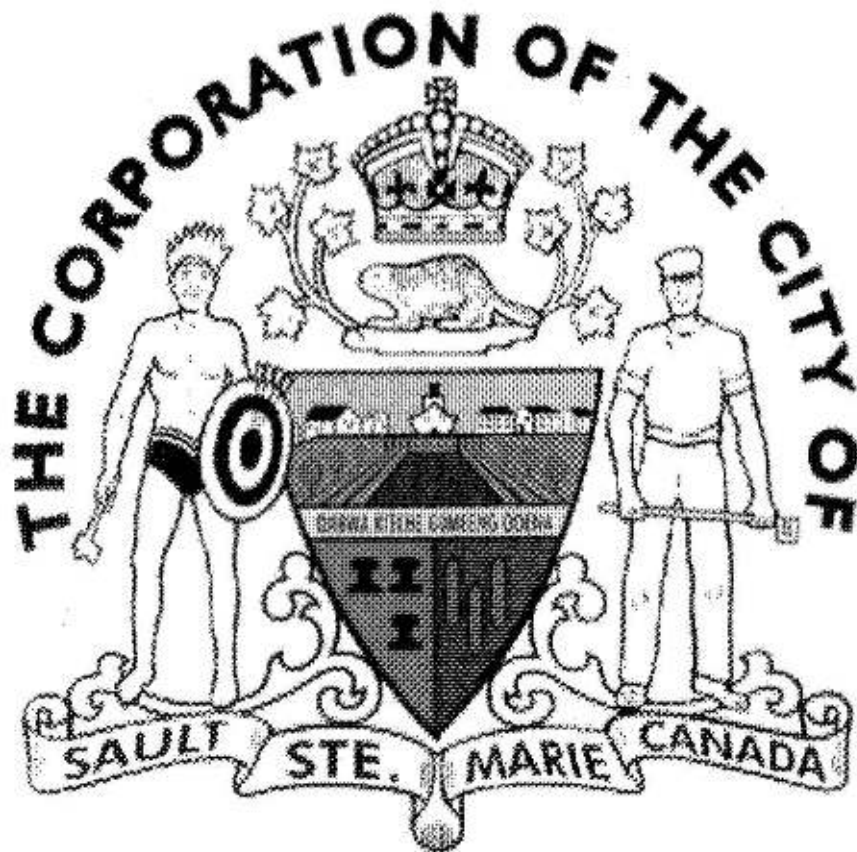
MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\2013\2013-13 EMERGENCY PLAN SCHEDULE A AMENDMENT.DOC



City of Sault Ste. Marie
Emergency Response Plan



Schedule "A" to By-law 2008-40

[illegible]

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1.0 Introduction

Emergencies vary in intensity and complexity depending on factors such as time of occurrence, weather conditions, severity of impact, nature of the affected infrastructure and buildings, and demographics. The *City of Sault Ste. Marie Emergency Response Plan* is intended to provide a framework for the prompt coordinated response of government, private and volunteer resources when an emergency overwhelms the capacity of normal operations.

2.0 Purpose

The purpose of this document is to ensure a controlled, coordinated and effective response is quickly undertaken at the outset of an emergency to minimize its impact on the health, safety and welfare of the residents and visitors to the City of Sault Ste. Marie, as well as to protect the environment and economy.

3.0 Scope

The City's Emergency Response Plan applies to large scale emergencies that occur within the City of Sault Ste. Marie. The *Emergency Management Ontario Glossary of Terms*¹ defines an emergency as, 'A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise'.

An emergency may last from a few hours to several days or longer and possible events for the City of Sault Ste. Marie include but are not limited to:

- Critical infrastructure failures
- Severe weather emergencies
- Hazardous material releases
- Health –related emergencies
- Fires and/ or explosions

This Plan does not replace existing operating procedures or guidelines that are used by agencies responding to an emergency.

¹ Emergency Management Ontario. 2011. Glossary of Terms.
<http://www.emergencymanagementontario.ca/stellent/groups/public/@mcscs/@www/@emo/documents/abstract/ec158104.pdf>

4.0 Legal Authority

The *Emergency Management and Civil Protection Act*, is the legal authority for all municipal emergency response plans in Ontario.

The *Emergency Management and Civil Protection Act* states:

"Every municipality shall formulate an emergency response plan governing the provision of necessary service during an emergency and the procedure under the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan." Section 3 (1)

Ontario Regulation 380/04 sets in place the standards for municipal emergency management programs. These standards describe minimum provisions that must be met to constitute an essential level program.

In regards to having an emergency plan, *Ontario Regulation 380/ 04* states:

"The emergency plan that a municipality is required to formulate under subsection 3(1) of the Act shall consist of an emergency response plan.

An emergency response plan shall,

- (a) assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan, and
- (b) set out the procedures for notifying the members of the municipal emergency control group of the emergency. Section 15

In accordance with Section 3(1) of the *Emergency Management and Civil Protection Act* the City of Sault Ste. Marie has enacted By-law 2008-40: A by-law to adopt the Emergency Response Plan for the protection of public safety, health, the environment, the critical infrastructure and property within the municipality.

5.0 Community Background

The City of Sault Ste. Marie is located on the St. Mary's River in the Algoma District of Ontario, Canada. It is the third largest city in Northern Ontario, with a population of approximately 75,000².

² Statistics Canada. 2012. Sault Ste. Marie, Ontario (Code 3557061) and Algoma, Ontario (Code 3557) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released May 29, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

	Total	Male	Female
Population 2011	75,141	36,115	39,030
Median Age	45.7	44.3	46.7
% of population 15 years and under	14.2	7.3	6.9
% of population 60 years and older	26.8	12.1	14.7
Total private dwellings	33,901	---	---

Sault Ste. Marie is bordered to the east by the Rankin and Garden River First Nation reserves and to the west by Prince Township. To the north, the city is bordered by Heyden, Goulais River, Searchmont, Batchewana Bay and Pancake Bay. To the south, across the St. Mary's River is the United States of America and the city of Sault Ste. Marie, Michigan. These countries are joined by the International Bridge, which connects Interstate 75 on the Michigan side and Huron Street on the Ontario side.

The International Bridge border crossing carries vehicular traffic between Canada and the United States of America, as well a rail bridge carries freight. On the St. Mary's River the American Soo Locks is the world's busiest canal in terms of tonnage that passes through it, while the smaller recreational boats use the Canadian Canal.

6.0 Emergency Management Program

The *Emergency Management Civil Protection Act* states:

- "Every municipality shall develop and implement an emergency management program ... The emergency management program shall consist of,
- (a) an emergency plan as required by section 3,
 - (b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services the procedure to be followed in emergency response and recovery activities;
 - (c) public education on risks to public safety and on public preparedness for emergencies; and
 - (d) any other element required by the standards for emergency management programs" Section 2.1 (1)

As endorsed by Emergency Management Ontario, Sault Ste. Marie's emergency management program is the product of a risk management approach incorporating a full range of measures necessary to reduce priority risks including prevention, mitigation, preparedness, response and recovery measures.

The goal of the City's program is to save lives, protect property, public health and the environment, and assure the continuance of critical infrastructure.

6.1 Emergency Management Planning Committee

The City of Sault Ste. Marie Emergency Management Planning Committee is responsible for overseeing the City's emergency management program. Members of the Committee include:

- Fire Chief (Chair)
- Police Chief
- Manager of the Central Ambulance Communication Centre
- Medical Officer of Health for Algoma Public Health
- Chief Administrative Officer
- Community Emergency Management Coordinator
- Mayor (Ex Officio)
- Council Appointee (2)
- Sault Area Hospital Representative
- Commanding Officer of 49th Field Regiment

This Committee is responsible for meeting various legislated requirements annually in support of the emergency management program (refer to Appendix 14 for the Planning Committee Terms of Reference).

6.2 Hazard Identification Risk Assessment

The hazard identification and risk assessment process is a tool for understanding hazards and the risks that they generate, and for comparing risk exposures from a variety of events to set priorities for planning and other emergency management activities.

Hazards fall into three categories:

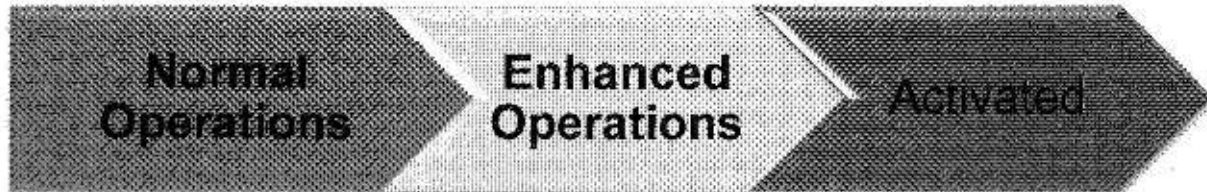
- Natural Hazards: Include events such as forest fires, severe winter weather and flooding
- Human Caused (accidental or intentional) Hazards: Include events such as terrorism, war and special events.
- Technological Hazards: Include events such as a utility failure, train derailment and hazardous material spill

Sault Ste. Marie's emergency management program focuses on those events that have the greatest likelihood of occurrence and the greatest potential impact, and ensures that, wherever possible, the municipality is prepared to effectively respond to those events.

7.0 Emergency Response

7.1 Operational Status

The City of Sault Ste. Marie operates under three levels of readiness for emergency management response. These levels are:



Normal Operations

Normal operations consist of regular daily activities such as training, exercises, review of plans and procedures, and maintaining equipment to ensure a constant level of readiness should the need arise.

Enhanced Operations

Enhanced operations indicates there is high probability of an emergency situation, which could result in serious harm to persons or substantial damage to property. At this level of operations members of the Emergency Operations Control Team are kept informed of the situation and any developments via phone and/or email. Select members of the Emergency Operations Control Team whose agencies are involved may convene to address the situation.

Activated

Activated status indicates that an emergency situation is imminent or occurring and requires the City's Emergency Response Plan be activated. Members of the Emergency Operations Control Team will be required to attend the Emergency Operations Centre and members of the Emergency Planning Advisory Group may be requested to attend as well to act as subject matter experts.

7.2 Activation of the Plan

The City's Emergency Response Plan may be activated in whole or in part by any member of the Emergency Operations Control Team.

The following may be event triggers which drive the activation of the Plan:

- The event requires the coordination of multiple agencies

- The event requires centralized decision-making to mitigate impact
- The event requires coordinated communication and messaging
- The event requires a coordinated approach with other levels of government
- The event is outside the scope of normal operations
- The event requires information gathering and analysis from multiple sources
- The event is pre-planned and requires active management to ensure public safety

7.3 Notification Procedures

Any member of the Emergency Operations Control Team may activate the notification process, in whole or in part, by informing the Sault Ste. Marie Police Service and/or Fire Services of the situation and directing that the Emergency Operations Control Team be notified to attend the Emergency Operations Centre (EOC) or to standby for further instructions. Upon being notified it is the responsibility of the Emergency Operations Control Team to notify their staff internally of the situation.

Where notification of the members of the Emergency Operations Control Team is not possible due to a disruption in telephone service, the Police Service may be requested to make personal contact with them. Public media may also be used to direct members to attend the Emergency Operations Centre.

7.4 Strategic Level Response

7.4.1. Emergency Operations Control Team

The Emergency Operations Control Team (EOCT) is responsible for managing and coordinating more-than-routine emergency responses. The convening of the Emergency Operations Control Team does not automatically require an emergency declaration. As well the Emergency Operations Control Team may function with only a limited number of persons depending on the emergency, while all members may not attend the Emergency Operations Centre all members must be notified.

The City of Sault Ste. Marie's Emergency Operations Control Team consists of the following members:

- Mayor
- Chief Administrative Officer
- Police Chief
- Fire Chief

- Medical Officer of Health
- Manager of Central Ambulance Communication Centre
- Sault Area Hospital representative
- Lieutenant Colonel, 49th Field Regiment
- Community Emergency Management Coordinator

7.4.2. Emergency Management Advisory Group

The Emergency Management Advisory Group consists of stakeholders within the City of Sault Ste. Marie. While not normally a part of the Emergency Operations Control Team members can be called upon to attend the Emergency Operations Centre as subject matter experts to provide knowledge and assistance (refer to Appendix 15 for more information on the Advisory Group).

7.4.3. Request for Provincial/Federal Assistance

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance will be made by contacting Emergency Management Ontario's Duty Officer. This contact is the responsibility of the Community Emergency Management Coordinator. Emergency Management Ontario will evaluate the municipality's request and determine the availability of requested resources.

Any request for federal resources must be made to Emergency Management Ontario through the same channels as described above.

7.5 Tactical Level Response

The agency most directly concerned with the mitigation of the emergency will be the Lead Agency. This agency in turn designates its senior on-site official as the Incident Commander (I.C.). The Incident Commander assumes ultimate authority at the emergency site, including reporting to the Emergency Operations Centre (refer to Appendix 9 for a list of responsibilities).

7.6 State Of Local Emergency

7.6.1 Declaration of an Emergency

The *Emergency Management Civil Protection Act* states:

"The head of council of a municipality may declare that an emergency exists in a municipality or in in any part thereof and may take such action and may such

orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area."

Section 4 (1)

The Mayor or Acting Mayor of the City of Sault Ste. Marie, as the Head of Council is responsible for declaring an emergency. This decision is made in consultation with other members of the Emergency Operations Control Team. Upon declaring an emergency, a formal written Declaration of Emergency must be submitted to Emergency Management Ontario (refer to Appendix 10 for Declaration of Emergency Form).

Notification will also be made to:

- City Council
- The Public
- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament

Emergency Management Ontario has compiled a checklist of criteria to consider in deciding whether to declare an emergency. Areas for consideration include; government, legal, operational, economic and financial (refer to Appendix 12 for a detailed list of criteria).

7.6.2 Action prior to the Declaration of an Emergency

When an emergency exists but has not yet been declared, action may be taken under the City's Emergency Response Plan to protect property and the health, safety and welfare of visitors and residents of the emergency area.

7.6.3 Termination of an Emergency

A declared municipal emergency may be terminated at any time by the Head of Council, Council of the municipality, or by the Premier of Ontario. A formal written Termination of a Declared Emergency must be submitted to Emergency Management Ontario (refer to Appendix 11 for Termination of Emergency Form).

Notification will also be made to:

- City Council
- The Public

- Neighbouring community officials
- Local Member of Provincial Parliament
- Local Member of Parliament

7.7 Facilities

7.7.1 Emergency Operations Centre (EOC)

The Emergency Operations Centre is the central contact point for the Emergency Operations Control Team to report to and provide overall direction and support for the response.

Members of the Emergency Operations Control Team will convene at the Emergency Operations Centre to:

- Gather and analyze information
- Develop a common operating picture
- Determine strategic priorities
- Acquire and deploy resources

7.7.2 Incident Command Post

The Incident Command Post (ICP) is the location from which Incident Command oversees incident management. An ICP is only established when an incident occurs or is planned. There is only one ICP for each incident or event. However, this facility may change locations during the incident.

The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. It typically comprises the incident management staff, officials and responders necessary to respond to an incident. The ICP may be located in a vehicle, trailer, tent, or within a building.

8.0 Responsibilities

8.1 Emergency Operations Control Team (EOCT)

As a group the Emergency Operations Control Team will provide leadership and coordination of emergency response operations, their priorities include, but are not limited to:

- Protecting the health and safety of the community;

- Determining if the convening and location of the Emergency Operations Control Team is appropriate;
- Advising the Mayor as to whether the declaration, or termination, of an emergency is recommended;
- Supporting emergency operations at the site(s) by calling out and mobilizing emergency services, agencies and equipment;
- Arranging for services and equipment from local agencies not under community control i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from various levels of government;
- Ensuring that pertinent information regarding the emergency is promptly disseminated to the media and public;
- Determining if additional volunteers are required and if appeals for volunteers are warranted.

8.2 Individual Responsibilities of the Emergency Operations Control Team

All members of the Emergency Operations Control Team are assigned duties they are responsible for during an emergency. The individual responsibilities are listed in Appendices 1 through 8 as listed below.

Appendix 1- Head of Council

Appendix 2- Chief Administrative Officer

Appendix 3- Police Chief

Appendix 4- Fire Chief

Appendix 5- Medical Officer of Health

Appendix 6- Manager of Central Ambulance Communication Centre

Appendix 7- Sault Area Hospital

Appendix 8- Community Emergency Management Coordinator

9.0 Communications

Upon implementation of the City's Emergency Response Plan, an Emergency Information Officer (EIO) will be designated as necessary.

The Emergency Information Officer is responsible for:

- Collecting and disseminating accurate and timely information within the Emergency Operations Centre
- Designating and working with a spokesperson to address the media
- Planning all media conferences and briefings
- Preparing and circulating media releases

9.1 Emergency Information

The Emergency Operations Control Team (EOCT) will inform the public, as soon as possible, of the emergency that is occurring or imminent and advise the public of appropriate self-help actions and/or issue public warning messages.

Emergency information during a severe weather emergency will be conveyed through local media (radio, television) and social media (Facebook). Warnings will also be posted on both the City of Sault Ste. Marie's and the Police Service's websites.

In extreme circumstances, the municipality will consider alternate forms of delivering messages including:

- Emergency services drive through neighbourhoods using public alerting systems
- Door-to-door contact by volunteers or municipal employees
- Establish emergency information lines which can take large numbers of calls from the public with relevant information

10.0 Training and Exercises

10.1 Training

At minimum annual training will be provided to the Emergency Operations Control Team highlighting individual roles and responsibilities during an activation of the City's Emergency Response Plan. Training opportunities will also be made available for the Emergency Management Planning Committee and the Emergency Management Advisory Group.

10.2 Exercises

Exercises will be conducted annually to assess operational readiness, reveal opportunities for improvements, identify resources requirements, improve agency and stakeholder coordination, clarify roles and responsibilities, and improve the overall effectiveness of the City's Emergency Response Plan.

11.0 Plan Maintenance

11.1 Plan Review

The City's Emergency Response Plan is reviewed annually by the Emergency Management Planning Committee as part of their duties.

11.2 Updates

The City's Emergency Response Plan will be updated on an as needed basis. Generally these updates will be the result of an After Action Report following an event or exercise. Plan holders will be notified of any changes and provided an electronic copy of the updated component (refer to Appendix 13 for Emergency Plan Binder Distribution list).

12.0 Glossary

Activated (operations)	Part of the Emergency Response Plan Concept of Operations. The Emergency Response Plan is activated in response to extremely hazardous conditions that are imminent or occurring. The Emergency Operations Centre may be partially or fully activated by members of the Emergency Operations Control Team.
After Action Report	A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.
Assembly Point	Are designated locations intended to provide a safe area for individuals to congregate while either waiting for emergency personnel to respond or to receive transport to Reception Centres and/or Group Lodging facilities
Community Emergency Management Coordinator (CEMC)	The individual officially designated by a community who is responsible and accountable for the community emergency management program. The CEMC, by definition, a municipal employee as per the <i>Municipal Act</i> .
Critical Infrastructure	Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government.
Emergency	A situation or an impending situation that constitutes a danger

	of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act, whether intentional or otherwise.
Emergency Information Officer (EIO)	An individual responsible for acting as the primary public and media contact for emergency information requirements.
Emergency Management Advisory Group	An advisory group comprised of local organizations, NGOs, post-secondary institutions, local industries, and municipal and provincial governments. This group provides advice on the development, implementation and maintenance of the Community's Emergency Management Program.
Emergency Management Planning Committee	The critical management team that oversees the development, implementation and maintenance of the community's emergency management program.
Emergency Management Civil Protection Act	Province of Ontario legislation which requires each municipality to develop, implement and maintain mandatory Emergency management Programs in conformity with regulations developed by Emergency Management Ontario.
Emergency Management Ontario (EMO)	EMO is a branch within the Ministry of Community Safety and Correctional Services with overall provincial emergency management responsibility. EMO is responsible for the coordination, promotion, development, implementation and maintenance of effective emergency management programs throughout Ontario and for the coordination of these programs with the federal government.
Emergency Management Program	A comprehensive program that is based on a hazard identification and risk assessment process (HIRA) and includes the five core components of prevention, mitigation, preparedness, response and recovery
Emergency Operations Centre (EOC)	The facility outside of the emergency site where the Emergency Operations Control Team assembles to manage emergency operations.
Emergency Operations Control Team (EOCT)	A group comprised of key municipal department heads and officials who are responsible for decision-making and the provision of essential services needed to minimize the effects of an emergency on the municipality. The Chief Administrative Officer is responsible for coordinating the actions of the Group.
Emergency Response Plan	A risk based plan developed and maintained to respond to an emergency.

Emergency Site	The geographic area in which the management team with the most direct hands-on response roles operates.
Enhanced Operations	Part of the Emergency Response Plan Concept of Operations. Emergency Management is alerted of a highly probable hazardous condition and engaged for full situational awareness. The Emergency Operations Control Team is notified in anticipation of the Emergency Response Plan being activated.
Evacuation Alert	Informs the public of a potential threat or impending danger. An Evacuation Alert allows for the population to begin an orderly preparation to leave the affected area while informing them of the hazards as well as identifying emergency zones, evacuation routes and Assembly Points.
Evacuation Order	The impacted population is ordered to evacuate the area specified immediately. All persons in the affected area are to be told that, in the interest of their own safety and considering the risk, they are now ordered to leave the area.
Exercise	A simulated drill or sequence of events to evaluate plans and procedures. There are four main types of exercises (drill, tabletop, functional, full-scale) and various sub-types. An exercise is a simulated situation requiring them to function in a real event.
Hazard	(1) A risk that is a threat (2) An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss
Hazardous Materials	Substances which can cause death or injury to humans, short-term or irreparable damage to the environment, or result in property damage or evacuation if released into the environment.
Incident Commander/ Emergency Site Manager (IC)	The entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations
Incident Command Post (ICP)	The location from which Incident Command oversees incident management. There is only one ICP for each incident or event. However, this facility may change locations during the incident. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP may be located in a vehicle, trailer, tent, or within a building.

Lead Agency	The agency most directly concerned with the mitigation of the emergency, which will in turn designate an Incident Commander at the site of the emergency.
Mitigation	Actions taken to reduce the effects of an emergency or disaster.
Municipality	Means a geographic area whose inhabitants are incorporated
Normal Operations	Part of the Emergency Response Plan Concept of Operations. Consists of the daily responsibilities that agencies must carry out to ensure readiness in the event of an emergency situation. This includes preparedness, training, exercise activities, review of departmental response plans and equipment checks to ensure a continuous state of readiness should the need arise.
Preparedness	Actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of an emergency response plan, training, exercises, and public awareness and education.
Prevention	Actions taken to prevent an emergency or disaster.
Provincial Emergency Operations Centre (PEOC)	The fully equipped facility maintained by Emergency Management Ontario that can be activated in response to or in anticipation of emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests.
Reception Centre	Usually located outside the impact zone of the emergency, the reception centre is a place where evacuees can go to register, receive assistance for basic needs, information and referral to a shelter if required
Recovery	Actions taken to recover from an emergency or disaster.
Response	Actions taken to respond to an emergency or disaster.
Risk Assessment	Identification of risks to public safety, public health, the environment, property, critical infrastructure and economic stability from natural, human-caused and technological sources/activities, and evaluation of the importance of the activity to the continued operation of the community. The vulnerability of the community to each activity should also be evaluated.

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Appendix 1 - Head Of Council

In an emergency the Mayor shall:

- a. Attend at the Emergency Operations Centre when activated.
- b. In conjunction with the Emergency Operations Control Team and other involved parties, declare an emergency to exist in all or part of the Municipality.
- c. Ensure the Minister of Community Safety and Correctional Services has been notified that an emergency has been declared.
- d. Be prepared to issue news releases and make public announcements concerning the emergency in conjunction with the members of the Emergency Operations Control Team.
- e. Terminate the declared emergency at the appropriate time and ensure all concerned have been notified, including the Minister of Community Safety and Correctional Services.
- f. Provide City Council with regular updates and status reports.
- g. Establish communications with provincial and federal elected officials.
- h. Maintain a log of all actions taken.

Appendix 2 - Chief Administrative Officer

In an emergency the Chief Administrative Officer shall:

- a. Advise the Head of Council and members of the Emergency Operations Control Team on City administrative matters.
- b. Inform members of the Sault Ste. Marie Senior Management Team of the emergency.
- c. Advise the area School Boards and all other major educational institutions of the emergency or pending emergency.
- d. Co-ordinate Municipal staff, as deemed necessary by the Emergency Operations Control Team, to assist in an emergency.
- e. Advise the Sault Ste. Marie Senior Management Team and all major educational institutions and Boards of the termination of the emergency or pending emergency.
- f. Maintain a log of all actions taken.

Appendix 3 - Police Chief

The duties and responsibilities of the Police Service in an emergency and the method by which the Service functions must be approved and managed by the Chief of Police.

Some of the duties and responsibilities to be performed are as follows:

- a. Provide advice on police-related matters to the Head of Council and the Emergency Operations Control Team.
- b. Control and, if necessary, disperse crowds within the emergency area in consultation with the Lead Agency.
- c. Control traffic, where required, to facilitate the movement of emergency vehicles both in and out of the major emergency/disaster area.
- d. Conduct the evacuation of buildings, as required.
- e. Establish evacuation routes to provide control.
- f. Ensure the protection of property.
- g. Arrange for policing, if required, in any communal site.
- h. Advise the Coroner in the event of fatalities.
- i. Co-ordinate media liaison on-site and ensure that the contents of all media releases are cleared through the Incident Commander on-scene and the Emergency Operations Control Team (unless of an immediate and urgent nature which requires warnings or directions be provided to residents).
- j. If the Police Service is determined to be the Lead Agency in the emergency provide an Incident Commander (I.C.) to exercise overall control of the emergency operations and establish an on-site Command Post, in a safe area.
- k. The 9-1-1 Central Emergency Reporting Bureau (C.E.R.B.) Operator(s) on-duty will dispatch Police vehicle(s) and the Patrol Sergeant to attend the scene. The Duty Staff Sergeant will be notified.
- l. The Duty Staff Sergeant will ensure that the necessary emergency services have been notified.
- m. The Duty Staff Sergeant, once the call has been verified by the on-scene officers as being an emergency, shall:
 - i. Notify the On-Call Commander, Chief of Police, and Deputy Chief of Police.
 - ii. Inform the Mayor or alternate, if required.
 - iii. Advise the Sault Ste. Marie Area Hospital and Group Health Centre of the emergency in order for those institutions to activate their emergency plans, if required.
- n. The Duty Staff Sergeant will call off-duty members, as required and as directed by the On-Call Commander or Chief of Police of the Service and, will maintain a log of the time notifications were made and confirmed. The call may be made by direct telephone or by a general call over the local radio/television stations if required.
- o. The 911 Operator(s) will receive all Police-related communications from the scene and will transmit all requests for special assistance from the scene to those whose assistance is requested. When the Mobile Command Unit (Com-1) is in operation at

the scene, communication messages shall be relayed to the 911 Operator(s) for dispatch to ensure that "communication control" remains in the C.E.R.B.

- p. The 911 Operator(s) and the Duty Staff Sergeant shall, when being relieved by the next shift, inform the relieving personnel of all information pertaining to the situation.
- q. If the emergency is of such magnitude that it would necessitate the need for additional personnel or specialized equipment, assistance shall be requested from:
 - i. Ontario Provincial Police,
 - ii. Royal Canadian Mounted Police,
 - iii. Sault Search and Rescue,
 - iv. Sault Ste. Marie District Militia, and/or
 - v. any other organization deemed necessary.

Note: Any call for assistance from the Military must go the appropriate governmental chains of command i.e. Emergency Management Ontario. This should be facilitated through the Community Emergency Management Coordinator.

- r. Maintain a log of all actions taken

Appendix 4 - Sault Ste. Marie Fire Services

The duties and responsibilities of Fire Services in an emergency and the method by which Fire Services functions must be approved and managed by the Fire Chief.

Some of the duties and responsibilities are as follows:

- a. The Fire Officer in charge of an emergency scene is responsible for the safety of other emergency personnel, and is to take the appropriate action to protect these personnel from entering hazardous areas that require special training or a self-contained breathing apparatus.
- b. If Fire Services is determined to be the Lead Agency in the emergency provide an Incident Commander (I.C.) to exercise overall control of the emergency operations and establish an on-site Command Post, in a safe area.
- c. The on-site senior Fire Officer will coordinate and direct all Fire Services' responsibilities.
- d. Provide the Emergency Operations Control Team with information on Fire Services' responsibilities being carried out at the scene.
- e. Conduct all operations connected fighting fires, rescue, stabilization of the emergency, and operation of a command post in the incident management system.
- f. Determine if additional resources, equipment or supplies are needed, and make arrangements for procurement.
- g. Trigger mutual aid arrangements for the provision of additional firefighting equipment and personnel, if required.
- h. Be prepared to take charge or contribute to non-firefighting operations i.e. rescue, first aid, evacuations, etc.
- i. In every notification to the Fire Services of an emergency that is more serious and widespread than the normal or usual alarm, the following procedures will be followed:
 - i. The Communications Operator shall notify the Platoon Chief, and he will respond to the incident.
 - ii. The Communications Operator shall immediately notify the Fire Chief and all Assistant Fire Chiefs. The Fire Chief will respond to the Emergency Operations Centre and make necessary notifications. The Assistant Chiefs and EMS Managers will report to No. 1 fire station.
 - iii. The Communications Operator will call in an additional operator to assist.
 - iv. The Platoon Chief will instruct the Communications Operators to contact the appropriate agencies to respond i.e. Police, EMS, PUC, SSAR, etc.
 - v. The Fire Services On-Scene Commander shall establish a command post and initiate the incident command system.
 - vi. The Fire Services On-Scene Commander shall establish a clear and effective communications link with the Fire Chief at the Emergency Operations Centre
- j. Maintain a log of all actions taken

Appendix 5 - Algoma Public Health

Some of the duties and responsibilities to be performed are as follows:

- a. Arrange for the coordinated response of all medical/health related services within the community in consultation with hospitals, available clinics, and community health providers.
- b. Arrange for the investigation of infectious and/or contagious diseases.
- c. Initiate control measures either by instruction regarding environmental control or by organizing mass immunization in certain instances.
- d. Provide advice on health-related matters to the Head of Council and the Emergency Operations Control Team.
- e. Ensure the potability of emergency water supplies and the proper testing of same.
- f. Ensure the safety of the food supply and supervise its proper handling.
- g. Arrange for the inspection of foodstuffs.
- h. Arrange for the dissemination of all special instructions to the general public on matters concerning public health.
- i. Assist the Canadian Red Cross in the establishment and inspections of evacuation centres.
- j. Liaise with the appropriate Health Departments and Ministries.
- k. Maintain a log of all actions taken

Appendix 6 - Central Ambulance Communication Centre

In the case of an emergency the Central Ambulance Communication Centre is expected to:

- a. Work in conjunction with Sault Area Hospital and Emergency Medical Services of Sault Ste. Marie to coordinate and control the transportation of the injured.
- b. Coordinate with Ministry of Health and Long-Term Care regarding issues surrounding the emergency situation or secondary issues that may arise.
- c. Liaise with the 911 Centre regarding calls for ambulance and other emergency calls that may require multiple agency response.
- d. Provide advice and status reports on ambulance dispatch related matters to the members of the Emergency Operations Control Team.
- e. Direct representatives of the St. John Ambulance where their services may be required for transportation of injured or in the treatment of the less seriously injured either at the scene or at another designated location.
- f. Maintain a log of all actions taken.

Appendix 7 - Sault Area Hospital

Some of the duties and responsibilities that members of the Sault Area Hospital may be required to perform in an emergency may include:

- a. Ensuring liaison with the Medical Officer of Health and Central Ambulance Communication Centre in regards to hospital and medical matters as required.
- b. Ensure liaison with the Ministry of Health and Long Term Care, as appropriate.
- c. Respond to requests for provision of medical site teams and triage centers/teams.
- d. Provide advice and status reports to the Emergency Operations Team as required.
- e. Maintain a log of all actions taken.

Appendix 8 - Community Emergency Management Coordinator

- a. Advise the Head of Council and the Emergency Operations Control Team on emergency policies, requirements of the Emergency Management and Civil Protection Act and related subjects.
- b. Contact volunteer agencies as required by the Emergency Operations Control Team.
- c. Organize the Emergency Operations Centre (EOC) so that all necessary supplies, communications, and relevant information such as maps, charts, etc. are available and functioning.
- d. Ensure telephone communications are operable in the Emergency Operations Centre. (Members attending from various municipal departments should continue to monitor their own radio systems to facilitate their functions and to provide information to the Emergency Operations Centre.)
- e. Provide and make available any other supplies or services when requested by the Emergency Operations Control Team.
- f. Maintain a log of all actions taken.

Appendix 9 - Incident Commander

The Incident Commander (IC) is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. For most incidents, a single individual will fulfill the function of IC. However under unique conditions, a Unified Command model may be established. Unless otherwise delegated, all incident activities are the responsibility of the IC. In most cases, Incident Command is established at site-level Incident Command Post.

Some of the duties and responsibilities are as follows:

- a. Ensure welfare and safety of all responders.
- b. Determine appropriate level of response based on situation as known.
- c. Assess the incident situation:
 - Review the current situation status and initial incident objectives.
 - Obtain information from other levels of response, if applicable.
 - Ensure that all organizations impacted by the incident have been notified.
- d. Ensure that the Incident Command Post (ICP) is properly set up and ready for operations.
- e. Ensure that an incident check-in procedure is established immediately.
- f. Ensure that email, telephone, or radio communications with the Emergency Operations Centre and relevant organizations/jurisdictions are established and functioning.
- g. Provide information and briefings to the Emergency Operations Centre, as required.
- h. Monitor response activities to ensure that appropriate actions are taken.
- i. Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.
- j. Authorize release of emergency information to the public and media in cooperation with the Emergency Operations Centre.
- k. Establish and maintain liaison with supporting, or assisting organizations
- l. Demobilize incident facilities and operations as appropriate.

Appendix 10 - Declaration of an Emergency

Municipality: _____ (print)

I, _____ hereby declare a state of local Emergency in accordance with the Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 s.4.(1) due to the emergency described herein: (nature of emergency)

For an Emergency Area or part thereof described as: (geographic boundary)

Signed: _____

Title: _____

Dated: _____ at _____ (time)

In the Municipality/ First Nation of: _____

Note: Fax to EMO Duty Officer at 416-314-0474

Appendix 11 - Termination of an Emergency

Municipality: _____ (print)

I, _____ hereby declare a state of
local Emergency terminated in accordance with the Emergency Management and Civil
Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the emergency described herein:
(nature of emergency)

For an Emergency Area or part thereof described as: (geographic boundary)

Signed: _____

Title: _____

Dated: _____ at _____ (time)

In the Municipality/ First Nation of: _____

Note: Fax to EMO Duty Officer at 416-314-0474

Appendix 12 - Checklist In Consideration of a Declaration of Emergency



(Note: All references in this document refer to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9, as amended 2006)

** This checklist is for use by municipal heads of council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.*

An emergency is defined under the *Emergency Management and Civil Protection Act* as “a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise” [Section 1, definition of an emergency].

Under the *Emergency Management and Civil Protection Act*, only the head of council of a municipality (or his or her designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality [Section 4 (1)].

If the decision is made to declare an emergency, the municipality must notify Emergency Management Ontario (on behalf of the Minister of Community Safety and Correctional Services) as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by Emergency Management Ontario, and should be faxed to (416) 314-0474. When declaring an emergency, please notify the Provincial Emergency Operations Centre at 1-866-314-0472.

When considering whether to declare an emergency, a positive response to one or more of the following criteria **may** indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government:

- ☐ **Is the situation an extraordinary event requiring extraordinary measures?** [Section 4 (1) permits a head of council to “take such action and make such orders as he or she considers necessary and are not contrary to law” during an emergency.]
- ☐ **Does the situation pose a danger of major proportions to life or property?** [Section 1, definition of an emergency]
- ☐ **Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?** [Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration

of emergency may allow a head of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.]

- ❑ **Does the situation threaten social order and the ability to govern?** [Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Services Act* provides for the creation of special policing arrangements during an emergency.]
- ❑ **Is the event attracting significant media and/or public interest?** [Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an "emergency" is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.]
- ❑ **Has there been a declaration of emergency by another level of government?** [A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).]

Legal:

- ❑ **Might legal action be taken against municipal employees or councilors related to their actions during the current crisis?** [Section 11 (1) states that "no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty." Section 11 (3), however, states "subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality...."]

- ❑ **Are volunteers assisting?** [The *Workplace Safety and Insurance Act* provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.]

Operational:

- ❑ **Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?** [Section 4 (1) permits the head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan." Section 13 (3) empowers a municipal council to "make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."]
- ❑ **Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?** [Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the "council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."]
- ❑ **Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?** [In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.]
- ❑ **Does, or might, the situation require provincial support or resources?** [Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Community Control Group, can greatly facilitate multi-agency and multi-government response.]
- ❑ **Does, or might, the situation require assistance from the federal government (e.g., military equipment)?** [Section 13 (2) authorizes the Solicitor

General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the province. The declaration of an emergency may assist a municipality in obtaining federal assistance.]

- ❑ **Does the situation involve a structural collapse?** [Structural collapses involving the entrapment of persons *may* require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.]
- ❑ **Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?** [Response to CBRN incidents requires specialized resources and training. Ontario is developing three CBRN teams to respond to incidents throughout the province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.]
- ❑ **Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your municipality?** [Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the *Emergency Management and Civil Protection Act* may provide municipal councilors and employees with certain protections against personal liability.]
- ❑ **Will your municipality be receiving evacuees from another community?** [The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.]

Economic and Financial:

- ❑ **Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?** [The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the Act may provide certain protection from liability. Section 4 (1)

allows for extraordinary measures to be taken, providing they are not contrary to law.]

- **Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?** [The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.]
- **Is it possible that a specific person, corporation, or other party has caused the situation?** [Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost...."]

Appendix 13 - Emergency Plan Binder Distribution

Agency	Copy Number
Central Ambulance Communication Centre	1
Union Gas	3
First Student Canada	4
Canada Border Services Agency	5
Group Health Centre	6
Sault Area Hospital	7
International Bridge Administration	8
Ministry of Environment	9
Ministry of Natural Resources	10
Ontario Provincial Police	12
Algoma District School Board	13
Public Utilities Commission	14
Amateur Radio Emergency Service (A.R.E.S.)	15
Canadian Red Cross	16
Royal Canadian Mounted Police	17
Salvation Army	18
49 th Field Regiment	19
Huron Superior Catholic District School Board	20
Sault Search and Rescue	21
St. John Ambulance Association	22
Sault Ste. Marie Regional Conservation Authority	23
Mayor	24
Councillor Pat Mick	27
Councillor Terry Sheehan	28
Engineering and Planning	30
Community Services	31
North East Community Care Access Centre	32
Social Service	33
Chief Administrative Officer	37
City Solicitor	38
City Clerk	39
Fire Services - Communications	40
#1 Hall Platoon Chief	41
#2 Hall Captain	42
#3 Hall Captain	43

#4 Hall Captain	44
Fire Chief	45
Assistant Fire Chief	46
Fire Command Bus	46A
Algoma Public Health	47
Public Works & Transportation	48
Police Services	49
Social Services (Accessibility)	50
Human Resources	51
Emergency Operations Centre	55
Police Service- Deputy Chief	56
Chief	57
Patrol Inspector	58
Administrative Inspector	59
Support Services Inspector	60
CID Inspector	62
Assistant Fire Chief of Support Services	66
Assistant Fire Chief of Fire Prevention	67
Police Service Command Vehicle	68
Chippewa County Emergency Management	69

Appendix 14 - Sault Ste. Marie Emergency Management Planning Committee Terms of Reference

Membership: Fire Chief (Chair)
Chief of Police
Manager of the Central Ambulance Communication Centre
Medical Officer of Health Algoma Public Health
Chief Administrative Officer
Community Emergency Management Coordinator
Mayor (Ex Officio)
Council Appointee (2)
Vice-President of Sault Area Hospital
Lt. Colonel 49th Field Regiment

Meetings: January, October or otherwise as required

Location: T.B.A.

Time: Suitable to majority

Terms of Reference: Emergency Management Planning Committee

1. To formulate a plan of action and to provide for the protection of lives and property in a major emergency/disaster in accordance with the *Emergency Management and Civil Protection Act R.S.O. 1990* Section 9 and the City of Sault Ste. Marie by law adopting the plan.
2. To complete and annually to review a Hazard Identification and Risk Assessment for the community and to establish emergency planning priorities relevant to the indicated risks.
3. To identify and prioritize community critical infrastructure, according to vulnerability and risk.
4. To create specific plans for the identified risks by taking action to reduce or eliminate the effects of such an emergency or disaster, to ensure an effective response, and planned action to recover from the emergency as quickly as possible
5. To create a Public Awareness Program relevant to the identified risks.
6. To create an Emergency Information Plan and arrange for a local emergency information center.

7. To ensure training exercises are carried out in accordance with requirements of the *Emergency Management and Civil Protection Act R.S.O. 1990* Sector 9.
8. To review and to approve the Sault Ste. Marie Emergency Response Plan on an annual basis and to make amendments as required.
9. To ensure that the Emergency Operations Control Team is trained in the implementation of the Sault Ste. Marie Emergency Response Plan.
10. To consult with members of the Emergency Management Advisory Group in emergency planning and reviews.

Appendix 15 - Sault Ste. Marie Emergency Management Advisory Group Terms of Reference

Purpose

The Emergency Management Advisory Group provides guidance and contributes to the development, implementation, and maintenance of the City of Sault Ste. Marie's Emergency Management Program.

Goals and Objectives

To provide a setting that will foster dialog and sharing of ideas on the topic of emergency management while correcting inconsistencies and minimizing duplications.

To provide support to members as they adopt emergency management practices in their own organizations.

To act as a subject matter expert providing knowledge and assistance upon request of the Emergency Management Planning Team.

Membership

- a) The organizations represented on the panel should ensure that their designate:
 - I. Have the ability, commitment, authority and resources to perform this role.
 - II. Have access to expertise, knowledge and information relating to their home organization.
 - III. Will report on the activities of the group to their respective organizations.
 - IV. Is able to share relevant information with the group regarding their organization's emergency management activities.
- b) The members of the Emergency Management Advisory Group shall:
 - I. Attend regular meetings as scheduled and additional meetings as time permits
 - II. Participate in discussion/ planning and share in the workload of the Group
 - III. Provide expertise in their professional area of responsibility

Meetings

- a) Semi- annual meetings will be conducted at the Emergency Operations Centre (65 Old Garden River Road). Alternate venues may be considered as the need arises.
- b) Sub-group meetings will be scheduled as required.

CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-20

FINANCE : (F1.1) A by-law to establish user fees and service charges.

WHEREAS Part XII of the *Municipal Act, S.O. 2001, c. 25*, as amended, states that despite any Act, a municipality and local board may pass by-laws imposing fees or charges on any class of persons, for services or activities provided or done by on behalf of it, and, for the use of it's property including property under its control;

AND WHEREAS it is deemed necessary to charge user fees and service charges;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby pursuant to Part XII of the *Municipal Act, S.O. 2001, c. 25* as amended enacts as follows:

1. **USER FEES ADOPTED**

That Council does confirm and ratify the user fees and service charges described in Schedules "A" to "G" attached to and forming part of this By-law and are outlined as follows:

Schedule A - Clerk's Department
 Schedule B - Community Services Department
 Schedule C - Engineering & Planning Department
 Schedule D - Finance Department
 Schedule E - Fire Department
 Schedule F - Legal Department
 Schedule G - Public Works & Transportation Department

2. **BY-LAW 2012-11 REPEALED**

By-law 2012-11 is hereby repealed

3. **EFFECTIVE DATE**

This By-law is effective on February 1, 2013.

PASSED in open Council this 21st day January, 2013

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "A"
CLERK'S DEPARTMENT

<i>GL Account Number</i>	<i>Services Offered</i>	<i>2012 Current Fee</i>	<i>2013 Proposed Fee</i>	<i>GST/HST included or added</i>	<i>By-Law or Resolution Reference</i>
10-130-1300-5703	MARRIAGE LICENSES				
	- Sale of Marriage Licenses - per license *	120.00	120.00	Exempt	Province
10-130-1300-5862	MAP SALES				
	- Sale of City Maps - per map	2.00	2.00	Inc	
10-130-1300-5863	ZONING BY-LAW SALES				
	- Sale of By-law 2005-150 - Paper Copy	100.00	100.00	Inc	2005-150
	- Sale of By-law 2005-150 - Paper Copy - Annual Update	50.00	50.00	Inc	2005-150
	- Sale of By-law 2005-150 - CD Rom	50.00	50.00	Inc	2005-150
	- Sale of By-law 2005-150 - CD Rom - Annual Update	50.00	50.00	Inc	2005-150
10-130-1300-5863	OTHER				
	- Photocopying - per page	0.50	0.50	Inc	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - By-law - 2013 - 20 - Schedule B
COMMUNITY SERVICES DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-500-5030-5415	BONDAR PAVILION				
	- Full Day Rental - Non Profit Group	140.45	145.00	Add	
	- Part Day Rental - Non Profit Group	88.43	90.00	Add	
	- Full Day Rental - Commercial	541.00	552.00	Add	
	- Part Day Rental - Commercial	281.00	287.00	Add	
	- Wedding Receptions	619.00	631.00	Add	
	- Clean Up - Minor	52.00	53.00	Add	
	- Clean Up - Major	208.00	212.00	Add	
	- Barriers	1.04	1.10	Add	
	- Tables	4.16	4.25	Add	
	- Chairs	0.42	0.45	Add	
	- Sound System (per day)	26.00	26.50	Add	
	- Kitchen (per day)	52.00	53.00	Add	
	- Supervision of Volunteers (per hour)	15.30	15.75	Add	
	- Alcohol event admin fee per event per day	28.11	28.70	Add	
	MARINA FEES				
10-500-5040-	- Fuels	Road Price + \$ 0.02	Road Price + \$ 0.02		
10-500-5050-	- Lock Tours - Dockage & Building Rental - Annual Fee	0.00	0.00	Add	
	- Sewage Pumpouts - per service	10.20	10.40	Add	
	- Cruise Ship Dockage Fee - rate per meter	5.10	5.20	Add	
	- Cruise Ship - Passenger disembarkment/embarkment fee	1.50 / passenger	1.50 / passenger	Add	
	- Bondar - Slip Rental - Daily - per foot	1.17	1.24	Add	
	- Bondar - Slip Rental - Weekly - per foot	6.12	6.72	Add	
	- Bondar - Slip Rental - Monthly - per foot	18.36	19.60	Add	
	- Bondar Dock - Ship/Barge Dockage (per metre)	0.14 / hr	0.15 / hr	Add	
		1.53 max / day	1.56 / day	Add	
		30.00/month	30.60/month	Add	
	- Bellevue - Slip Rental - Weekly - Non Serviced per foot	4.08	4.16	Add	

	- Bellevue - Slip Rental - Weekly - Serviced per foot	5.10	5.22	Add	
	- Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot	19.38	19.78	Add	
	- Bellevue - Slip Rental - Bi - Monthly - Serviced per foot	22.44	22.92	Add	
	- Bellevue - Slip Rental - Monthly - Non Serviced per foot	12.24	12.48	Add	
	- Bellevue - Slip Rental - Monthly - Serviced per foot	14.28	14.56	Add	
	- Bellevue - Slip Rental - Seasonal - Non Serviced per foot	26.52	27.04	Add	
	- Bellevue - Slip Rental - Seasonal - Serviced per foot	30.60	31.24	Add	
	- Bellevue - Slip Rental - Daily - Serviced per foot	1.17	1.24	Add	
	- Bellevue - Slip Rental - Daily - Non Serviced per foot	1.02	1.06	Add	
	- Launch Ramp Fee - Daily	6.00	6.00	Included	
	- Launch Ramp Fee - Seasonal	51.00	51.99	Add	
	- Winter Storage - Monthly per foot	1.50	1.55	Add	
	- Slip Cancellation Fee	25.00	25.00	Included	
	- September Special	50% fee discount	50% fee discount	Add	
10-500-5013-5610	LEADERSHIP DEVELOPMENT				
	- Leadership Courses - varies per content	\$ 10. To \$ 25	\$ 10. To \$ 25	Included	
	- Weekend Seminars - varies per content	\$ 25. To \$ 60	\$ 25. To \$ 60	Included	
	SENIOR CITIZENS ADVISORY COUNCIL				
10-500-5070-5612	- Fee in lieu of Other User Fees	16,800.00	16,800.00	Included	
5170 & 5171	DAY NURSERIES				
	Unsubsidized - Before School	9.30	9.49	Exempt	DSSAB Directed
	Unsubsidized - After School	14.00	18.50	Exempt	DSSAB Directed
10-500-5170-5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 36.40	1.75 to 36.40	Exempt	DSSAB Directed
10-500-5170-5561	Unsubsidized - Full Day	36.41	37.14	Exempt	DSSAB Directed
10-500-5171-5560	Unsubsidized - Half Day plus Lunch	20.10	Discontinued	Exempt	DSSAB Directed
10-500-5171-5561	Unsubsidized - Half Day	18.50	Discontinued	Exempt	DSSAB Directed
	MUNICIPAL BEST START PROGRAM				
10-500-5172-5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 37.27	2.50 to 37.27	Exempt	DSSAB Directed
	Unsubsidized - Before School	9.30	9.30	Exempt	DSSAB Directed
	Unsubsidized - After School	14.00	14.00	Exempt	DSSAB Directed
	Unsubsidized - Half Day plus Lunch	20.10	20.10	Exempt	DSSAB Directed
	Unsubsidized - Before and After School plus Lunch	37.28	37.28	Exempt	DSSAB Directed

	Note - a 5.0 % discount applies to all fees paid 3 months in advance				
5120/5130/5140	ARENA FEES				
	- Soo Greyhounds - agreement covered by separate By-law				
	- Admission - High school Hockey - Adults	3.10	3.32	Add	
	- Admission - High school Hockey - Students & Seniors	2.43	2.66	Add	
	- Admission - High school Hockey - Children	2.22	2.43	Add	
	- Ice Rentals - per hour - Prime Time - Adult	134.87	137.57	Add	
	- Ice Rentals - per hour - Prime Time - Youth	125.05	127.55	Add	
	- Ice Rentals - per hour - Prime Time - Organized	106.75	108.89	Add	
	- Ice Rentals - per hour - Prime Time - Tournament	79.21	80.79	Add	
	- Ice Rentals - per hour - School Board	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Ice (Lacrosse)	49.77	50.77	Add	
	- Ice Rentals - per hour - Non Prime Time - Winter -Adult	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Prime Time - Adult - Summer	114.94	117.24	Add	
	- Ice Rentals - per hour - Non Prime Time -Youth - Winter	79.21	80.79	Add	
	- Ice Rentals - per hour - Non Prime Time -Youth - Summer	94.63	96.52	Add	
	-Essar Centre Angelo Bumbacco Room-Full Day	250.00	250.00	Add	
	-Essar Centre Angelo Bumbacco Room-1/2 Day or 1/2 room	150.00	150.00	Add	
	-Essar Centre Multi Purpose Room 1/2 Day	50.00	50.00	Add	
	-Essar Centre Multi Purpose Room Full Day	100.00	100.00	Add	
	ARENA FEES (continued)				
	- Ice Skating - Admission - Adult	2.70	2.88	Add	
	- Ice Skating - Admission - Student	2.04	2.21	Add	
	- Ice Skating - Admission - Senior	2.04	2.21	Add	
	- Ice Skating - Admission - Child	1.81	1.99	Add	
	- Rental of McMeeken or Rhodes Centre - per day	867.00	885.00	Add	
5110	POOL FEES				
10-800-5110-5640	- Public Swim Admission - Adult Aquatics	3.98	4.07	Add	
	- Public Swim Admission - Senior Aquatics	2.96	3.01	Add	
	- Public Swim Admission - Adult	3.98	4.07	Add	
	- Public Swim Admission - Child / Senior	2.48	2.66	Add	
	- Public Swim Admission - Family	9.91	10.18	Add	
	- Pool Rental - per hour - Competitive Teams	44.59	45.48	Add	

	- Pool Rental - per hour - School Boards - includes 3 instructors	91.16	92.98	Add	
	- Pool Rental - per hour - Public - includes lifeguards	99.09	101.07	Add	
10-500-5110-5641	- Public Lessons - per lesson + surcharge	6.76	6.90	Add	
	- Swim Meet - Special Rate (per hour) plus expenses	34.68	35.37	Add	
	- John Rhodes meeting room rental up to 3 hours plus expenses	35.70	36.41	Add	
	- John Rhodes meeting room rental daily rates plus expenses	102.00	104.00	Add	
	WEST END COMMUNITY CENTRE				
10-500-5160-5616	-Single Turf Field Rental Per Hour-Prime Time	120.00	120.00	Add	
	-Single Turf Field Rental Per Hour-Non-Prime Time	75.00	75.00	Add	
	RENTALS				
	- Rental Gymnastics Club - Rhodes Centre - per month				
	- Rental Restaurant - Rhodes Centre - per month				
	- Rental Pro Shop - Rhodes Centre - per month				
	The above Rentals are governed by Agreements approved by Council.				
10-500-5010-5614	ATHLETIC FIELDS				
	- Slowpitch Fields - Adult per diamond per evening	56.20	57.34	Add	
	- Youth Ball - per diamond per evening	28.11	28.67	Add	
	- Slowpitch (Ball) Fields - Tournaments per Diamond per Day	35.98	36.69	Add	
	- Sault Amateur Soccer Association - Adult per field per night	56.20	57.34	Add	
	- Sault Youth Soccer Association - per field per night	28.11	28.67	Add	
	- Soccer Tournaments - per field per day	35.98	36.69	Add	
	- High School Soccer - per Season	0.00	0.00	Add	
	- High School Soccer - per field per day	28.11	28.67	Add	
	- High School Soccer Tournament- per field per day	35.98	36.69	Add	
	- Steeler Football - per game	449.82	458.81	Add	
	- Touch Football - per field per night	28.11	28.67	Add	
	- High School; Football - per season	6,715.00	7,050.00	Add	
	- Dressing Room Rental per event	28.11	28.67	Add	
	- Public Address System - per event	28.11	28.67	Add	
	- Beer Garden - per event per day	28.11	28.67	Add	
	- Sabercats Football - per game	224.91	229.47	Add	
	- Soo Minor Football - per evening (practice)	28.11	28.67	Add	

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	- Soo Minor Football - per day game fee (QE "B")	112.45	114.65	Add	
	- Soo Minor Football - fee for Rocky DiPietro Field per day	224.91	229.43	Add	
	- Speed Skating Club - per competition	562.27	573.50	Add	
	- Special Event Booking - Event more than 500 people	546.21	557.13	Add	
	- Special Event Booking - Event more than 200 people	273.10	278.54	Add	
	- Special Event - Garbage Pick-up and Recycling	208.08	212.26	Add	
10-500-5010-5615	BELLEVUE PARK				
	- Facility Booking - per booking	28.11	28.67	Add	
	- Special Event Booking - Event more than 250 people	546.21	557.13	Add	
	- Special Event Booking - Event less than 250 people	273.10	278.54	Add	
10-550-5550-5630	HISTORIC SITES BOARD (Fees set by Historic Sites Board)				
	- Membership - Adult	12.00	12.00	Add	Historic Sites
	- Membership - Family	20.00	20.00	Add	Board Resolution
	- Membership - Senior	5.00	5.00	Add	2008
	- Membership - Group/Business	25.00	25.00	Add	
	- Admission - Adult	7.00	8.00	Included	
	- Admission - Seniors / Children	5.00	6.00	Included	
	- Admission - Child under 5 years of Age	Free	Free	Add	
	- Admission - Family	18.00	22.00	Included	
	- Admission - Self Guided Group (10 or more) Adults	4.00	5.00	Included	
	- Admission - Self Guided Group (10 or more) Seniors/Children	3.00	4.00	Included	
	- Admission - Guided Tour Group (10 or more) Adults	5.00	6.00	Included	
	- Admission - Guided Tour Group (10 or more) Seniors / Children	4.00	5.00	Included	
	Education Tours - per student (basic rate)	2.00	2.00	Exempt	
	(basic rate X length of program + activity cost)				
	- JK & SK = 1 hour				
	- Grades 1 to 7 & Christmas = 1.5 hours				
	- Baking \$ 0.50 / student/ item)				
	- Take Home Craft \$ 1.00 / student + item				
	- Christmas - per student - (includes craft and baking)	3.75	3.75	Exempt	
	- Brownie / Guide - 2 hour program - per participant (follow fees of Ed)	5.00	5.00	Exempt	
	- Sparks / Beavers - 1.5 hour program - per participant (follow Fees of Ed)	5.00	5.00	Exempt	
	- workshops of any kind - minimum 1.5 hrs per participant	10.00 + supplies	10.00 + supplies	Add	
	- Outreach rental of education Kits	25.00/ 2 weeks	25.00/ 2 weeks	Add	

- Outreach Programs	25./ hr + supplies	25./ hr + supplies	Add
- Birthday Parties	Min \$100/ \$10 ea	Min \$100/ \$10 ea	Add
- Special Events & Happenings in the House			
- Seniors Tea - per person	3.00	6.00	Included
- Fur Festival - per person	5.00	5.00	Included
- Blueberry Tea - per person	5.00	6.00	Included
- Blueberry - Pancake Breakfast - adult	7.00	8.00	Included
- Blueberry - Pancake Breakfast - senior	6.00	7.00	Included
- Blueberry - Pancake Breakfast - child (over 3 yrs)	4.00	5.00	Included
- Harvest Festival - per person	5.00	5.00	Included
- Evening in the Summer Kitchen	40.00	50.00	Included
- Christmas Open House -	Admission Fee	Admission Fee	Add
- Heritage Lunch (per person)	12.00	15.00	Included
- Heritage Dinner (per person)	25.00	30.00	Included
- Special Rate - Cultural Passport	% of Full Rate	% of Full Rate	No
- Special Rate - Marketshare Tourism Pass	% of Full Rate	% of Full Rate	No
Brick Purchase (Walkway to History)	50.00	50.00	No
Plaque Purchase (Walkway to History)	100.00 to 500.00	100.00 to 500.00	No
Site User Fees: (Weddings, parties, Photographs, Film Crews)			
Basic Rental Not for Profit - 1/2 day (up to 4 hrs.)	100.00	100.00	Add
Basic Rental Commercial - 1/2 day (up to 4 hrs.)	250.00	250.00	Add
Basic Rental Not for Profit - Full day (4 to 10 hrs.)	150.00	150.00	Add
Basic Rental Commercial - Full day (4 to 10 hrs.)	450.00	450.00	Add
Basic Rental for Wedding Ceremony and/or photographs	200.00	200.00	Add
Basic rental for Film Crew (per hour)	100.00	100.00	Add
Supervisory Fees (added to basic rental rate) (per hour)	10.00	10.00	Add
Photography Fee (\$50 per 1/2 hour)	n/a	50.00	Add
Research User Fees			
Individual research request	10.00	10.00	Add
Yearly research privileges	50.00	50.00	Add
Reproduction Fees - photocopying (per page)	0.25	0.25	Add
Reproduction Fees - photograph scans (printed/disk)	5.00	5.00	Add
Map reproduction - will be subject to the sq. ft. rate of another business plus (administration fee)	\$25.00	\$25.00	Add
Previously HST added			

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CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "C"
ENGINEERING & PLANNING DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-300-3020-5402	PRINCE TOWNSHIP PLANNING FEES				
	- Retainer for Building Inspections and Plans Examinations (now included in By-law 2012-49)				
10-300-3030-5542	REZONING FEES				
	- Sale of City Official Plan	\$ 30.00 / plan	\$ 30.00 / plan	Exempt	
	- Official Plan Amendment	\$ 1200.00 / amend	\$ 1600.00 / amend	Exempt	
	- Rezoning Application Fee	\$ 1200.00 / app	\$ 1600.00 / app	Exempt	
	- Combined Official Plan & Rezoning Application	\$ 2000.00 / app	\$ 2500.00 / app	Exempt	
	- Subdivision Approval Fee	\$ 2500.00 / app	\$ 3000.00 / app	Exempt	
	- Condominium Approval Fee	\$ 2000.00 / app	\$ 2500.00 / app	Exempt	
	- Site Plan Review (Development Control)	\$ 500.00 / app	\$ 650.00 / app	Exempt	
	- Signs - Minor Amendment	\$ 200.00 / sign	\$ 250.00 / sign	Exempt	
	- Deferred Application	\$ 50.00 / app	\$ 50.00 / app	Exempt	
	- Deferred Application if new Notice is Required	\$ 250.00 / app	\$ 250.00 / app	Exempt	
	- Preparation of a Subdivision Agreement	\$2000 / app	\$2500 / app	Exempt	
	- Staff Attendance at OMB Hearings **	\$500/hearing day	\$500/hearing day	Exempt	
10-300-3038-5540	COMMITTEE OF ADJUSTMENT FEES				2010-87
	- Minor Variance Application (Single Unit Residential)	\$ 300.00 / app	\$ 350.00 / app	Exempt	
	- Minor Variance Application (Multiple Unit <5 RA /R1 Zone)	\$ 400.00 / app	\$ 450.00 / app	Exempt	
	- Minor Variance Application (Multiple Unit >4 & Other Zones)	\$ 500.00 / app	\$ 550.00 / app	Exempt	
	- Deferred Minor Variance Application	50.00 / app	50.00 / app	Exempt	
	- Consent Application (Lot Addition)	\$ 450.00 / app	\$ 500.00 / app	Exempt	
	- Consent Application (New Lot Creation)	\$400 + \$300 /lot/app	\$500 + \$300 /lot/app	Exempt	
	- Deed Issuance Application Fee	\$ 100.00 / deed	\$ 100.00 / deed	Exempt	
	- Deferred Application Fee - No New Notice	75.00 / app	75.00 / app	Exempt	
	- Deferred Application Fee if New Notice Required	1/2 App Fee	1/2 App Fee	Exempt	
	- Property Standards Appeal Fee	\$ 100.00 / app	\$ 100.00 / app	Exempt	
10-300-3020-5741	SEWER CONNECTIONS				2009-50
	- 100 mm diameter lateral per connection	\$3,720.00	\$3,720.00	Exempt	
	- 150 mm diameter lateral per connection	\$4,020.00	\$4,020.00	Exempt	
	- Additional Connection Charges				

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	- Class A Pavement - Additional Charge	\$1,910.00	\$1,910.00	Exempt	
	- Class B Pavement or Surface Treatment- Additional Charge	\$1,550.00	\$1,550.00	Exempt	
	- Curb and Gutter - Additional Charge	\$1,080.00	\$1,080.00	Exempt	
	- Concrete Sidewalk - Additional Charge	\$1,320.00	\$1,320.00	Exempt	
	- CCTV Sewer Inspection	\$170.00	\$170.00	Inc	
	- Sewer Camera Inspection	\$165.00	\$165.00	Add	
10-300-3020-5721	CULVERTS				
	- Single Driveway	1320.00/ Driveway	1320.00/ Driveway	Exempt	See By-law 2008-131
	- Double Entrance Driveway	2574.00 / Driveway	2574.00 / Driveway	Exempt	See By-law 2008-131
	<i>Additional Charges</i>				
	- Culvert Couplings	\$ 65.00 / coupling	\$ 65.00 / coupling	Inc	See By-law 2008-131
	- Additional Culvert length	\$ 225.00 / meter	\$ 225.00 / meter	Inc	See By-law 2008-131
10-300-3000-5446	DIGITAL DATA FEES				
	- Info Light	25.00	25.00	Inc	
	- Full data Extract	250.00	250.00	Inc	
	- Digital Orthophotos (1km grid)	100.00	100.00	Inc	
	- Aerial Mosaic	500.00	500.00	Inc	
	- Plan and Profile Drawings	\$10/sheet	\$10/sheet	Inc	
	- Lawyer Requests for Sanitary/Lateral Services	\$25	\$25	Inc	
	BUILDING PERMITS are covered by a Separate By-law				
	* See By-law 2012-49				

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "D"
FINANCE DEPARTMENT

Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-140-1410-5702	LOTTERY LICENCES				
	- Raffle under \$ 50,000 value	\$ 10.00 or 1 % of the Prize Value	\$ 10.00 or 1 % of the Prize Value	Exempt	
	- Raffle over \$ 50,000 value	to Province	to Province	Exempt	
	- Bingo - prize under \$ 5,500	\$ 10.00 or 1 % of the Prize Value	\$ 10.00 or 1 % of the Prize Value	Exempt	
	- Bingo - prize over \$ 5,500	to Province	to Province	Exempt	
	- Bazaar (Maximum 3 wheels)	\$ 10.00 / wheel	\$ 10.00 / wheel	Exempt	
	- Nevada Tickets	3% of Prize Value	3% of Prize Value	Exempt	
10-140-1410-5701	GENERAL LICENCES				
	- Pawnbroker (Annual)	\$250.00	\$250.00	Exempt	2003-52
	- Peddler - Resident Produce, Daily (Annual)	\$250.00	\$250.00	Exempt	2003-53
	- Plumber - Master	\$20.00	\$20.00	Exempt	2003-54
	- Adult Entertainment Parlour - Owner / Operator - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Owner - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Operator - Annual	\$2,000.00	\$2,000.00	Exempt	2002-165
	- Adult Entertainment Parlour - Burlesque Attendant - Annual	\$75.00	\$75.00	Exempt	2002-165
	- Amusement Arcade (Annual)	\$250.00	\$250.00	Exempt	2003-50
	- Food Vending	\$225.00	\$225.00	Exempt	2003-51
	NOTE : Licence Fees for Taxis, Limousines etc are Governed by Police Services By-law 154 but Administered by the Tax & Licence Division.				
10-800-8000-5841	PENALTIES & INTEREST ON TAXES				
	- On the First Day after the due date	1.25 % / month	1.25 % / month	None	2006-204
	- On the First day of each month that the Taxes remain unpaid				
	- On January 1st of the following year and each month thereafter				

10(e)

10-140-1405-5881	LIBRARY ACCOUNTING FEES				
	- Accounting / Data Processing Fees - Library Board	10,460.00	10,700.00	Exempt	
10-140-1405-5882	DSSAB ACCOUNTING SERVICES				
	- Accounting Services - District Social Services Admin Board	18,720.00	18,720.00	Added	
10-140-1405-5883	SAFE COMMUNITIES ACCOUNTING SERVICES				
	- Accounting Services - Safe Communities Partnership	150.00	150.00	Exempt	
10-800-8000-5842	INTEREST - ACCOUNTS RECEIVABLE				
	- On all accounts more than 30 days old	1.25 % / month	1.25 % / month	None	
10-140-1410-5884	TAX CERTIFICATES				
	- Tax Certificate (Certified Statement of Tax Account Status)	\$55.00	\$60.00	None	
10-140-1410-5885	TAX SEARCH & CONFIRMATIONS				
	- Confirmation - Previous Years per property per year	\$10.00	\$10.00	None	
	- Multiple Tax Balances per Property (bank searches)	\$5.00	\$5.00	None	
10-140-1405-5880	EMPLOYEE PC PURCHASES				
	- Interest Charged on Computer Purchases by City Personnel	5.00%	5.00%	None	
10-140-1405-5873	PAYROLL GARNISHEE				
	- Fee for Garnishee of payroll Cheque per pay per cheque	\$10.00	\$10.00	None	Set by Province
10-140-1405-5872	NSF CHEQUE FEE				
	- Fee for a cheque being returned per cheque	\$35.00	\$35.00	None	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "E"
FIRE SERVICES

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-200-2000-5572	FIRE ALARM SYSTEM				
	- Installation / Hook up Charge	360.50	360.50	Add	
	- Annual Surveillance Fee	234.00	234.00	Add	
10-200-2000-5574	INSPECTION CHARGES				
	- File Search - Residential Property	62.00	62.00	Add	
	- File Search - Commercial Property	62.00	62.00	Add	
	- Field Inspection (Minimum charge of 1 hour)	62.00	62.00	Add	
	- Property Resale Inspection	108.00	108.00	Add	
	- Daycare Licensing Inspection	108.00	108.00	Add	
10-200-2000-5570	AIR BOTTLE REFILLS				
	- Refill per bottle	7.00	7.00	inc	
10-200-2000-5571	TRAINING				
	- Fire Extinguisher Training (per 2 hour session)	108.00	108.00	Add	
	BURNING PERMITS				
	- New (First) Burning Permit	25.00	25.00	No	
	- Burning Permit - Annual Renewal	15.00	15.00	No	
	- Burning Permit - Weekly Fee	10.00	10.00	No	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "F"

LEGAL DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
	RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS				
10-150-1500-5753	Lyon's Building Centre (LYONS AVE & WELLINGTON) (L-14)	\$ 85.00 / month	\$ 85.00 / month	Add	3807
10-150-1500-5758	STEELTON SENIOR CENTRE (no Rent - July & August) (L-203)	\$ 400.00 / month	\$ 400.00 / month	Add	93-142
10-150-1500-5768	BUILDING DIVISION RENT	\$ 100,000.00 annual	\$100,000.00 annual	Exempt	
10-150-1500-5781	ANNUAL ENCROACHMENTS	Varies	Varies	Add	Various
	Nystedt, Dennis - 274 North Street	\$25.00/annual	\$25.00/annual	Add	4263
	Lyon's Building - 625 Queen Street East	\$25.00/annual	\$25.00/annual	Add	3945
	Cambrian Nissan - 460-468 Pim Street	\$25.00/annual	\$25.00/annual	Add	83-265
	Flormor Automotive - 53,59 Great Northern Road & 7 Champlain	\$25.00/annual	\$25.00/annual	add	
10-150-1500-5782	CIVIC CENTRE - MEETING ROOMS			Add	Various
10-150-1500-5761	GREAT LAKES POWER - PEOPLES ROAD (L-253)	\$ 200.00 / annual	\$ 200.00 / annual	Add	Res - 20 Oct 97
10-150-1500-5761	MINISTRY OF HEALTH - 540 ALBERT STREET (L-265)	\$ 5,599.00 / month	\$ 5,599.00 / month	Add	99-147
10-150-1500-5766	Part 65 OLD GARDEN RIVER ROAD (Sault Area Hospital) (L-322)	\$75,360 annual	\$75,360 annual	Add	2008-32
10-150-1505-5767	Bell Mobility CATHCART St - WEST STREET (LE-67)	\$ 5,500 annual	\$ 5,500 annual	Add	2007-24
10-150-1500-5785	Superior 7 Signs - 331 QUEEN ST E (L-317)	\$ 900.00 annual	\$ 900.00 annual	Add	per agreement
10-150-1500-5785	Algo Signs - 723 Great Northern Road (2 signs) (L-283)	\$2,400.00 annual	\$2,400.00 annual	Add	2001-195
10-150-1500-5786	Hopital Regional de Sudbury Regional Hospital (Part 65 Old Garden River Rd) (L-328)	\$5,850.00 annual	\$5,850.00 annual	included	2009-47
10-150-1500-5785	Superior 7 Advertising Ltd. - Sign - Lake Street (L-286)	\$950.00 annual	\$950.00 annual	Add	2002-80
10-150-1500-5785	Sault Ste. Marie Model Aircraft Radio Control Club (L-326)	\$400.00 annual	\$400.00 annual	Add	2008-50
10-150-1500-5785	Sault Ste. Marie Aquatic Club (L-230)	\$100.00 monthly	\$100.00 monthly	Add	2001-12
10-150-1500-5785	Algoma Sailing Club (L-122)	\$100.00 annual	\$100.00	Add	92-186
10-150-1500-5764	Rogers - 363 Second Line West (at Third Avenue) (L-334)	\$700.00 monthly	\$700.00 monthly	Add	2009-203
10-150-1500-5785	Algoma Public Health Unit (LE-84)	\$10.00/year	\$10.00/year	Add	2009-162
10-150-1500-5783	POA Rent-Civic Centre		\$4,714.50/month	Add	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2013 - 20 - Schedule "G"
PUBLIC WORKS & TRANSPORTATION DEPARTMENT

City Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
10-400-4100-5450	TRANSIT CASH FARES				
	- Adults	\$2.50	\$2.50	Exempt	
	- Students	N/A	N/A	Exempt	
	- Seniors	\$2.50	\$2.50	Exempt	
	- Children (Youth)	\$2.50	\$2.50	Exempt	
10-400-4100-5451	TRANSIT BUS PASSES				
	- Monthly Pass - Adult	\$60.00	\$60.00	Exempt	
	- Monthly Pass - Student	N/A	N/A	Exempt	
	- Monthly Pass - Senior	\$50.00	\$50.00	Exempt	
	- Monthly Pass - Child (Youth)	\$20.00	\$25.00	Exempt	
	- Punch Pass - 20 Rides	\$40.00	\$40.00	Exempt	
	- Senior Multi 6 Ride Pass (60 years and over)	\$7.80	\$7.80	Exempt	Established Oct 2008
	- Senior Multi 12 Ride Pass (60 years and over)	\$15.60	\$15.60	Exempt	Established Oct 2008
10-400-4100-5452	TRANSIT PHOTO I.D. CARD	\$ 4.00 / card	\$ 4.00 / card	Exempt	
10-400-4100-5460	TRANSIT CHARTERS - LOCAL				
	- Weekdays per hour (minimum 1 hour)	\$100.00/hr	\$125.00/hr	Add	
	- Sundays per hour (minimum 1 hour)	\$110.00/hr	\$135.00/hr	Add	
	- Statutory Holidays per hour (minimum 1 hour)	\$125.00/hr	\$160.00/hr	Add	
10-400-4100-5465	TRANSIT BUS ADVERTISING				
	- Governed by Agreement				
10-400-4120-5450	COMMUNITY BUS CASH FARES				
	- Cash Fare	\$2.50	\$2.50	Exempt	
	- Punch Pass - 20 Rides	\$40.00	\$40.00	Exempt	
10-400-4110-5450	PARA BUS FARES				
	- Cash Fare	\$2.50	\$2.50	Exempt	
	- Ambulatory Cash Fare	\$2.50	\$2.50	Exempt	
	- Attendant Cash Fare	\$2.50	\$2.50	Exempt	
	- 40 Ride Pass	\$70.00	\$70.00	Exempt	
	- 10 Ride - Ambulatory Pass	N.A.	N.A.		
	- 20 Ride - Ambulatory Pass	N.A.	N.A.		
	- 40 Ride - Ambulatory Pass	N.A.	N.A.		

10-400-4100-5860	MISCELLANEOUS TRANSIT SHOP SALES				
	- Labour	95.00	95.00	Add	
	- Bus Parking	\$ 20.00 / day	\$ 20.00 / day	Add	
	- Bus Parking - Monthly	\$ 225.00 / month	\$ 225.00 / month	Add	
	- Bus Wash	N/A	N/A	Add	
	- Bus Wash - by Hand	N/A	N/A	Add	
	- Bus - Mop and Sweep	N/A	N/A	Add	
	- Bus Vacuum	N/A	N/A	Add	
	- Battery Charge	N/A	N/A	Add	
	- Service Call - Regular Hours -	95.00	95.00	Add	
	- Service Call - After Hours -	\$130.00/ hr	\$130.00/ hr	Add	
	- Service Calls - Cost per kilometer -	\$ 0.45 / km	\$ 0.45 / km	Add	
10-400-4020-5520	SEWER RODDING				
	- Calls during regular Hours	\$140.00	\$140.00	Add	
	- Calls outside regular Hours	\$280.00	\$280.00	Add	
	LANDFILL FEES (established by by-law 2003-140)				
10-400-4040-5522	- Tipping Fee per tonne	70.00	70.00	No	2003-140
10-400-4040-5523	- Gate Fee	10.00	10.00	No	
10-400-4040-5522	- Out of town (Prince/Rankin) Tipping Fee per tonne	70.00	70.00	No	
10-400-4040-5522	- Asbestos per bag following MOE Regulations (up to 4 bags)	50.00	50.00	No	
10-400-4040-5522	- Asbestos bulk load - MOE Regulations per tonne after 4 bags	200.00	200.00	No	
10-400-4040-5522	- Bio-Medical Waste per tonne per MOE Guideline	200.00	200.00	No	
10-400-4040-5522	- Refrigerator/Freezer Disposal (untagged)	25.00	25.00	No	
10-400-4040-5522	- Non Hazardous Industrial Solid Waste (for cover material)	35.00	35.00	No	
10-400-4040-5577	- Non Hazardous Industrial Solid Waste (Non Useable)	70.00	70.00	No	New item
10-400-4210-5475	PARKING METERS				77-200
	- Queenstown Area per hour	1.00	1.00	Included	
	- City Centre Area per hour	0.50	0.50	Included	
10-400-4210-5477	HOODING OF PARKING METERS				
	- Single Meter per day	4.00	4.00	Included	
	- Double Meter per day	8.00	8.00	Included	
Various	PARKING LOTS				
	- Rental - Monthly	40.00	40.00	Included	
	- Yearly Rate - Non Refundable	411.00	411.00	Included	
	- Daily Rate	3.00	3.00	Included	
10-400-4300-	CEMETERY FEES * See By-law 2012-129				

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-22

RESOLUTIONS (E2.1) A by-law to authorize the execution of six (6) Municipal Council Support Resolutions to support six (6) solar photovoltaic Feed-In-Tariff (FIT) applications being submitted to the Ontario Power Authority Feed-In-Tariff Program.

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 the City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to six (6) Municipal Council Support Resolutions in the form of Schedules "A", "B", "C", "D", "E" and "F" hereto attached and dated the 21st day of January, 2013, to support six (6) solar photovoltaic FIT applications being submitted to the Ontario Power Authority Feed-In-Tariff Program.

2. **SCHEDULES "A" to "F"**

Schedules "A", "B", "C", "D", "E" and "F" form a part of this by-law.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION

Section 6.1(d)(i) - FIT Rules, Version 2.0

ON/APP/FIT-01/02

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13

WHEREAS W. M. WATTS Investments Ltd. (the "Applicant") proposes to construct and operate a
rooftop solar
 (the "Project") on 244 Queen Street East (the "Lands") in
Sault Ste. Marie under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of the City of Sault Ste. Marie
 indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the City of Sault Ste. Marie supports without reservation the
 construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

 Mayor - Debbie Amaroso

 City Clerk - Malcolm White

(Note: signature lines for councillors or other representatives, as appropriate)

FIT reference number: FIT-F16FKTX
 (Note: Must be inserted by Applicant to complete Application)

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION

Section 6.1(d)(i) - FIT Rules, Version 2.0

OPAMP/FIT 01/21

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13

WHEREAS Quattro Hospitality Inc. (the "Applicant") proposes to construct and operate a
_____ rooftop solar _____

[the "Project"] on 229 Great Northern Rd (the "Lands") in
Sault Ste. Marie _____ under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of _____ the City of Sault Ste. Marie
indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the _____ City of Sault Ste. Marie _____ supports without reservation the
construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

Mayor - Debbie Amaroso

City Clerk - Malcolm White

(Note: signature lines for councilors or other representatives, as appropriate)

FIT reference number: FIT - FX01EUG
(Note: Must be inserted by Applicant to complete Application)

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION

Section 6.1(d)(i) - FIT Rules, Version 2.0

OPAC/FIT 015r1

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13 _____

WHEREAS _____ SSM FNC Limited Partnership (the "Applicant") proposes to construct and operate a
_____ rooftop solar _____

(the "Project") on _____ 275 Second Line west, Sault Ste. Marie, Ontario _____ (the "Lands") in
_____ Sault Ste. Marie _____ under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of _____ the City of Sault Ste. Marie
Indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the _____ City of Sault Ste. Marie _____ supports without reservation the
construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

Mayor - Debbie Amaroso

City Clerk - Malcolm White

(Note: signature lines for councillors or other representatives, as appropriate)

FIT reference number: _____
(Note: Must be inserted by Applicant to complete Application)

10(4)

Schedule "D"



120 Adelaide Street West, Suite 1800
Toronto, Ontario M5H 1T1
T 416-967-2434
F 416-967-1947
www.powerauthority.on.ca

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION

Section 6.1(d)(i) - FIT Rules, Version 2.0

OPARB-FIT-015(1)

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13 _____

WHEREAS 2299371 Ontario Limited (the "Applicant") proposes to construct and operate a
_____ rooftop solar _____

(the "Project") on Albert Gionmi, 9 Sackville Road (the "Lands") in
_____ Sault Ste. Marie _____ under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of _____ the City of Sault Ste. Marie
indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the _____ City of Sault Ste. Marie _____ supports without reservation the
construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

Mayor - Debbie Amaroso

City Clerk - Malcolm White

(Note: signature lines for councillors or other representatives, as appropriate)

FIT reference number: _____
(Note: Must be inserted by Applicant to complete Application)

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION

Section 6.1(d)(i) - FIT Rules, Version 2.0

OPW/FIT-01501

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13

WHEREAS Castle Home Realty Ltd (the "Applicant") proposes to construct and operate a
_____ rooftop solar _____

(the "Project") on Thomas Felle, 20 Malabar Drive (the "Lands") in
Sault Ste. Marie _____ under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of _____ the City of Sault Ste. Marie
indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the _____ City of Sault Ste. Marie supports without reservation the
construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

Mayor - Debbie Amaroso

City Clerk - Malcolm White

(Note: signature lines for councillors or other representatives, as appropriate)

FIT reference number: FIT-F3YA6HW
(Note: Must be inserted by Applicant to complete Application)

PRESCRIBED FORM/TEMPLATE: MUNICIPAL COUNCIL SUPPORT RESOLUTION**Section 6.1(d)(i) - FIT Rules, Version 2.0**

OPAF/FIT 015/3

Capitalized terms not defined herein have the meanings ascribed thereto in the FIT Rules, Version 2.0.

Resolution NO: _____

Date: 21-Jan-13

WHEREAS _____ Fresh From the Sun Energy 2.0 LP _____ (the "Applicant") proposes to construct and operate a
_____ rooftop solar _____

(the "Project") on _____ 44 Great Northern Road _____ (the "Lands") in
_____ Sault Ste. Marie _____ under the Province's FIT Program;

AND WHEREAS the Applicant has requested that Council of _____ the City of Sault Ste. Marie _____
indicate by resolution Council's support for the construction and operation of the Project on the Property;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED THAT:

Council of the _____ City of Sault Ste. Marie _____ supports without reservation the
construction and operation of the Project on the Lands.

This resolution's sole purpose is to enable the Applicant to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Project or any other purpose.

Mayor - Debbie Amaroso

City Clerk - Malcolm White

(Note: signature lines for councilors or other representatives, as appropriate)

FIT reference number: _____
(Note: Must be inserted by Applicant to complete Application)

10(g)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-25

RESOLUTIONS: (E2.1) A by-law to amend By-law 2012-175 (a by-law authorizing the execution of Municipal Council Support Resolutions).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, S.O. 2001* and amendments thereto **ENACTS** as follows:

1. **SCHEDULE "A" OF BY-LAW 2012-175 AMENDED**

Schedule "A" of By-law 2012-175 is amended by deleting PUC Service Inc., 510 Second Line East and replacing it with PUC Distribution Inc., 500 Second Line East.

2. **EFFECTIVE DATE**

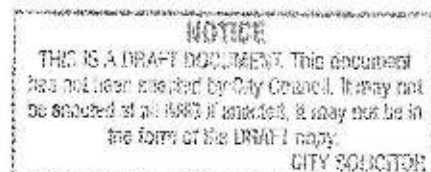
This by-law takes effect on the final day of its passing.

PASSED in open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

cf/Bylaws/2013/2013-25 amend 2012-175



10(h)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-18

TAXES: (T1.2(1)) A By-Law to provide for Interim Tax Levies.

WHEREAS Section 317 of the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, provides that the council of a local municipality, before the adoption of estimates for the year under Section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes;

AND WHEREAS the Council of the Corporation of the City of Sault Ste. Marie deems it appropriate to provide for such Interim levy on the assessment of property in this municipality;

THEREFORE the Council of the Corporation of the City of Sault Ste. Marie enacts as follows:

1. In this by-law the following words shall be defined as:

"Act" shall mean the *Municipal Act*, 2001 S.O. 2001, C.25, as amended

"Minister" shall mean the Minister of Finance;

"MPAC" shall mean the Municipal Property Assessment Corporation;

"Treasurer" means the treasurer of the Corporation of the City of Sault Ste. Marie or a person delegated the Treasurer's powers and duties under s.286(5) of the Act and By-law 2006-199, being the City Tax Collector.

2. The amounts levied shall be as follows and payable to the Treasurer:

2.1 For the Residential, Pipeline, Farm and Managed Forest property classes there shall be imposed and collected an interim levy of:

50% of the total taxes for municipal and school purposes levied in the year 2012 in accordance with Section 317(3) paragraph 2 of the Act.

2.2 For the Multi-Residential, Commercial and Industrial property classes there shall be imposed and collected an interim levy of:

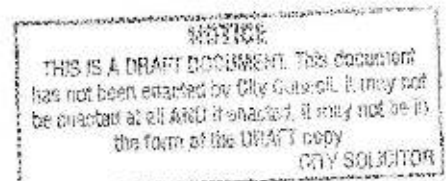
50% of the total taxes for municipal and school purposes levied in the year 2012, in accordance with Section 317(3) paragraph 2 of the Act.

3. For the purposes of calculating the total amount of taxes for the year 2012 under paragraph 2, if any taxes for municipal and school purposes were levied on a property for only part of 2012 because assessment was added to the Tax Roll during 2012, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal and school purposes had been levied for the entire year.

4. The provisions of this by-law apply in the event that assessment is added for the year 2013 to the Tax Roll after the date this by-law is passed and the tax levy shall be imposed and collected.

5. All taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.

6. There shall be imposed on all taxes a penalty for non-payment or late payment of taxes in default of the installment dates set out below. The penalty shall be one percent (1 1/4%) of the amount on the first day of default and on the first day of each calendar month during which the default continues, but not after the end of 2013.



10(h)

7. Following December 31, 2013, interest charges of one percent (1 1/4%) shall be imposed upon the amount in default on the first calendar day of each month during which the default continues.
8. The final tax levy imposed by this by-law shall be paid in two installments due on the following dates:
 - 8.1 One-half (1/2) thereof on the 5th day of March, 2013;
 - 8.2 One-half (1/2) thereof on the 5th day of May, 2013.
9. A notice specifying the amount of taxes payable, may be mailed or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law by the Treasurer.
10. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered in the Tax roll under Section 340 of the Act.
11. The Treasurer may adjust the interim levy of a property if the taxes imposed by this by-law are in excess of 50% of the taxes levied on that property in 2012, adjusted to annualize any assessment changes that occurred during 2012, adjusted to annualize any assessment changes that occurred during 2012. No adjustment shall reduce the 2013 interim levy below 50% of the adjusted tax amount.
12. The subsequent levy for the year 2013 to be made under the Act shall be reduced by the amount to be raised by the levy imposed by this by-law.
13. The provisions of Section 317 of the Act, apply to this by-law with necessary modifications.
14. The Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under section 7 of this by-law in respect of non-payment or late payment of any taxes or any installment of taxes.
15. Nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
16. By-law 2012-19 is hereby repealed
17. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
18. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

PASSED in open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-27

TEMPORARY STREET CLOSING: (S4.1) A by-law to permit the temporary closing of various streets to facilitate various Bon Soo Winter Carnival events.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 11 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. TEMPORARY STREET CLOSING OF VARIOUS STREETS

The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of the following streets to facilitate various Bon Soo Winter Carnival events:

- (a) Closure of Queen Street East from Spring Street to Elgin Street (also blocking access from March Street to Queen Street) on February 5, 2013 from 4:45 p.m. to 7:00 p.m. for Bon Soo Snomadness event;
- (b) Closure of Foster Drive from Elgin Street to Spring Street on February 1, 2013 from 3:00 p.m. to February 2, 2013 at 11:00 a.m. for the 50th Annual Bon Soo Winter Carnival opening ceremonies;
- (c) Closure of lower Lake Street (south of Queen Street) from Queen Street East to Bellevue Park on February 1, 2013 to February 10, 2013 from 6:00 p.m. to 8:00 p.m. for the 50th Annual Bon Soo Winter Carnival.

2. EFFECTIVE DATE

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

PASSED in open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

cl/staff/by-laws/2013/2013-27 bon soo

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CITY CLERK

10(j)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-14

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 1616 Queen Street East.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, chapter P.13 and amendments thereto, **ENACTS** as follows:

1. **1616 QUEEN STREET EAST; LOCATED ON THE NORTHEAST CORNER OF QUEEN STREET EAST AND SHANNON ROAD; CHANGE FROM R2 TO R2.S WITH A "SPECIAL EXCEPTION"**

The zone designation on the lands described in Section 2 of this by-law, which lands are shown on Map 1-10 of Schedule "A" to By-law 2005-150, is changed from R2 (Single Detached Residential) zone to R2.S (Single Detached Residential) zone with a "Special Exception".

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by adding the following subsection 2(322) and heading as follows:

"2(322) 1616 Queen Street East

Despite the provisions of By-law 2005-150, the zone designation on the lands located on the northeast corner of Queen Street East and Shannon Road, and having civic address 1616 Queen Street East and outlined and marked "Subject Property" on the map attached as Schedule 322 hereto is changed from R2 (Single Detached Residential) zone to R2.S (Single Detached Residential) zone with a "Special Exception" to permit, in addition to the uses permitted in an R2 zone, a parking lot in association with the institutional use located at 1600 Queen Street East."

3. **SCHEDULE "A"**

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

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 21st day of January, 2013.

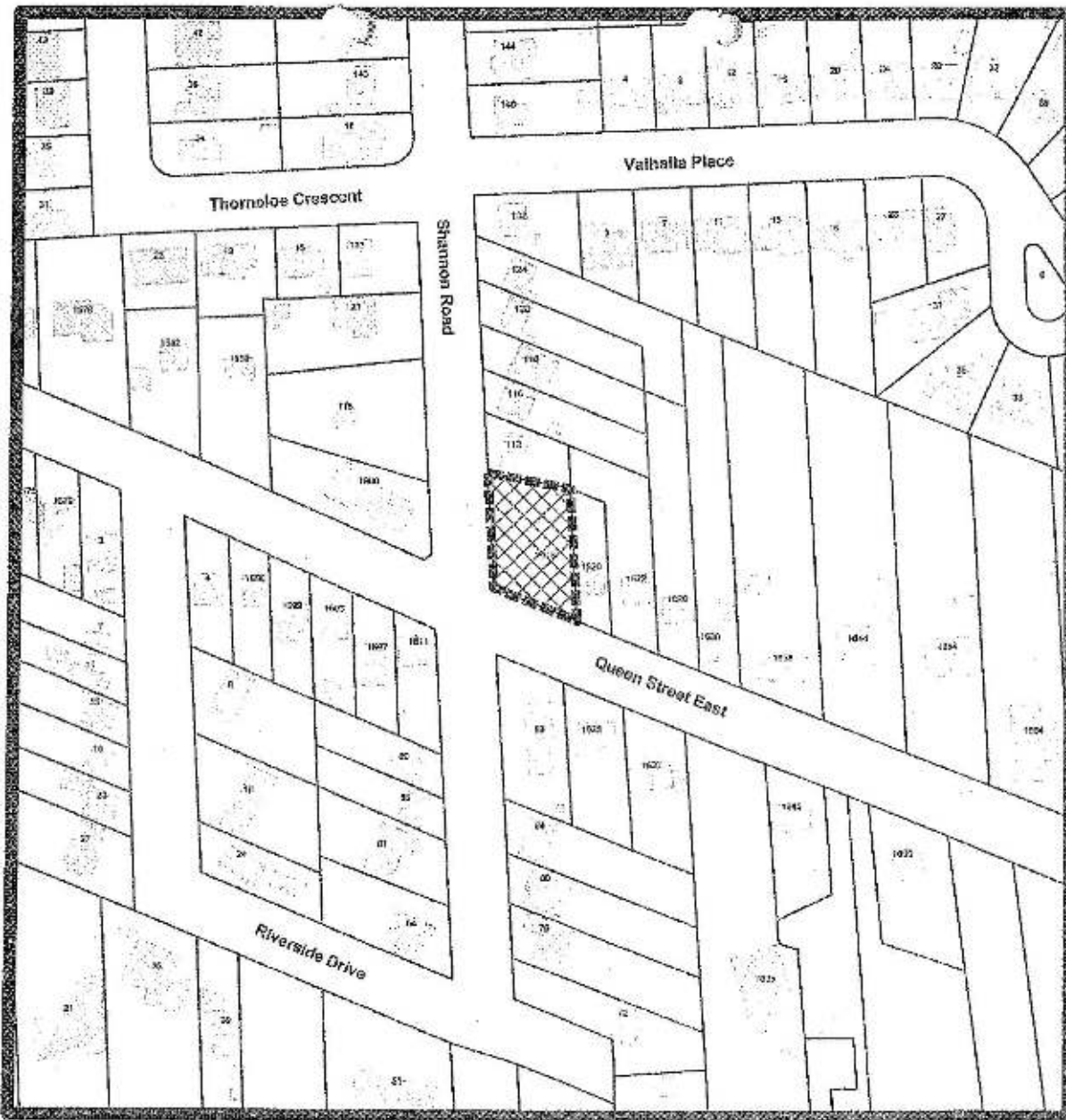
MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

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CITY SOLICITOR

10(j)

SCHEDULE "A" TO BY-LAW 2013-14 OF THE CORPORATION OF THE CITY
OF SAULT STE. MARIE



SUBJECT PROPERTY MAP

1616 QUEEN STREET EAST

Planning Application: A-3-13-Z



Subject Property = 1616 Queen Street East

Subject Property



METRIC SCALE
1:1600

MAP REFERENCE
4 & 1-10

MAP LABEL ID
A-3-13-Z

10(K)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-16

ZONING: A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located in the Sherwood Heights Subdivision North Extension (Palmer Development).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, chapter P.13 and amendments thereto, **ENACTS** as follows:

1. **BLOCK 59 OF SHERWOOD HEIGHTS SUBDIVISION NORTH EXTENSION; LOCATED ON THE WEST SIDE OF ST. PATRICK STREET AT ITS INTERSECTION WITH SHERWOOD PARKWAY; CHANGE FROM R2 TO R3**

The zone designation on the lands described as Block 59 of the Sherwood Heights Subdivision North Extension shown as "Subject Property" on the map attached to this by-law, which property is shown as Block C(59) on Map 1-110 of Schedule "A" to By-law 2005-150 is changed from R2 (Single Detached Residential) zone to R3 (Low Density Residential) zone.

2. **BLOCK 57, 58 AND 60 OF SHERWOOD HEIGHTS SUBDIVISION NORTH EXTENSION; LOCATED NORTHWEST OF THE INTERSECTION BETWEEN ST. PATRICK STREET AND SHERWOOD PARKWAY; CHANGE FROM R2 TO R4**

The zone designation on the lands known as Blocks 57, 58 and 60 of the Sherwood Heights Subdivision North Extension and shown as "Subject Property" on the map attached to this by-law, which property is shown as Block A(57), Block B(58) and Block D(60) on Map 1-110 of Schedule "A" to By-law 2005-150 is changed from R2 (Single Detached Residential) zone to R4 (Medium Density Residential) zone.

3. **SCHEDULE "A"**

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

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 21st day of January, 2013.

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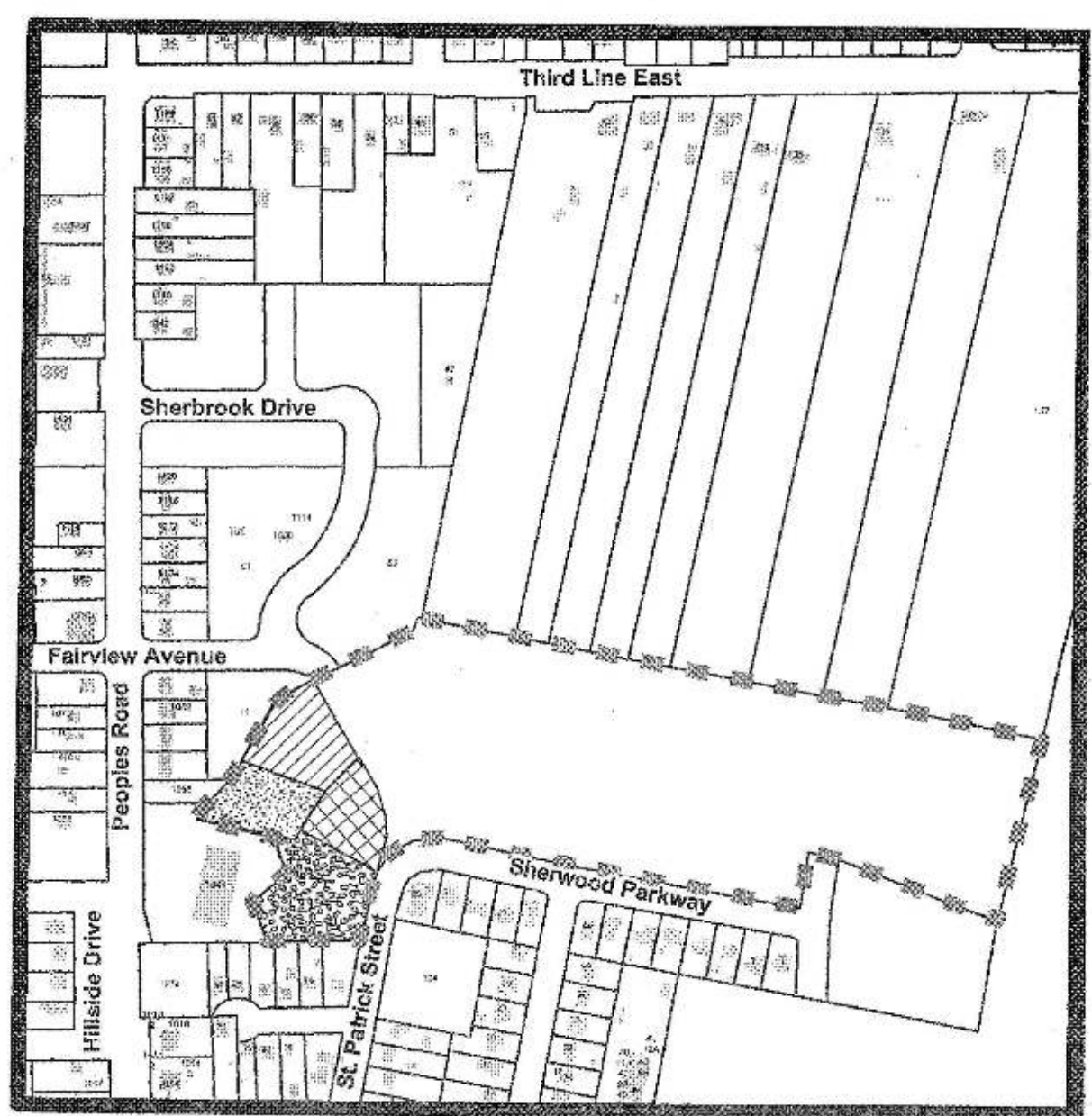
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MAYOR – DEBBIE AMAROSO

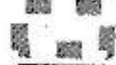
CITY CLERK – MALCOLM WHITE

10(K)

SCHEDULE "A" TO BY-LAW 2013-18 OF THE CORPORATION OF THE CITY
OF SAULT STE. MARIE



SUBJECT PROPERTY MAP

-  Subject Property
-  Block A-(57)
-  Block B-(58)
-  Block C-(59)
-  Block D-(60)

Sherwood Parkway
Zoning Application: A-32-12-Z
Subdivision Reference: 57T-12-502

Roll Number
050-035-022-05



Maps
96 & 1-110

Metric Scale
1 : 3500

Mail Label ID
A-32-12-Z

10(1)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2013-19

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 1318 Queen Street East.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the *Planning Act*, R.S.O. 1990, chapter P.13 and amendments thereto, **ENACTS** as follows:

1. **1318 QUEEN STREET EAST; LOCATED ON THE NORTH SIDE OF QUEEN STREET EAST, OPPOSITE BELLEVUE PARK AND APPROXIMATELY 115M WEST OF LAKE STREET; CHANGE FROM R2 TO R3.S WITH A "SPECIAL EXCEPTION".**

The zone designation on the lands described in Section 2 of this by-law, which lands are shown on Map 1-6 of Schedule "A" to By-law 2005-150, is changed from R2 (Single Detached Residential) zone to R3.S (Low Density Residential) zone with a "Special Exception".

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by adding the following subsection 2(323) and heading as follows:

"2(323) 1318 Queen Street East

Despite the provisions of By-law 2005-150, the land located on the north side of Queen Street East, opposite Bellevue Park and approximately 115m west of Lake Street, and having civic address 1318 Queen Street East and outlined and marked "Subject Property" on the map attached as Schedule 323 hereto is changed from R2 (Single Detached Residential) zone to R3.S (Low Density Residential) zone with a "Special Exception" to permit, in addition to the uses permitted in an R3 zone, a maximum of two dwelling units."

3. **SCHEDULE "A"**

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

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 21st day of January, 2013.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

de LEGALIST AFFIDONING. ZONING WITH SPECIAL EXCEPTION 2013-19 STEPHEN HUNTER 1318 QUEEN ST E 2013-19 ZONING BY-LAW.DOCX

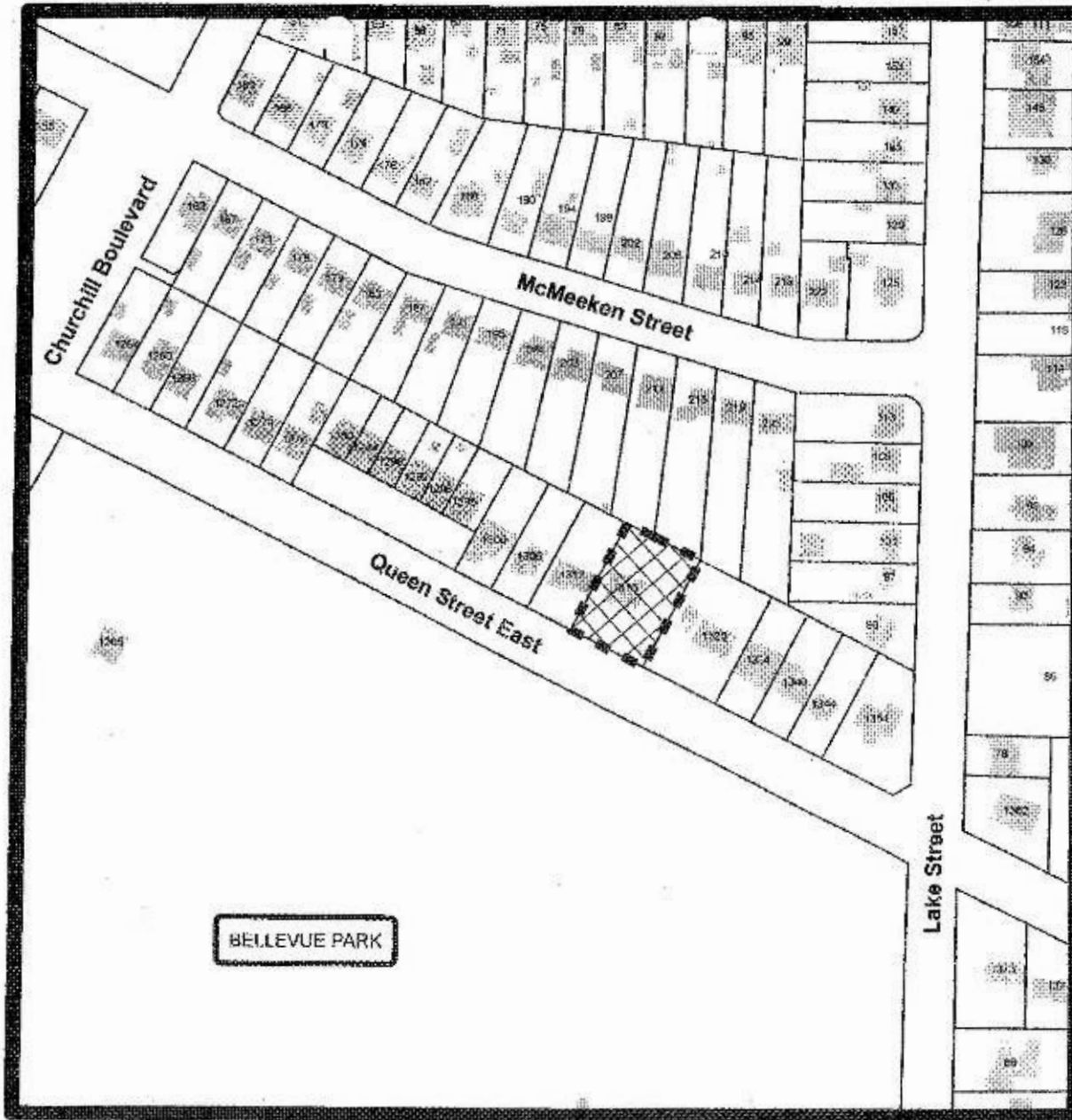
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CITY SOLICITOR

10(1)

SCHEDULE "A" TO BY-LAW 2013-19 AND SCHEDULE 323 TO BY-LAW 2005-151 OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE



SUBJECT PROPERTY MAP

Planning Application: A-2-13-Z

1318 QUEEN STREET EAST

-  Subject Property = 1318 Queen Street East
-  Subject Property = 1318 Queen Street East



Metric Scale
1 : 2000

Maps
1 & 1-6

Mail Label ID
A-2-13-Z

ADDENDUM

REGULAR MEETING OF CITY COUNCIL

2013 01 21

4:30 P.M.

COUNCIL CHAMBERS

3. APPROVE AGENDA AS PRESENTED

Mover: Councillor S. Butland

Seconder: Councillor F. Manzo

Resolved that the Addendum #1 for the 2013 01 21 City Council meeting as presented be approved.

4. DELEGATIONS/PROCLAMATIONS

- f) Cathy Ferguson, Manager – Municipal Day Nurseries will be in attendance concerning agenda item 5.(f).

PART ONE – CONSENT AGENDA

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

e) 2013 User Fees – By-law 2013-20

A revised User Fee & Service Charges – By-law 2013-20 – Schedule B – Community Services Department is attached for the consideration of Council.

The relevant By-law 2013-020 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

h) Solar Photovoltaic Fit Application

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

The relevant By-law 2013-025 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

PART TWO – REGULAR AGENDA

6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**
- (7) PUBLIC WORKS AND TRANSPORTATION**
- (8) BOARDS AND COMMITTEES**

- a) Economic Development Corporation – Innovation Centre Accountability Agreement Reports**

Additional correspondence is attached for the consideration of Council.

- b) \$190,000 EDF Request – Development of a Small Business Incubator Three (3) Year Pilot Project in Sault Ste. Marie**

Mover: Councillor S. Myers

Second: Councillor M. Bruni

Resolved that agenda item 6.(8)(b) be amended by adding the following text at the end of the resolution – “and, Further that City Council appoints Councillor Terry Sheehan to the Small Business Incubator Advisory Steering Committee”.

- c) Age-Friendly Sault Ste. Marie – Phase Two**

A report of Age-Friendly Sault Ste. Marie is attached for the consideration of council.

Mover: Councillor S. Myers

Second: Councillor F. Fata

Resolved that the report of Age Friendly Sault Ste. Marie dated January, 2013 concerning Age-Friendly Sault Ste. Marie – Phase Two be received as information.

- d) Mover: Councillor T. Sheehan**

Second: Councillor F. Fata

Resolved that City Council is now authorized to meet in Open Session as the sole shareholder of PUC Inc. and PUC Services Inc.; and

Further resolved that City Council appoints Mayor Debbie Amaroso as Council's proxy to vote on the resolution of the shareholder of PUC Inc. and PUC Services Inc.

7. **UNFINISHED BUSINESS, NOTICE OF MOTIONS AND RESOLUTIONS
PLACED ON AGENDA BY MEMBERS OF COUNCIL**
8. **COMMITTEE OF THE WHOLE FOR THE PURPOSE OF SUCH MATTERS AS
ARE REFERRED TO IT BY THE COUNCIL BY RESOLUTION**
9. **ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**
10. **CONSIDERATION AND PASSING OF BY-LAWS**

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - By-law - 2013 - 20 - Schedule B (addendum)

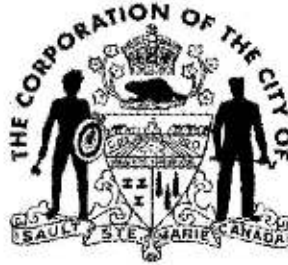
COMMUNITY SERVICES DEPARTMENT

GL Account Number	Services Offered	2012 Current Fee	2013 Proposed Fee	GST/HST Included or Added	By-Law or Resolution Reference
5170 & 5171	DAY NURSERIES				
5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 36.40	1.75 to 36.40	Exempt	DSSAB Directed
5561	Unsubsidized - Before School	9.30	9.49	Exempt	
	Unsubsidized - Before and After School	14.00	18.50	Exempt	
	Unsubsidized - After School	9.30	12.14	Exempt	
	Unsubsidized- Full Day Preschool	36.41	37.14	Exempt	
	Unsubsidized - Full Day Toddler	36.41	39.66	Exempt	
	Unsubsidized - Full Day Infant	36.41	45.00	Exempt	
	MUNICIPAL BEST START PROGRAM				
5560	Subsidized Child Care based on ability to pay (per day)	2.50 to 37.27	1.75 to 37.27	Exempt	DSSAB Directed
5561	Unsubsidized-Full Day	37.28	38.03	Exempt	
	Unsubsidized - Before School	9.30	9.49	Exempt	
	Unsubsidized - After School	9.30	12.14	Exempt	
	Unsubsidized - Before and After School	14.00	18.50	Exempt	
	Note - a 5.0 % discount applies to all fees paid 3 months in advance				

5(h)

Jerry Dolcetti, RPP
Commissioner

Madison Zuppa, MES
Environmental Initiatives Coordinator



ENGINEERING & PLANNING
DEPARTMENT

Engineering & Construction Division

2013 01 21

File: 4.277

Mayor Debbie Amaroso and
Members of City Council

RE: SOLAR PHOTOVOLTAIC FIT APPLICATION

PURPOSE

The purpose of this report is to request Council approval to amend Schedule "A" of By-law 2012-175 to correct the Municipal Council Support Resolution for PUC Services Inc.

BACKGROUND

On September 24, 2012, Council passed By-law 2012-175 which authorized the execution of four (4) Municipal Council Support Resolutions to support the solar photovoltaic applications being submitted to the Ontario Power Authority Feed-In-Tariff Program. It has now been brought to the attention of City staff that one (1) of the Municipal Council Support Resolutions references the applicant as PUC Service Inc. in point of fact the application is being made by PUC Distribution Inc. To correct this anomaly By-law 2012-175, Schedule "A" requires an amendment; however, all other Municipal Council Support Resolutions shall remain the same.

ANALYSIS

Information was provided by Ted Curry, Superior Energy Solutions.

IMPACT

There is no budgetary impact.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

That the report of the Environmental Initiatives Coordinator concerning solar photovoltaic FIT application be received, and the amendment to By-law 2012-175, Schedule "A" replacing PUC Services Inc. with PUC Distribution Inc. as the applicant is recommended for approval.

5(h)

Respectfully submitted,



Madison Zuppa, MES
Environmental Initiatives Coordinator

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

RECOMMENDED FOR APPROVAL

Joseph M. Fiodori
Chief Administrative Officer



January 15, 2013

Dear Mayor and City Council,

Please find enclosed the following information for your review and consideration for the January 21st Council Meeting:

- 2012 Report on the Memorandum of Understanding (MOU) for Accountability between the City of Sault Ste. Marie (SSM) and the Sault Ste. Marie Economic Development Corporation (SSMEDC)
 - Attachment A: 2009 MOU between SSM and the SSMEDC (Under separate cover)
- 2012 Report from the Sault Ste. Marie Innovation Centre (SSMIC) on the MOU for Accountability and Key Performance Indicators (KPI)

We will be making a very short presentation to you about our respective organizations, their progress, success and priorities for the upcoming year.

On behalf of our respective Boards of Directors, we will be inviting you to concurrent SSMEDC/SSMIC information sessions that will be held on Wednesday, February 6 at 4:30pm and 5:15 pm at the Sault Ste. Marie Innovation Centre. The purpose for this event is to provide the community, media and yourselves the opportunity to become more familiar with the priorities, strategies, projects and initiatives that our respective organizations are undertaking in support of the growth and development of Sault Ste. Marie.

Each Council member will be individually invited to attend both information sessions; one for the SSMEDC and one for the SSMIC at the times noted. The meetings are structured in this fashion to ensure that no more than seven City Councilors attend any one of these information sessions, thereby avoiding a situation where such an event would be construed in any way as a Council meeting. It will be important for Councillors to attend only the sessions for which they will be specifically invited.

We look forward to the opportunity to meet with you so you can learn more about your investments in our respective organizations. Thank you for the opportunity to make these presentations.

A handwritten signature in dark ink, appearing to read "Tom Dodds".

Tom Dodds
Chief Executive Officer
Sault Ste. Marie Economic Development Corporation

A handwritten signature in dark ink, appearing to read "Tom Vair".

Tom Vair
Executive Director
Sault Ste. Marie Innovation Centre

Age-Friendly Sault Ste. Marie – Phase Two

Transportation & Outdoor Spaces and Buildings

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Transportation Results

Suggestions

Outdoor Spaces and Buildings Results

Suggestions

Conclusion

Appendix

January, 2013

Executive Summary

According to Census data, the community of Sault Ste. Marie will have a population with 35% of citizens being over 60 years of age in 2018 and 41% by 2028. The growing population of aging citizens, along with the critical need for social services, healthcare and sufficient community infrastructure, has led to Mayor Amaroso's call for Sault Ste. Marie to become part of the World Health Organization's (WHO) network of Age-Friendly Cities.

Sault Ste. Marie's current status is being assessed against a series of requirements¹ set out by the WHO in order to become part of the network. A written 5 year plan that adheres to those requirements and addresses where the city falls short will be put in place and continuously followed with ongoing revisions and considerations to meet the needs identified by the community.

Age-Friendly Cities are recognized by the World Health Organization as cities that promote **active aging**. **Active aging** is "the process of optimizing opportunities for health, participation and security in order to enhance the quality of life as people age" (*Active Aging: A Policy Framework*, WHO, 2002). The Age-Friendly City project follows a locally-driven, "bottom-up" approach which focuses on the lived experience of older people; what is and what is not "age-friendly" and what can be done to improve their community.

Currently, Age-Friendly Sault Ste. Marie is assessing the city's "age-friendliness". A steering committee—and a number of sub-committees have been formed in order to move this process along. Key stakeholders and field-related professionals have offered their expertise and advice in the project. There are four phases in the initial assessment. Each phase focuses on two different areas that make a city age friendly. The city wide assessment was conducted through a number of focus groups and surveys. On August 13th the 'Phase One: Age-Friendly Sault Ste. Marie' report was brought forward to council. Phase one was dedicated to assessing Housing and Community and Health Services in Sault Ste. Marie. Since the report was accepted as information, it has been forwarded on to the appropriate departments so they may work the assessment into their future action plans. This report (Phase Two) will be followed by two others explaining, in detail, the information that has been gathered (trends, gaps in services, suggestions, etc.); after the reports are reviewed by council they will be given to city planners to discuss in terms of feasibility, timelines, and budget. After the report is discussed by city staff it will return to council for approval.

Sault Ste. Marie's status as an Age-Friendly city will not only improve the quality of life for all citizens, but also promote the quality of life that can be obtained here on a global scale. It is essential that our aging population has the right to enjoy good health and participate fully in their community. This initiative will anticipate and respond to the needs and preferences of one of our largest demographics².

The committee was able to determine several critical areas in which the city needs improvement. Some of these improvements are already in place; others are in future plans. There are targeted strengths and weaknesses within each category that the community has identified. This report will act as an information guide brought forward by the committee on behalf of approximately **250 respondents** who gave their input for Age-Friendly Sault Ste. Marie: Phase Two.

Survey, Format and Reach

WHO's Guidelines

"Year 1-2: A comprehensive and inclusive baseline assessment of the age-friendliness of the city or community. This needs to be rigorous but can be flexible. At a minimum, it needs to at least consider each of the eight domains identified in the Global Age-friendly Cities guide." (*Network Cycle on Continuous Improvement*. WHO, 2002).

Any city wishing to become part of the WHO's Age-Friendly Network must adhere to a set of specific guidelines³. These guidelines were created to ensure that each community has exceptional assets in every area of what the WHO's defines as Age-Friendly. There are eight sub categories;

1. Housing
2. Community and Health Services
3. Transportation
4. Outdoor Spaces and Buildings
5. Social Participation
6. Respect and Social Inclusion
7. Civic Participation and Employment
8. Communication and Information

Note: No one sub category hold more importance than another. The categories have been prioritized by Mayor Amaroso as most critical to least at this time in Sault Ste. Marie.

There will be four phases in the assessment. Each phase will be allotted four months to address two of the categories (in the above order). This report will focus on Transportation and Outdoor Spaces and buildings.

Survey Format

Both the Transportation Survey⁴ (released on September 4th, 2012) and the Outdoor Spaces and Buildings Survey⁵ (released on October 15th, 2012) followed the same format. This format replicated the one used for the Community and Health Services Survey from Phase One. An explanation of the Age-Friendly concept is written at the top of the first page, as well as guidance on how to fill out the surveys. The accuracy rating scale was reduced from five ratings to three (to simplify data collection) and the statements were turned into questions. Since Phase One, there has been one minor change; after brief deliberation we have changed the phrase "from three to 83 years of age..." to "from three to 93 years of age..." to express inclusivity to respondents. This format has been solidified for the remainder of the assessment as not to confuse respondents and keep consistency.

Number of Respondents, Geographic Reach and Availability

The Age-Friendly Surveys have been made available online and at public locations throughout the community. The steering committee tried, at best, to place hard copies in one or more locations per city ward. The locations are as follows:

Websites

1. Algoma Public Health - <http://www.ahu.on.ca/index.aspx?l=1,2,3>
2. Mayor Amaroso's Social Media Sites - www.facebook.com/saultmayor
www.twitter.com/saultmayor
3. Community Engagement Coordinator Social Media Sites--
www.twitter.com/saultengagement www.saultengagement.wordpress.com
4. Retired Elementary Teachers Ontario -
5. Libraries - <http://www.ssmpl.ca/>

Public Drop Box Locations

1. Cambrian Mall
2. John Rhodes Community Centre
3. Senior Drop In Centre
4. Steelton Centre
5. Soup Kitchen
6. Three Library Branches (Main, Korah, Churchill)
7. Royal Canadian Legion

Please note: There are fewer box locations than Phase One; the committee assessed the number of respondents at each location and those with fewer than 3 responses per survey were removed. If there are requests for surveys in those areas they will be mailed directly to the citizen.

During the Transportation Survey, we reached **49 respondents⁶** through online and public locations. We reached an **additional 60 (+/-) respondents** through focus groups.

During the Outdoor Spaces and Buildings survey, we reached **68 respondents⁷** through online and public locations. We reached an **additional 60 respondents** through focus groups.

Several community organizations and groups were approached for Phase One consultation and participation;

- Francophone seniors
- Urban Aboriginals
- Sault Youth Association
- Girl Guides

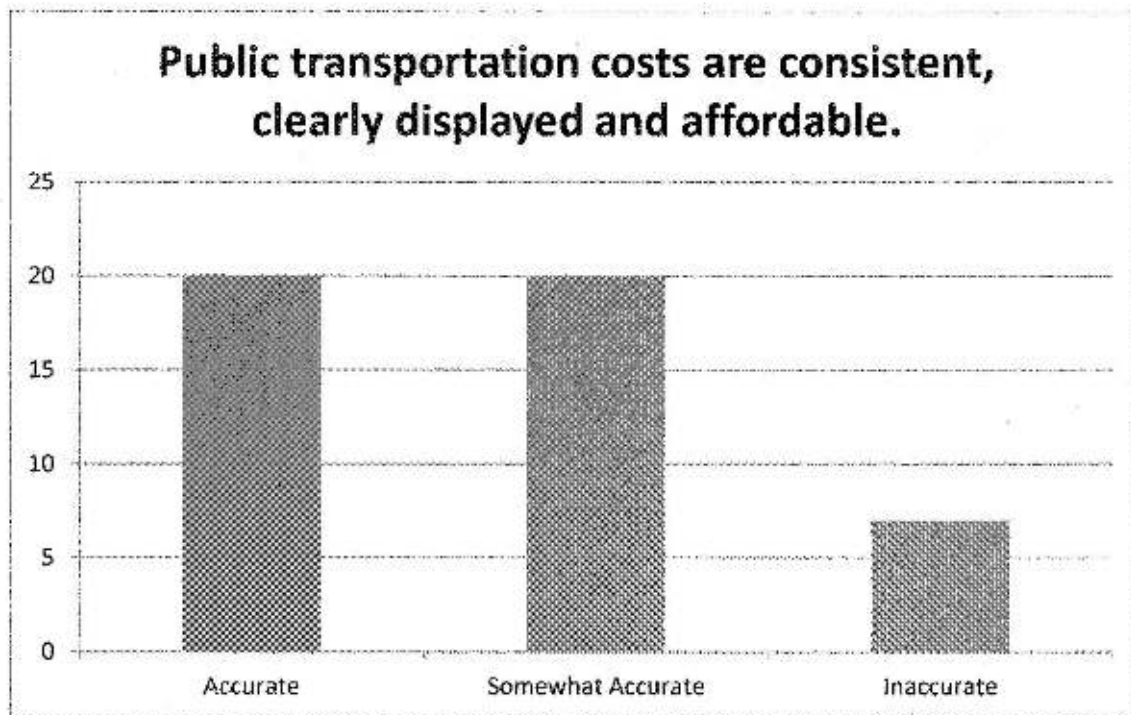
The committee is happy to announce that all groups (with the exception of SYA) were able to participate in Phase Two.

For a complete list of focus groups and their input please see the appendix.

Transportation Results

Note: These results are summarized. For complete results please see Appendix 3. All comments from respondents in this section are paraphrased and have been grouped into common themes.

The Y axis in results charts represents the number of respondents to each question.

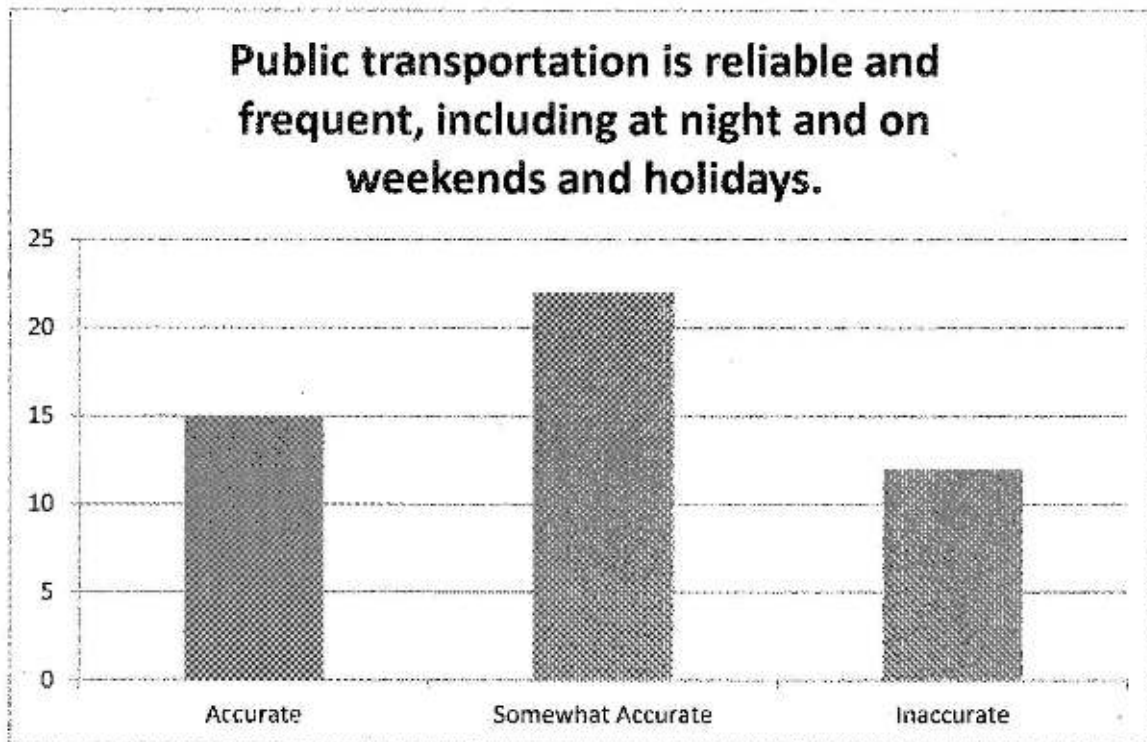


Accurate: 42.5%

Somewhat accurate: 42.5%

Inaccurate: 15%

- Of the comments that respondents made, many felt that city transit fees are too high—especially for those on a pension or fixed/low incomes.
- Affordability was the most common theme; a high percentage of all comments spoke to the cost of transit and that these prices should be reviewed.



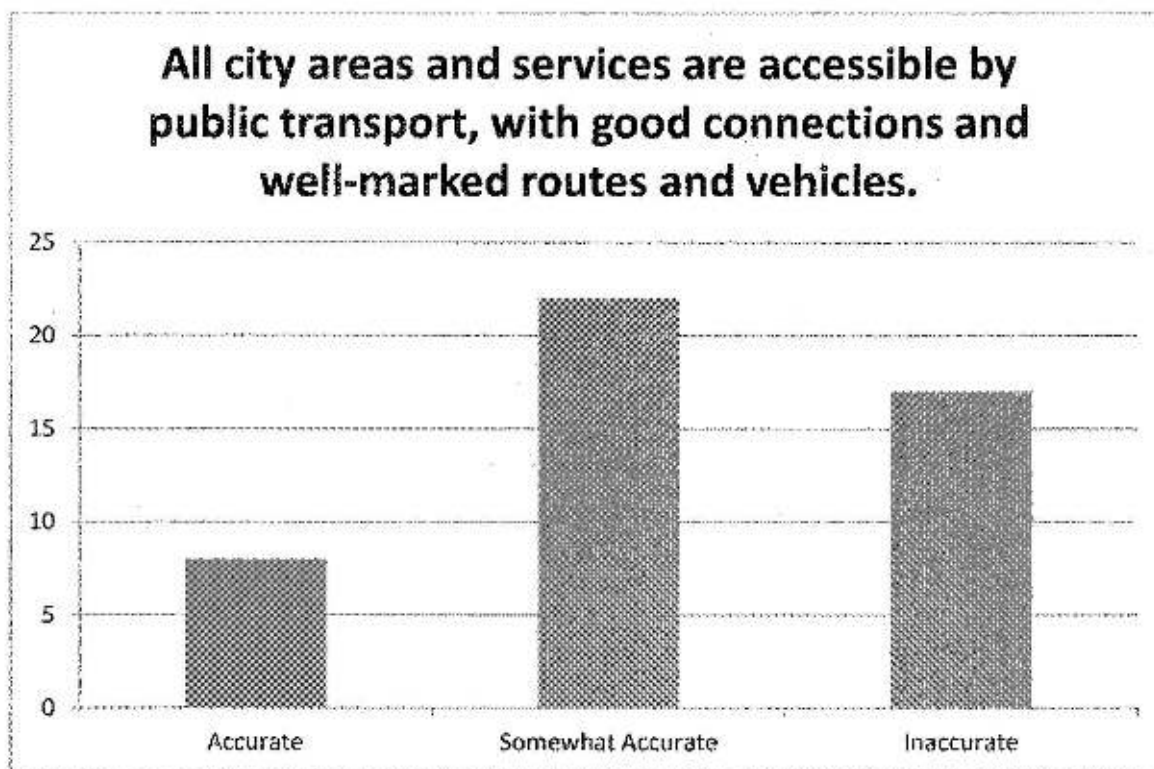
Accurate: 31%

Somewhat accurate: 45%

Inaccurate: 24%

Other comments:

- Overall respondents felt that our transit system operates in a fairly timely manner. There were many comments regarding the lack of transportation on weekends and holidays.
- Some respondents expressed interest in having week day buses run at least a half an hour longer during their 2 trips/hour schedule e.g. last bus at 7:45pm instead of 6:45pm to accommodate those who travel later in the evenings.



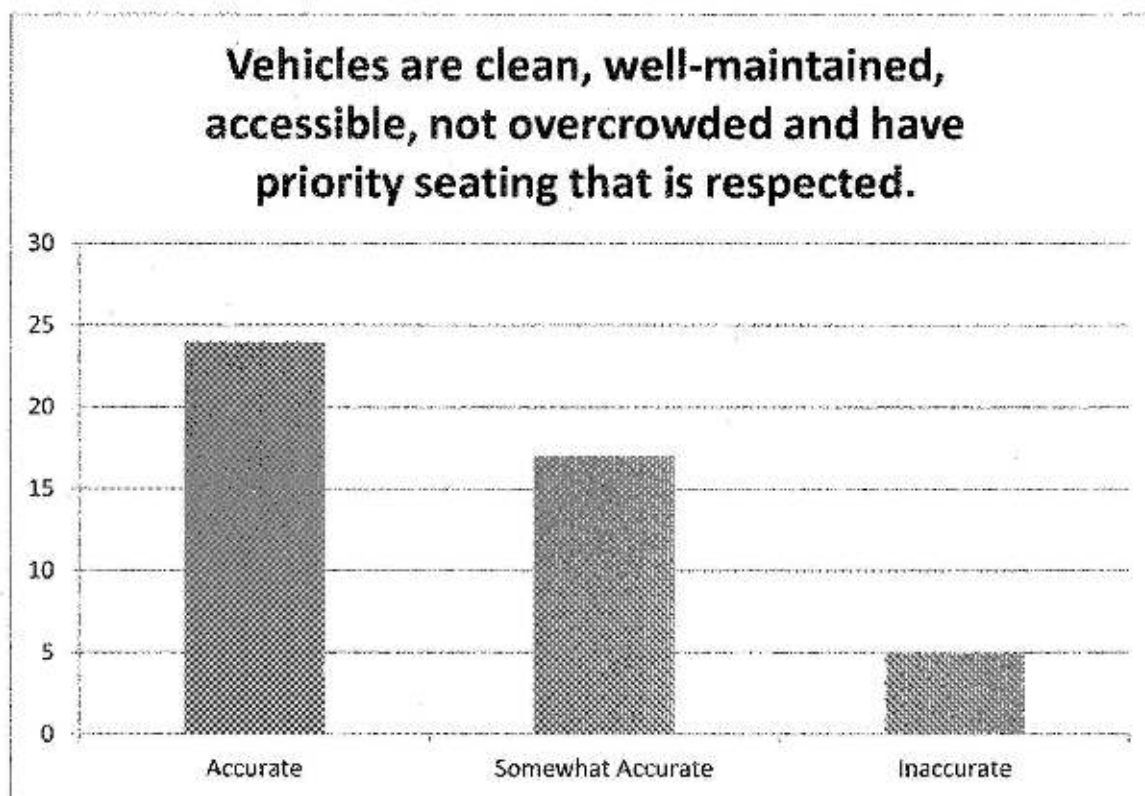
Accurate: 17%

Somewhat accurate: 47%

Inaccurate: 36%

Other comments:

- Overall respondents expressed concerns about the bus terminal being downtown, as the many services have been moving up to Great Northern Road.
- Of the comments that respondents made, many were regarding the number of transfer spots (believed there are too little), and most respondents felt that these connections/routes are not well marked/signed.



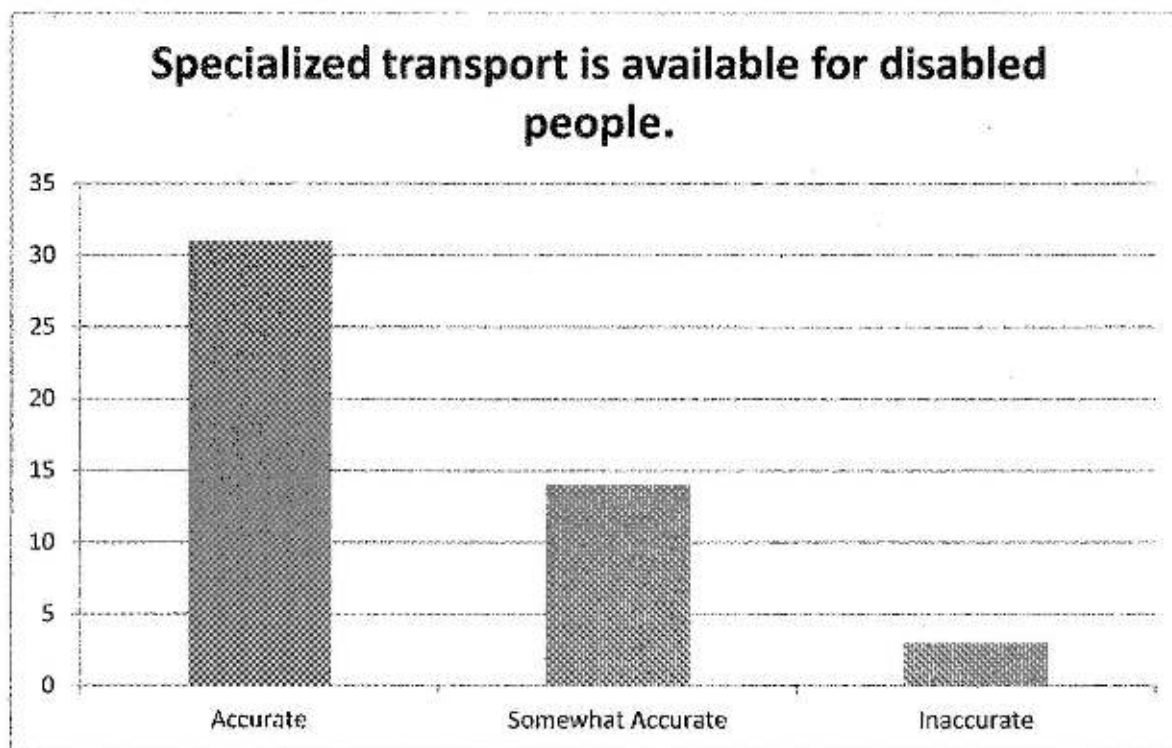
Accurate: 52%

Somewhat accurate: 37%

Inaccurate: 11%

Other comments:

- Overall, respondents reacted positively to this statement. Most believe that our transit vehicles are kept clean and are not overcrowded. However, many expressed concerns about the accessibility of our city bus fleet and passengers respecting priority seating.
- Of the comments that respondents made, many comments were about accessibility equipment failing during winter months.



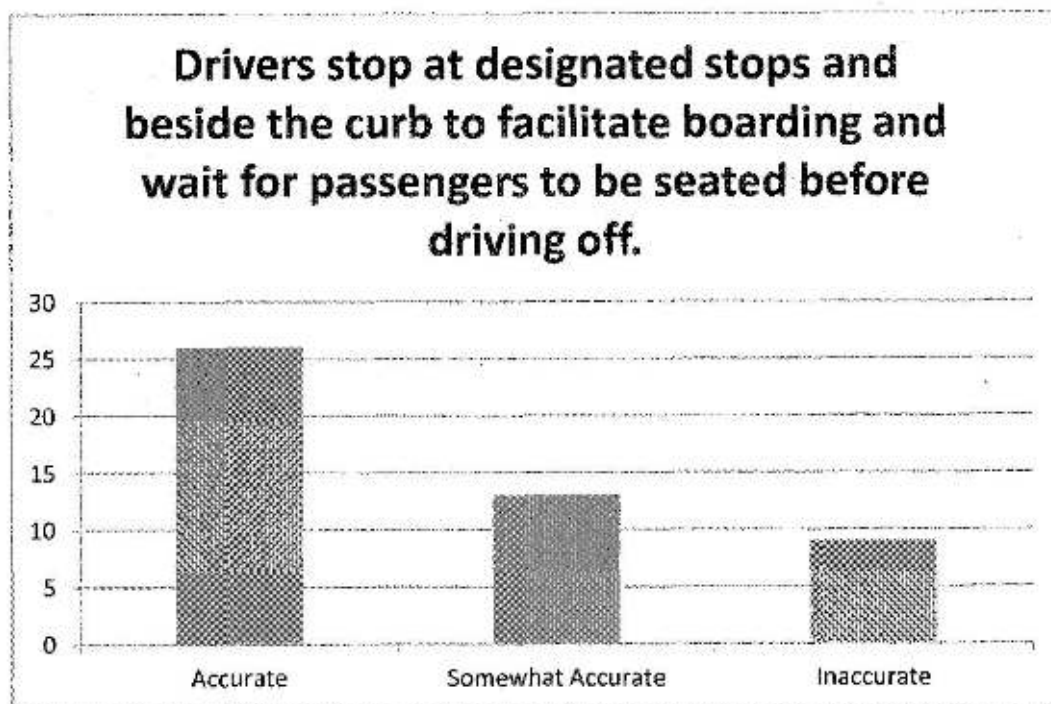
Accurate: 65%

Somewhat accurate: 29%

Inaccurate: 6%

Other comments:

- Most respondents felt that although the services are in place, there simply isn't enough to meet demand.
- Respondents who have had experience with these services believe that the booking system is far too complicated. There is no service for these users to get around town to shop, socialize or participate in recreational activities.



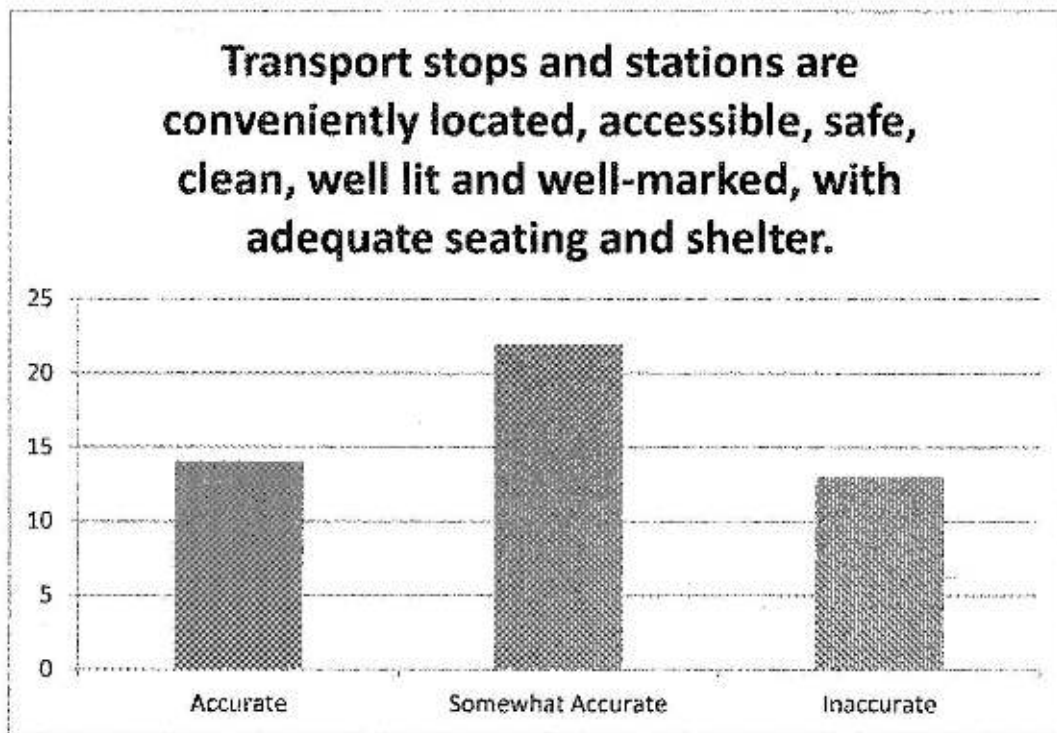
Accurate: 54%

Somewhat accurate: 27%

Inaccurate: 19%

Other comments:

- Most respondents had very positive things to say about our city's transit drivers. However, some respondents gave detailed accounts of their negative experience with transit drivers. Please see appendix for details.



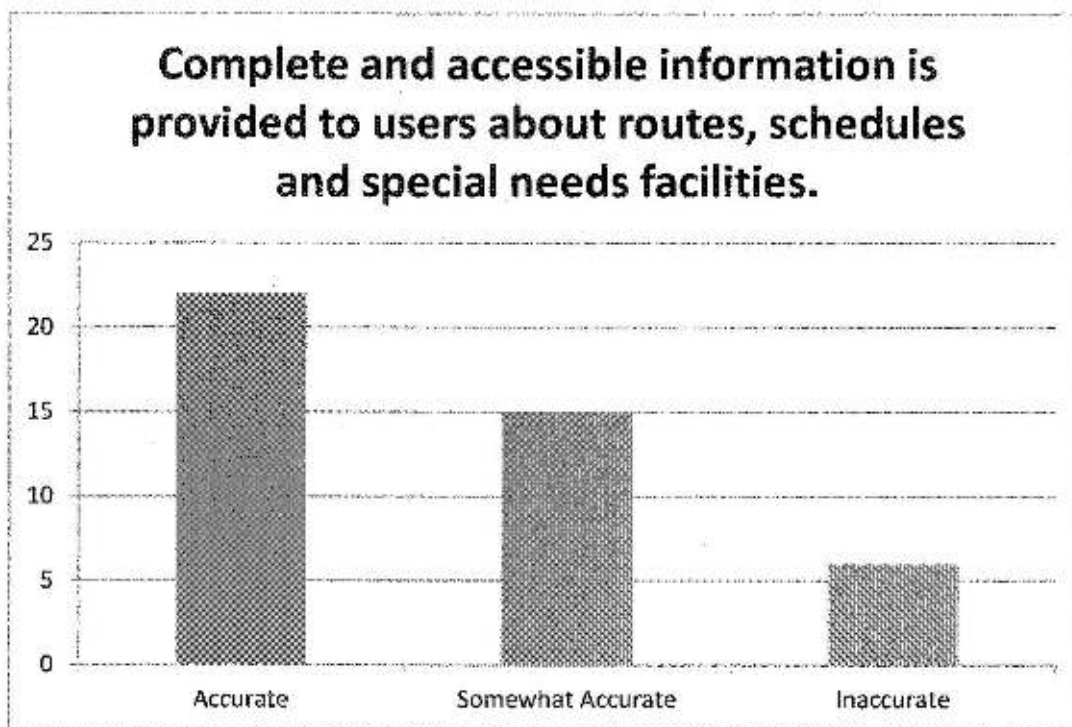
Accurate: 29%

Somewhat accurate: 45%

Inaccurate: 26%

Other comments:

- Respondents do not feel that all bus stops are accessible and well signed. Many gave specific examples of which stops in the city need improvement.
- Other respondents feel unsafe at the Dennis St. bus terminal because of the low lighting and large groups of people outside of the terminal.



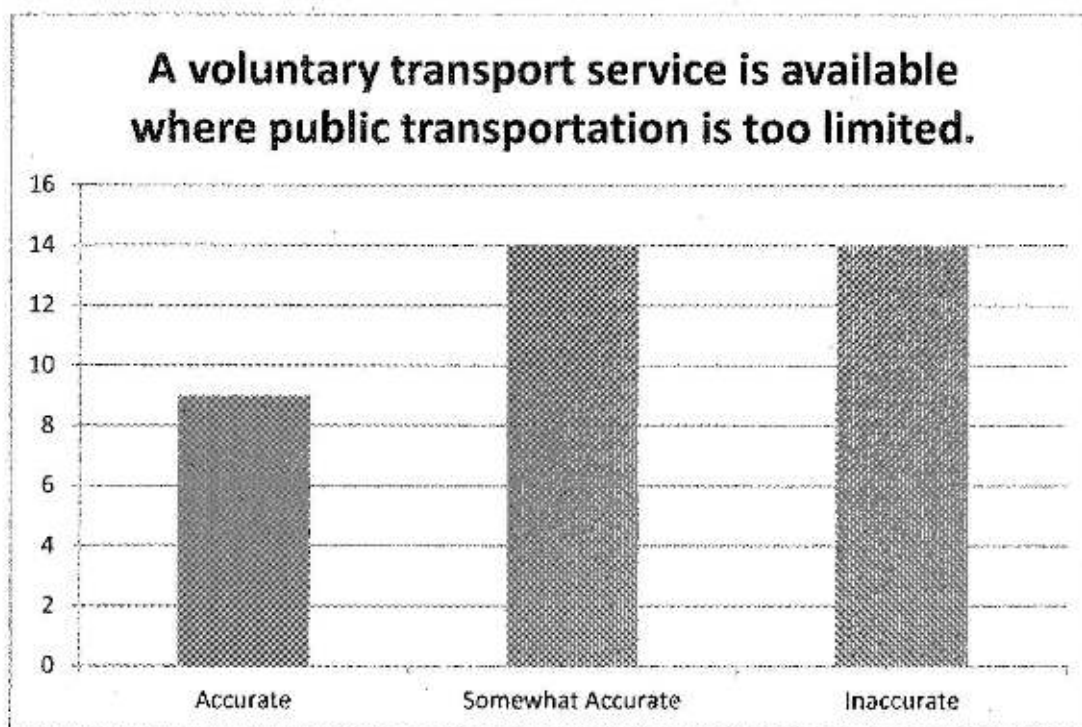
Accurate: 51%

Somewhat accurate: 35%

Inaccurate: 14%

Other comments:

- Most responded positively to this statement. Some believe that there needs to be wider circulated/more available hard copies of routes and information for those who don't have a computer.
- Many noted that bus drivers are helpful when they are unsure of where they need to get off/need to go when taking city transit.



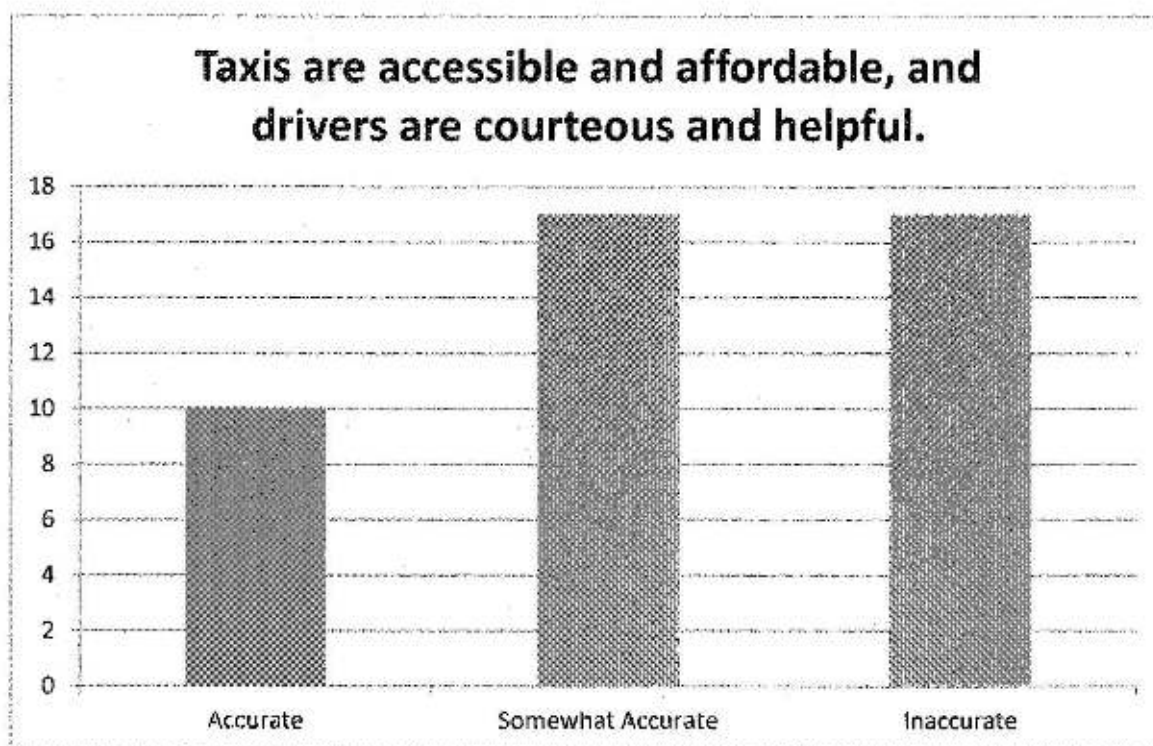
Accurate: 24%

Somewhat accurate: 38%

Inaccurate: 38%

Other comments:

- The most common concern in these responses was that people simply do not know if such a service exists in the city. Communication seems to be the real issue here.
- However, people who do know about these services do believe there isn't enough to meet the demand in the city. Some volunteer transport cannot accommodate those in wheelchairs or who use other accessibility devices.



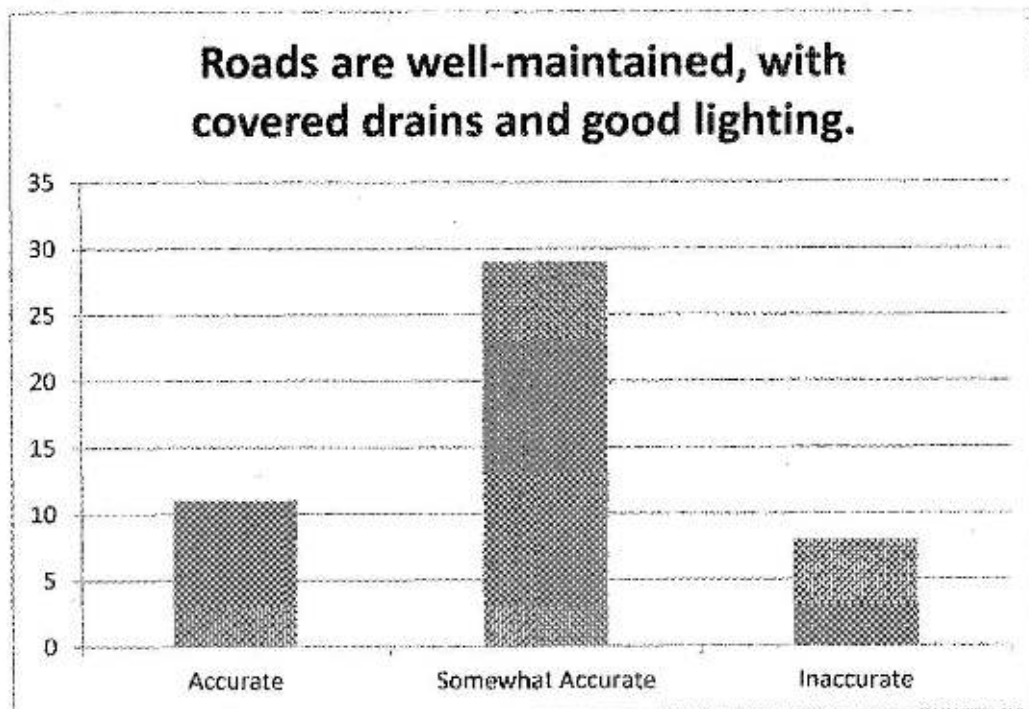
Accurate: 23%

Somewhat accurate: 38.5%

Inaccurate: 38.5%

Other comments:

- Respondents expressed the need for more accessible taxis in town. Overall many believe that our taxi drivers are courteous and helpful.
- The main concern in these responses was affordability. The majority of respondents felt that taxis are much too expensive in this city.



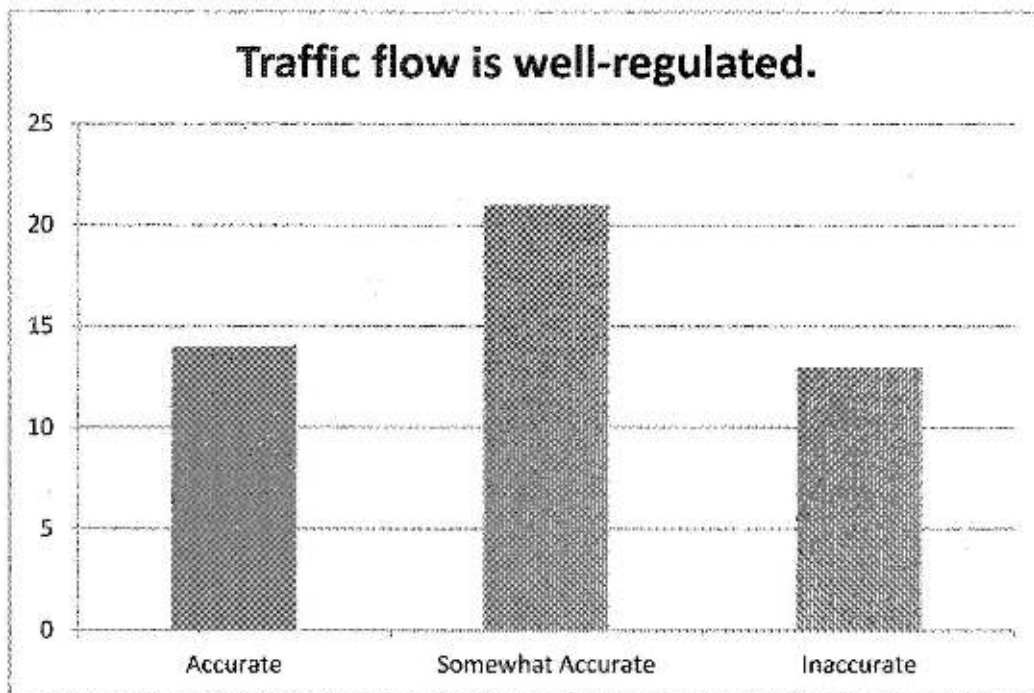
Accurate: 23%

Somewhat accurate: 60%

Inaccurate: 17%

Other comments:

- Of the comments that respondents made, many had some negative things to say about the road systems, but most of those who did recognized that the city is doing the best it can to keep up with road maintenance.
- A lot of respondents gave specific areas of where improvements can be made.



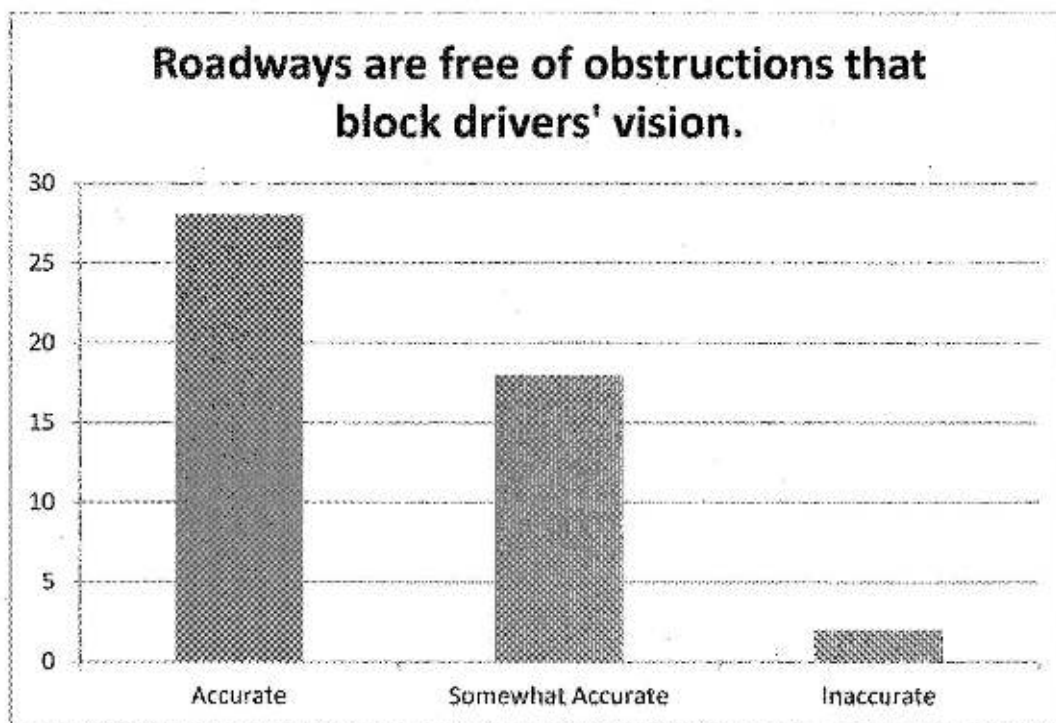
Accurate: 29%

Somewhat accurate: 44%

Inaccurate: 27%

Other comments:

- Respondents said most busy intersections are regulated well with the exception of Great Northern Road.
- Other respondents felt that the city gave advance notice in where there would be delays in traffic which helps trip planning.



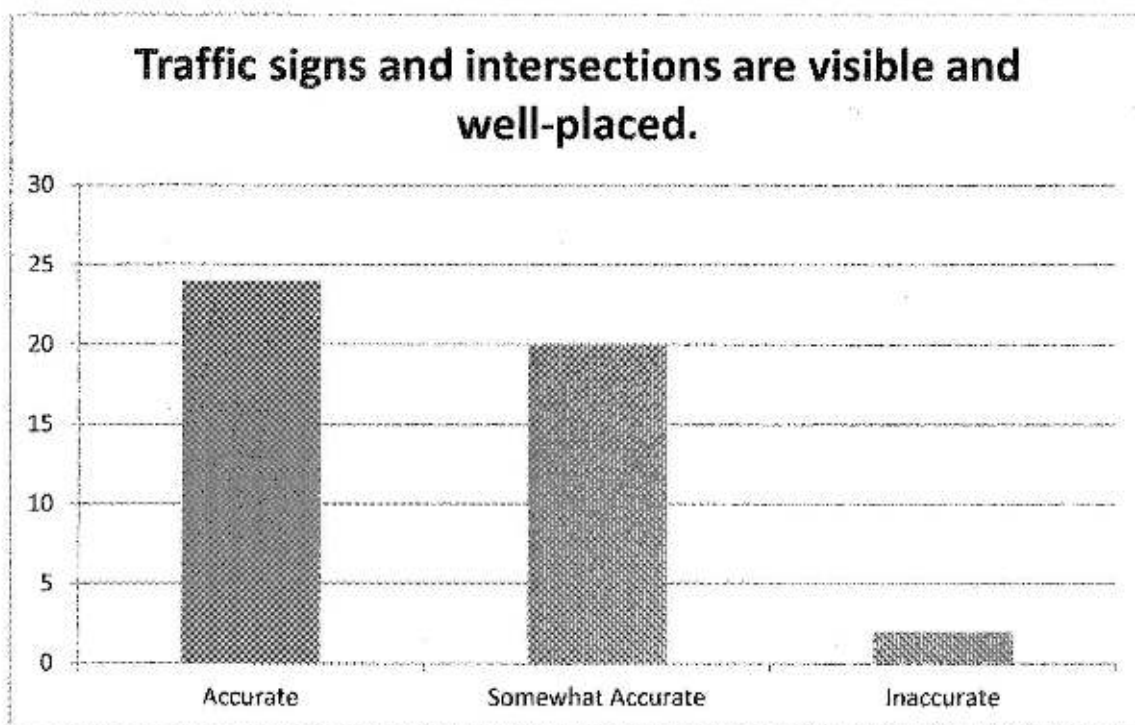
Accurate: 58%

Somewhat accurate: 38%

Inaccurate: 4%

Other comments:

- Respondents were very positive about this statement. Some gave specific areas where there are obstructions. These will be forwarded to PWT.



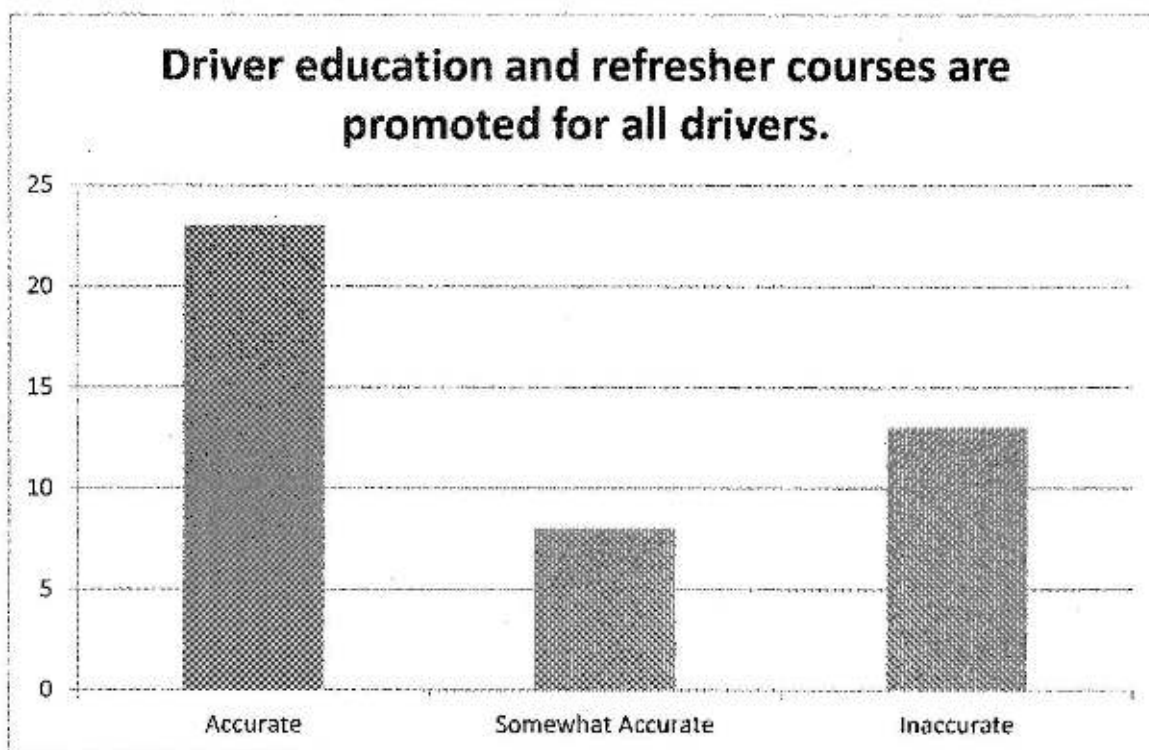
Accurate: 52%

Somewhat accurate: 43%

Inaccurate: 5%

Other comments:

- Generally respondents reacted positively to this statement, although some believe that certain signs are too small e.g. transit signs.
- Many gave specific areas where this could be improved.



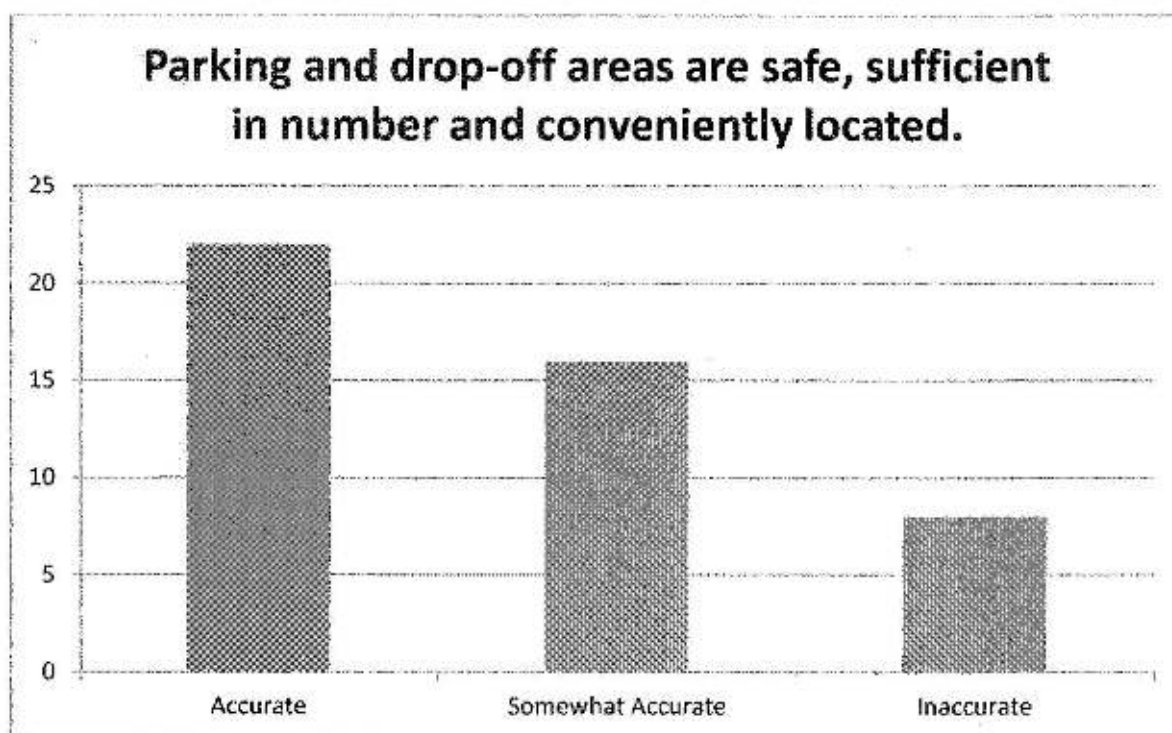
Accurate: 52%

Somewhat accurate: 18%

Inaccurate: 29%

Other comments:

- Respondents felt that driver education is well promoted in our city.
- Those who did not agree with this statement did not know where/if these services are available. Again, this is a communication issue.



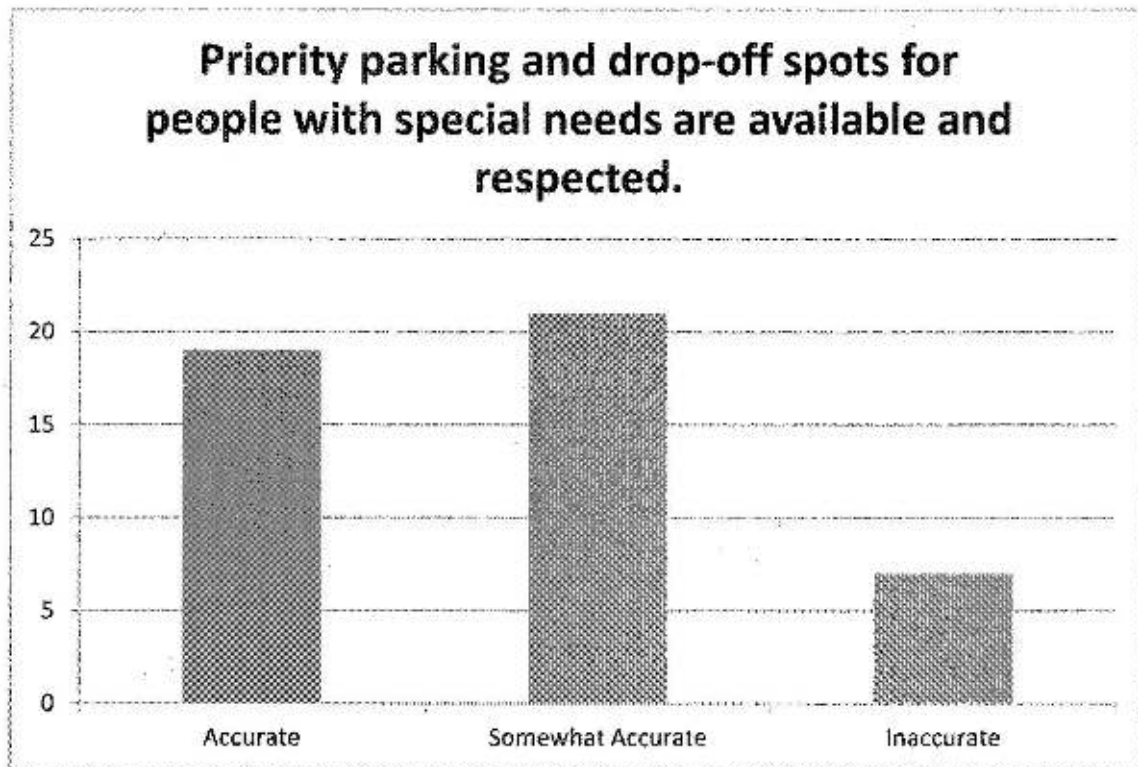
Accurate: 48%

Somewhat accurate: 35%

Inaccurate: 17%

Other comments:

- Overall, respondents felt that this statement is accurate.
- A high number feel that the hospital drop off zone is very unsafe and inconvenient. These people do not like having to use this zone.



Accurate: 40%

Somewhat accurate: 45%

Inaccurate: 15%

Other comments:

- Respondents believe that these areas are available but they are not always respected.
- Again, the Sault Area Hospital was a main area of concern not only because these zones are not respected but also because of their location in respect to the main building.

Suggestions – Transportation

1. Public Transportation costs are consistent, clearly displayed and affordable.

- Seniors should ride free
- More needs to be done with Active Transportation i.e. walking, cycling, and wheeling. The city needs to develop a Transportation plan and policy that encourages active transportation for its residents and tourists.
- Too expensive, should be \$1.50
- I wish the costs would be geared to income.
- Shouldn't be as high for the size of our community. Sure, \$2.50 isn't a lot but when you rely on the bus system, that minimum \$5.00/day adds up. Again, transportation that makes it way to landmarks like Hiawatha, Mocking Bird Hill Farm or even Gros Cap would be nice. These are places that are beautiful for tourists or visitors. Unfortunately, a lot of locals haven't ever been because they don't drive and can't make it out. Think about it, a lot of people use the snow bus for Searchmont. I'm sure buses that went to the out of service portions of the city would be widely welcomed, would promote community participation, even health. In turn, word of mouth will attract more people to go see these places. We are surrounded by nature but cannot access it (unless you're an avid cyclist). Our transportation is passable. Why not strive for amazing? PS There is a page on Facebook for the reform of Sault transit. They may have suggestions too.
- I find that seniors should get a discount on each ticket. Not have to buy more than one. We are big users of public transportation.
- Transit rates for families (multiple daily riders) if a packaged rate covering a prescribed number in a family could be created. I don't know how families can afford meeting the daily requirements when there are two to four kids in a family.
- Public transportation should be free for seniors.

2. Public transportation is reliable and frequent, including at night and on weekends and holidays.

- Buses should be running every half an hour during the day, not stop at a certain time and go to every hour.
- It would be more convenient if cedar heights went every half an hour
- It would be nice if buses ran more often than every half hour or hour, but I realize the system isn't used that often. Maybe if the bus ran more often, people would use it more often.
- You should run transit on more holidays because for some families it is their only transportation.
- Some disabled people (wheelchair users) should not have to wait longer than the rest.
- I wish the last service half hour bus was at 7:45PM. I am a daily rider, early AM to 7-9PM.

3. All city areas and services are accessible by public transport, with good connections and well-marked routes.

- Since the buses all have to go to the downtown area for whatever reason, it makes a long drive and many time an out of the way drive for some people to do something simple like get to grocery store that is near them. For example if someone from Terry Fox place wants to go grocery shopping at the nearest grocery store they have to get on the bus on Dacey road and travel downtown and then get on another bus to get them to the store and back home. This is very inconvenient and increases the chance that those on low income will go to the corner store or downtown to get food that is much more expensive than at a grocery store. The city has to look at the low income areas in town and figure out how to get people to necessary places like grocery stores, recreation area etc. . New bus routes with appropriate times are needed. It is not necessary to have all buses go downtown in their route, there has to be a better way to get people around the city.
 - Need better marked routes.
 - Please include areas like Hiawatha.
 - Cabs are expensive. You can get relatively close to where you want with a bus. There should be buses that go to attractions like Hiawatha. Our out of town people and international students don't know about places like this because it's not accessible.
- 4. Vehicles are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected.**
- Certainly not overcrowded. This is why eligible seniors should ride free
- 5. Specialized transport is available for disabled people.**
- Should have more specialized transport for disabled people.
 - Not available- more needed.
- 6. Drivers stop at designated stops and beside the curb to facilitate boarding and wait for passengers.**
- Could do better with shelters at designated places.
 - Inspectors should keep an eye on tardy drivers.
- 7. Transport stops and stations are conveniently located, accessible, safe, clean, well lit and well maintained.**
- It would be good if we had a shelter at all stops and/or seats.
 - There are people smoking inside bus shelters people. Make sure signage is up to date.
 - Need more improvement.
 - This should apply to all stops and stations.
- 8. Complete and accessible information is provided to users about routes, schedules and special needs facilities.**

- Transit can do a better job of disseminating information in more ways than just print. Many people with disabilities have print disabilities and may not have access to some of information (ie. computers)
- 9. A voluntary transport service is available where public transportation is too limited.**
- 10. Taxis are accessible and affordable, and drivers are courteous and helpful.**
- Need more improvement in both accessibility and affordable. Some driver need to more courteous and be helpful.
- 11. Roads are well maintained with covered drains and good lighting.**
- Depends on the road- the city is trying to get roads up to par. Bike paths and signage are needed. We have a Hub Trail plan and there has been public input why isn't the city putting the plan into place? They need to put effort into getting citizens around the city other than cars, buses and taxis. Work the plan put some finds into increasing bike lanes and routes. Get the master plan off the shelf.
 - A lot of potholes in Sault Ste. Marie. Some streets could use more lighting
- 12. Traffic flow is well regulated.**
- It's a mess up in the Northern part of the city. I.e Great Northern Road and 2nd Line and now Pine St. The Transit department needs to look at the long plan and stop just trying to deal with what is at hand now. That area is not pedestrian traffic safe especially at Great Northern Road and 2nd Line. Pulling all the business out there is making it worse.
 - Traffic lights should be in sync.
 - Too much construction all over. They should send more people to sites and finish some off and finish some off before starting a new area.
- 13. Roadways are free of obstructions that block drivers' vision.**
- Tilly Road going East from Great Northern Road at Willow- hard to see the light.
 - When public works put up detour signs, they should not use the old small signs. These are not viewable to drivers and other vehicle traffic (tourists, etc.)
- 14. Traffic signs and intersections are visible and well placed.**
- Sometimes signs are too small and sometimes there are directional signs to local landmarks etc. that are traffic signage.
 - The bus stop signs are too small and should be more prominent with larger print.
 - Four way crossing at Willow/Willboughy is terrible for pedestrians. Everyone I know who walks notices that cars do not watch for the pedestrians there. I'd like to see lights and pedestrian crossings there.
 - A few streets have branches growing over signs. Example Summit Ave.

- New intersection at John and St. Georges- whole car length at red light to see if you can make right hand turns.

15. Driver education and refresher courses are promoted for all drivers.

- Should enforce a refresher.
- The seniors test should be the same as the G1/G2 system- written and driving components.
- The over 80 age cohort and young drivers continue to need more refreshers. However, for different reasons. Texting vs. response time.
- Available at the library a couple of times a year, and at the Seniors Centre through CARP

16. Parking and drop-off areas are safe, sufficient in number and conveniently located.

- The parking downtown is alright. The parking on Queen should be free. As well as the hospital. \$5.00 to visit a loved one? Or even drop something off? Come on.

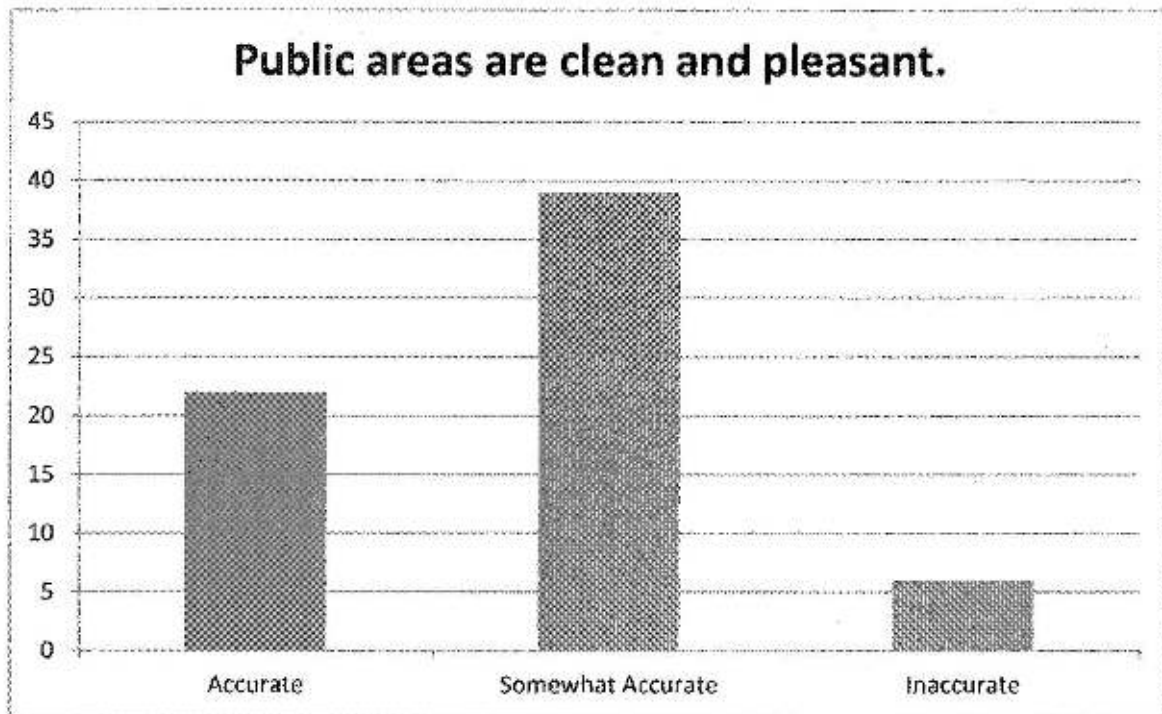
17. Priority parking and drop-off spots for people with special needs are available and respected.

- Unfortunately people still try to park in special needs spaces that aren't special needs. Should be certain procedures police do throughout the year and ticket offenders.
- I think we need more enforcement.
- Generally speaking- yes. However, not everyone respects the priority parking. These people definitely should be charged.
- Some drop of spots should be closer to the buildings and safer. 31 Old Garden River Road is no exception.

Outdoor Spaces and Buildings Results

Note: These results are summarized. For complete results please see Appendix 3. All comments from respondents in this section are paraphrased and have been grouped into common themes.

The Y axis in results charts represents the number of respondents to each question.



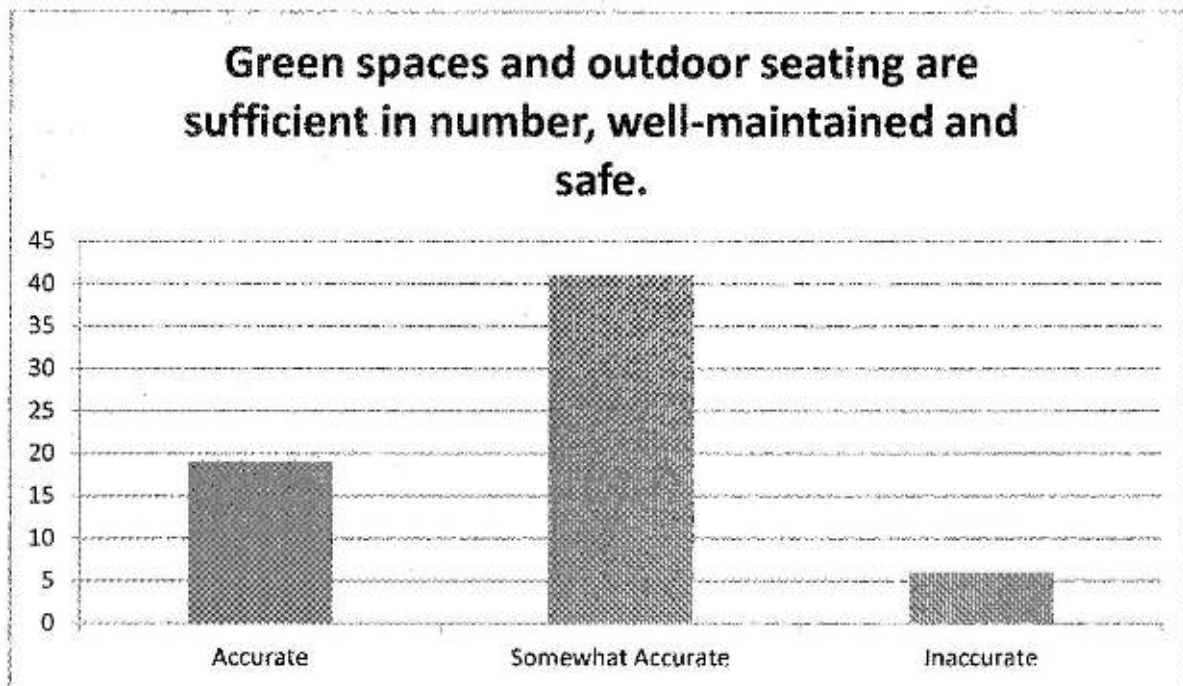
Accurate: 33%

Somewhat accurate: 58%

Inaccurate: 9%

Other comments:

- Most respondents agreed that places like the Bondar Pavilion, Bellevue Park and the Hub Trail are clean and pleasant, however; other areas of the city (downtown streets, neighborhood parks, etc.) are not always clean and sometimes littered with trash.
- Many respondents requested more trash bins around the city.



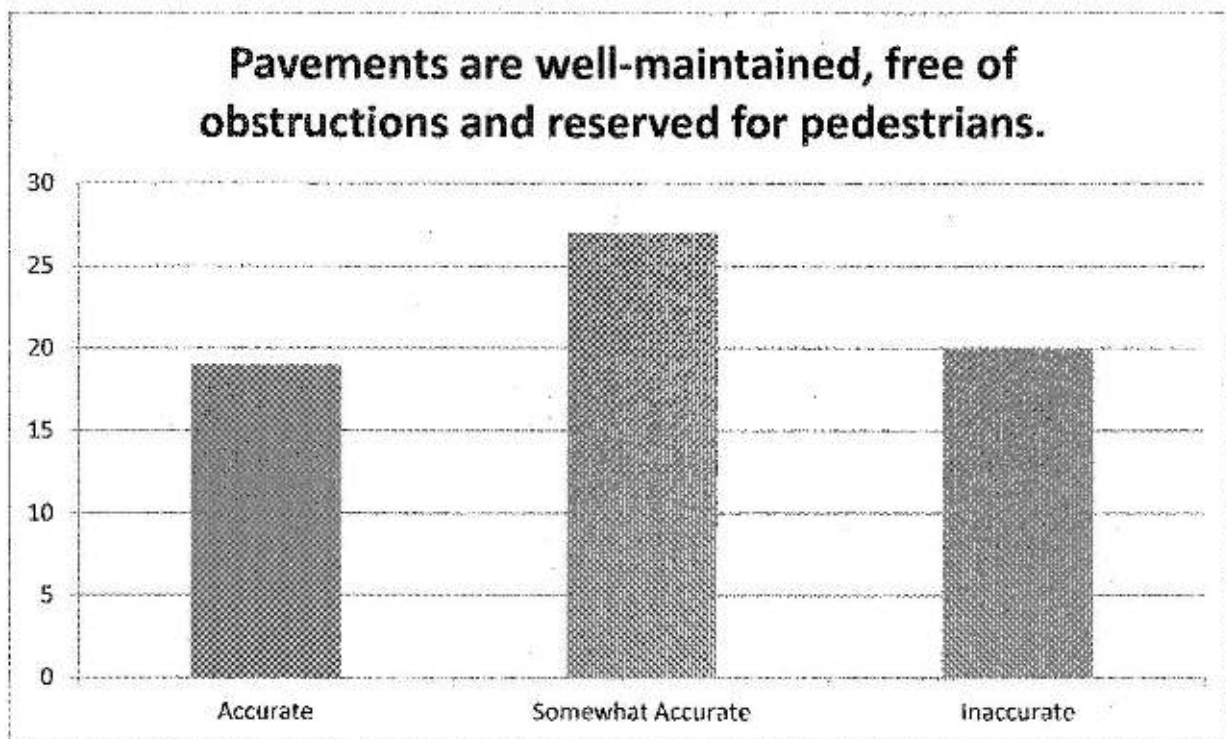
Accurate: 29%

Somewhat accurate: 62%

Inaccurate: 9%

Other comments:

- Respondents felt that the city's green spaces are sufficient in number, however; the number of seating areas could be increased.
- Some of these locations include: the Hub Trail, the boardwalk, Carmen's Way and Great Northern Road's shopping district.



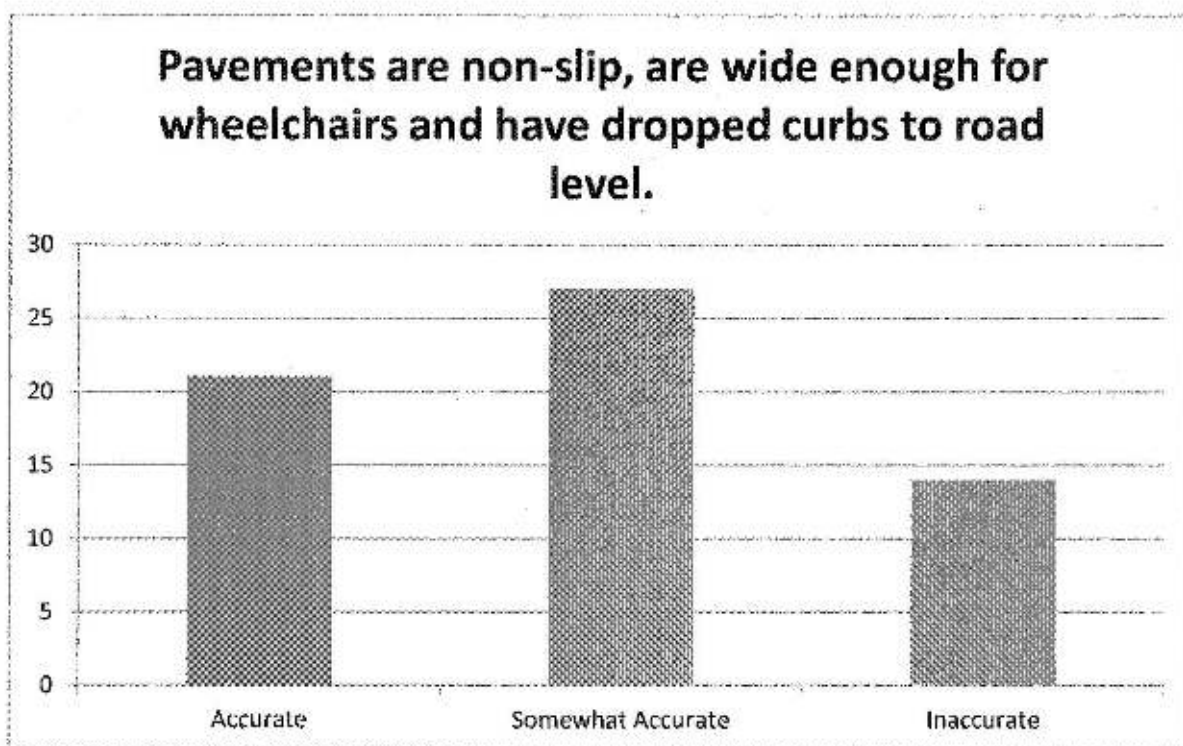
Accurate: 29%

Somewhat accurate: 41%

Inaccurate: 30%

Other comments:

- A lot of respondents praised the Hub Trail for its well-maintained walkways and span across the city.
- Respondents are concerned about cyclists riding on the sidewalks. Others mentioned the planters on Queen St. downtown as major obstructions.
- Respondents who identified that they had a physical disability mentioned some sidewalks in the city are extremely hard to use. Their surface can be uneven, bumpy and not wide enough to allow others to pass by.



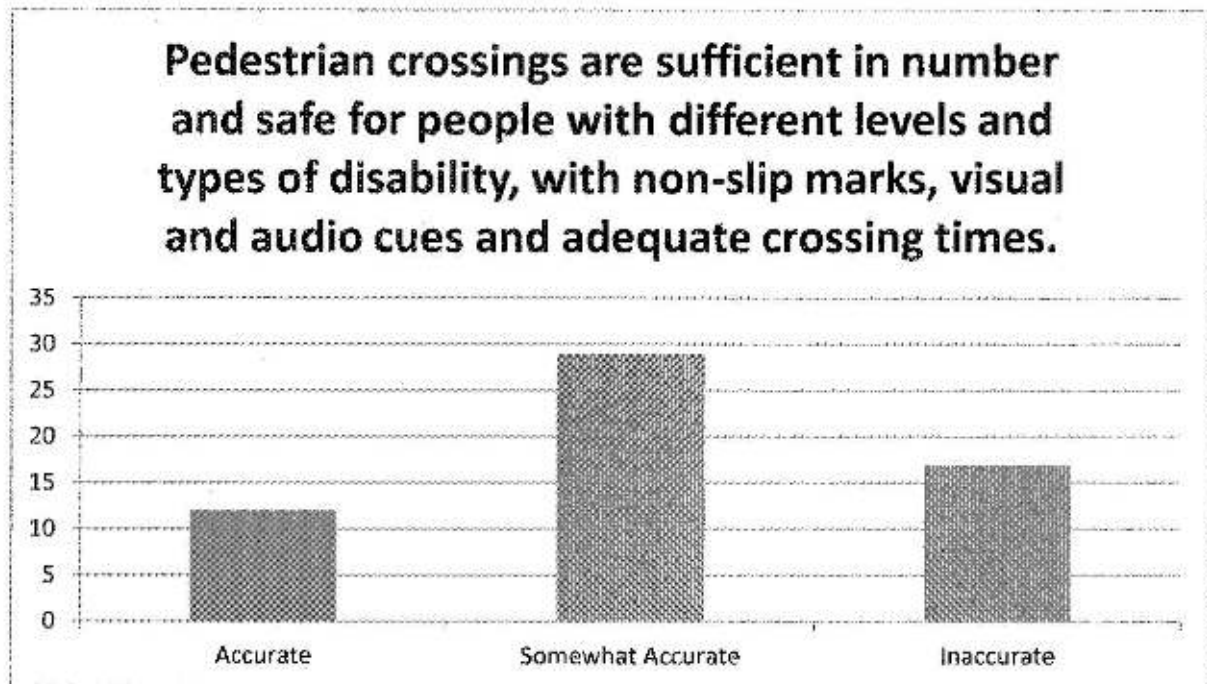
Accurate: 34%

Somewhat accurate: 44%

Inaccurate: 22%

Other comments:

- Respondents recognized the city's efforts in making these elements a reality in many areas of the city, however; most said that these need to be implemented in all areas of the city.
- Others pointed out that there is a concern during the winter months. If the sidewalks are not properly ploughed, this statement is not accurate.



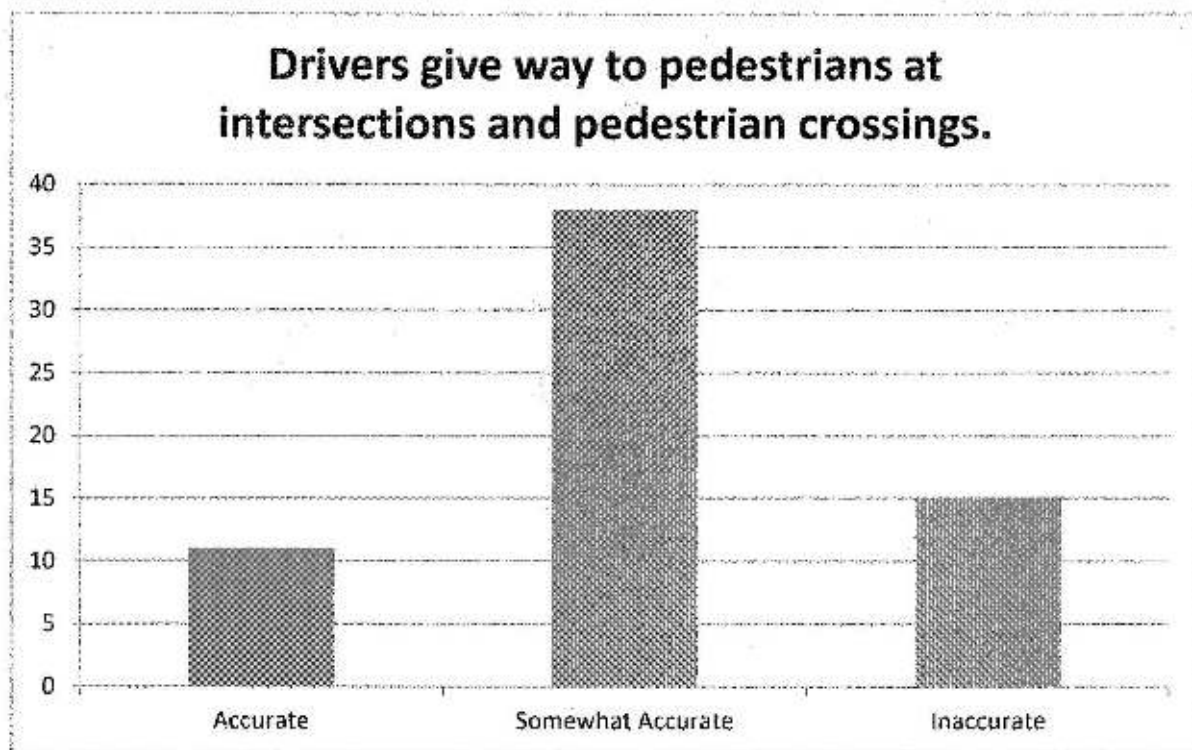
Accurate: 21%

Somewhat accurate: 50%

Inaccurate: 29%

Other comments:

- Of the comments that respondents made, many stated that they felt unsafe crossing the street in some areas of the city; specifically Great Northern Road area.
- Longer walk times was a common request among respondents.
- Concerns were directed at the drivers as opposed to the structures and devices at crossings. Some respondents suggested a driver etiquette education campaign for pedestrian safety and respect.



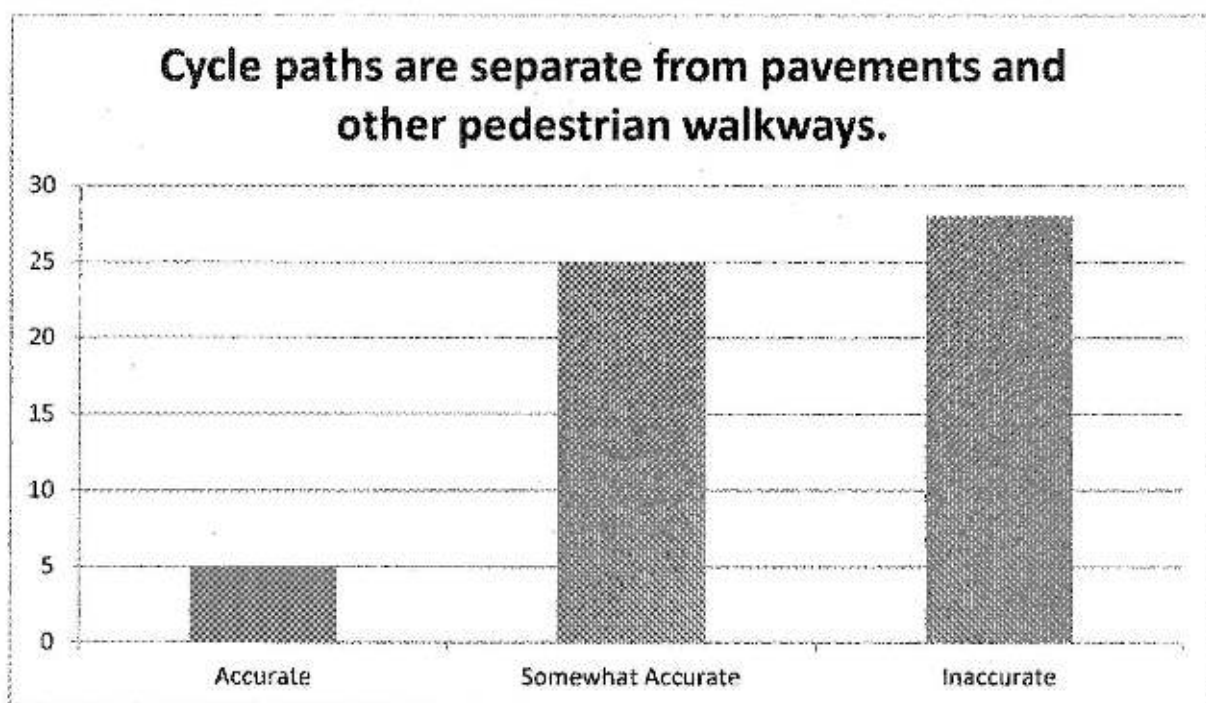
Accurate: 17%

Somewhat accurate: 59%

Inaccurate: 23%

Other comments:

- Again, respondents felt that there are some areas where they feel unsafe crossing streets.
- Many believe that drivers do not have respect for pedestrians around the city- Drivers take the right away.



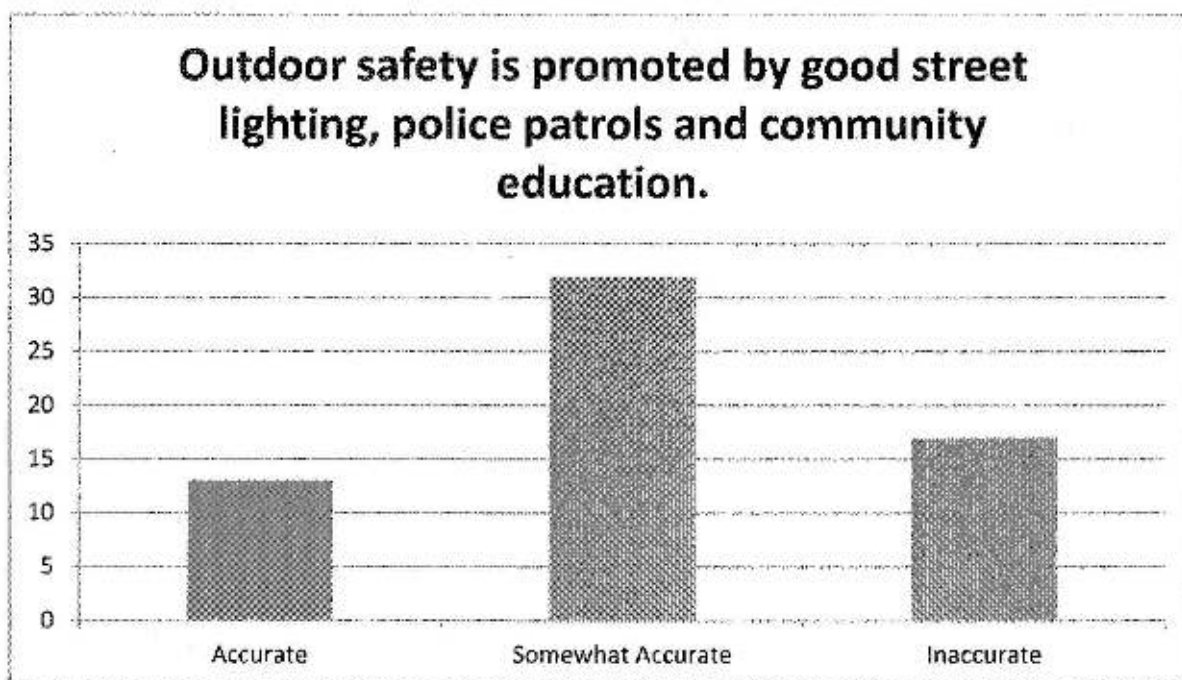
Accurate: 9%

Somewhat accurate: 43%

Inaccurate: 48%

Other comments:

- Respondents expressed an overwhelming negative response to this statement. There was a definite concern about cyclists riding on sidewalks (from pedestrians), as well as cyclists voicing their concerns about drivers not giving them room or respect on the road.
- The need for separate bicycle paths was mentioned many times by respondents.
- A lot of respondents are grateful for the Hub Trail but would like to see it expanded.



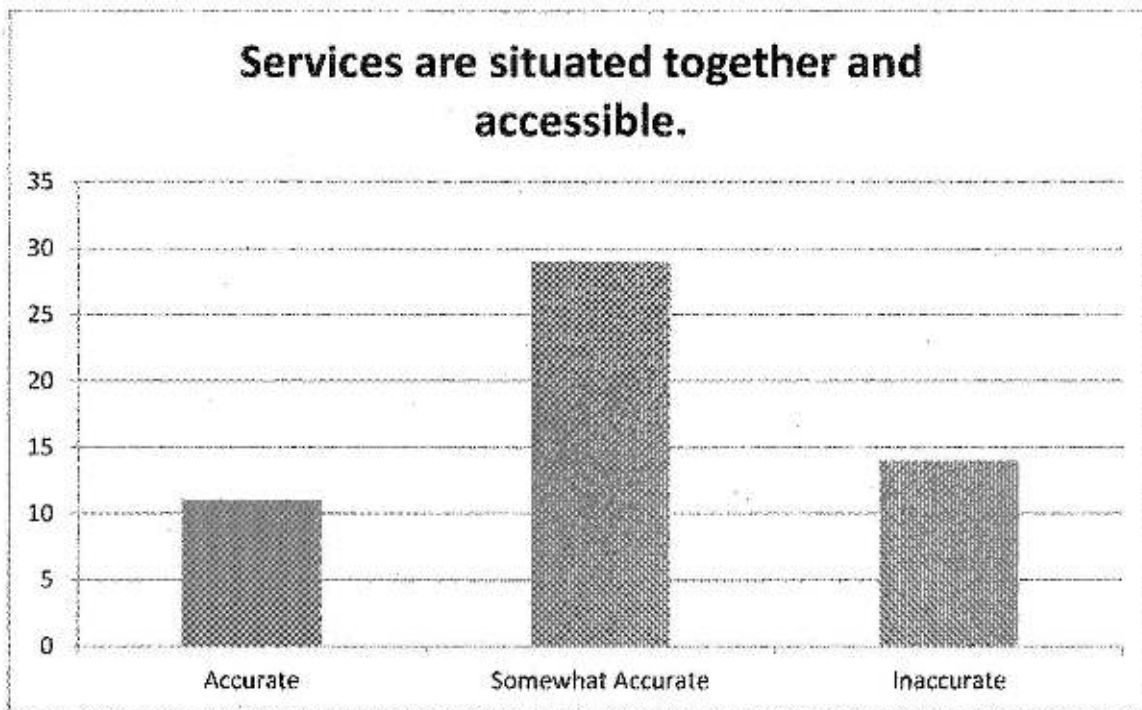
Accurate: 21%

Somewhat accurate: 52%

Inaccurate: 27%

Other comments:

- The biggest concern expressed by respondents was a lack of lighting in darker neighborhoods.
- Some respondents expressed a need for better education, however many were happy with the level of police presence in the city and believe it is getting better all the time.



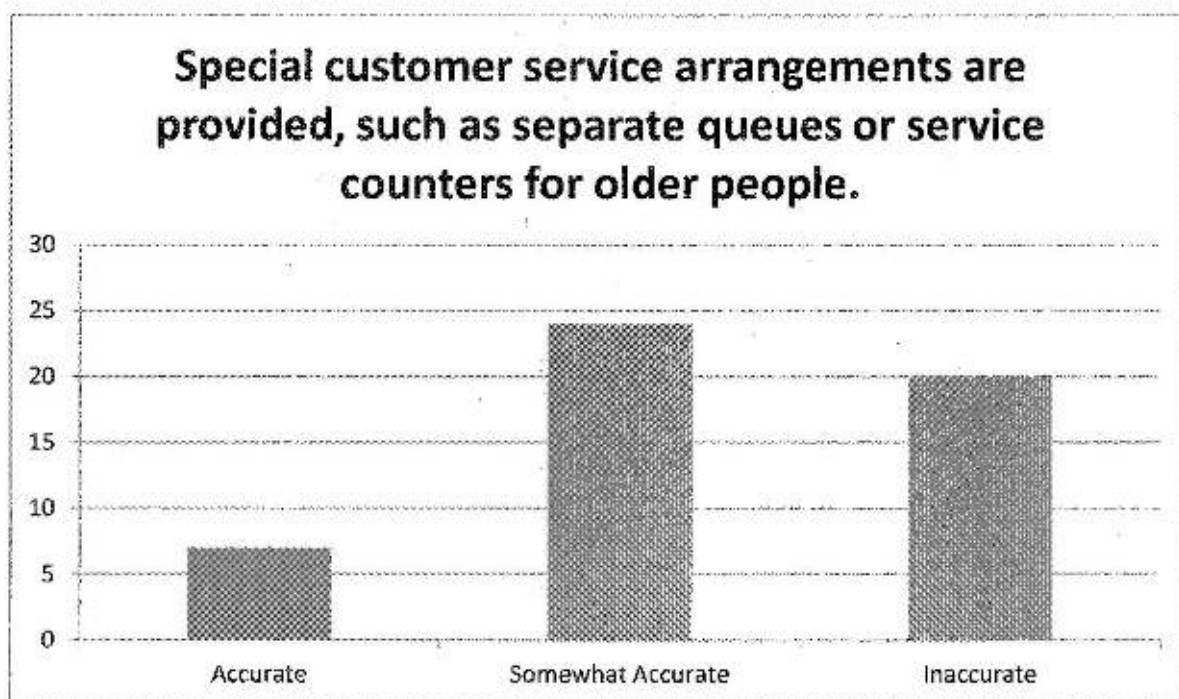
Accurate: 20%

Somewhat accurate: 54%

Inaccurate: 26%

Other comments:

- Respondents were fairly unanimous in saying that because the hospital has moved uptown, services have now become harder to access by means of public transport, walking and even by car.
- Many have welcomed the new Wal-Mart downtown as a way of getting groceries but for others living outside of urban areas, it is very difficult to access the necessary services.



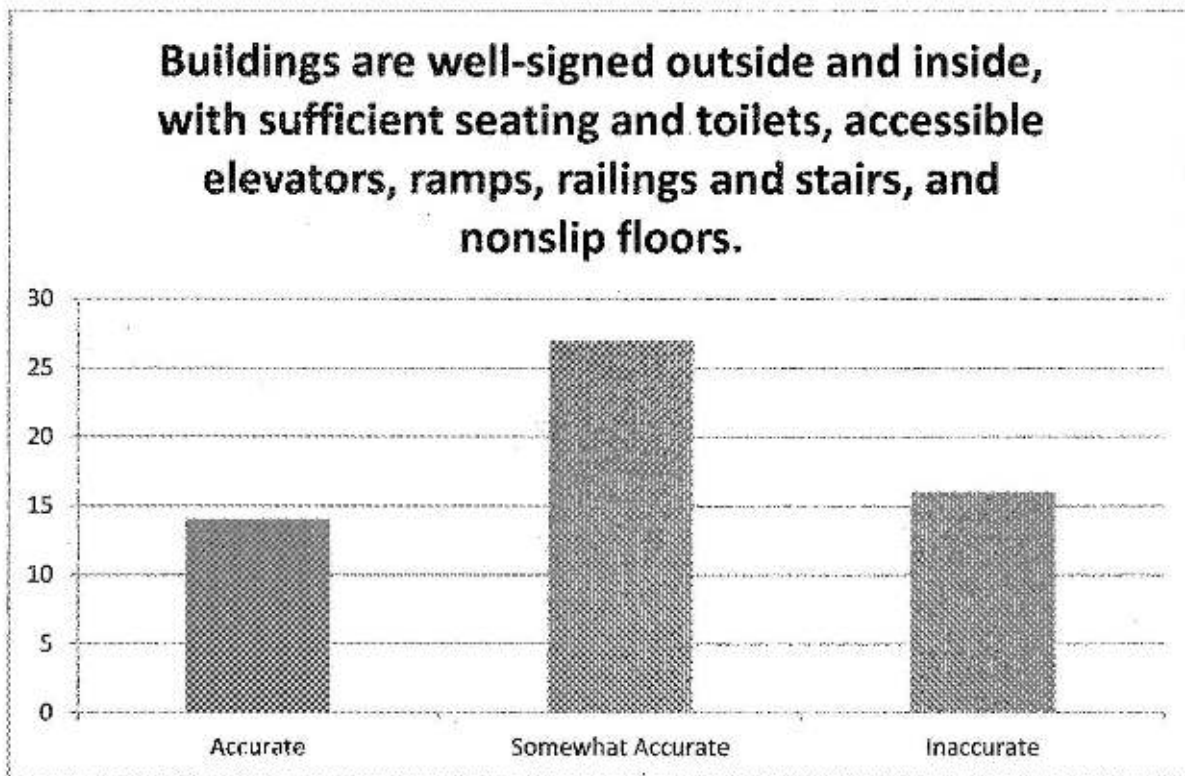
Accurate: 14%

Somewhat accurate: 47%

Inaccurate: 28%

Other comments:

- Respondents noted that these are available in banks and some government buildings; however they would like to see these separate queues available in grocery stores and other places.



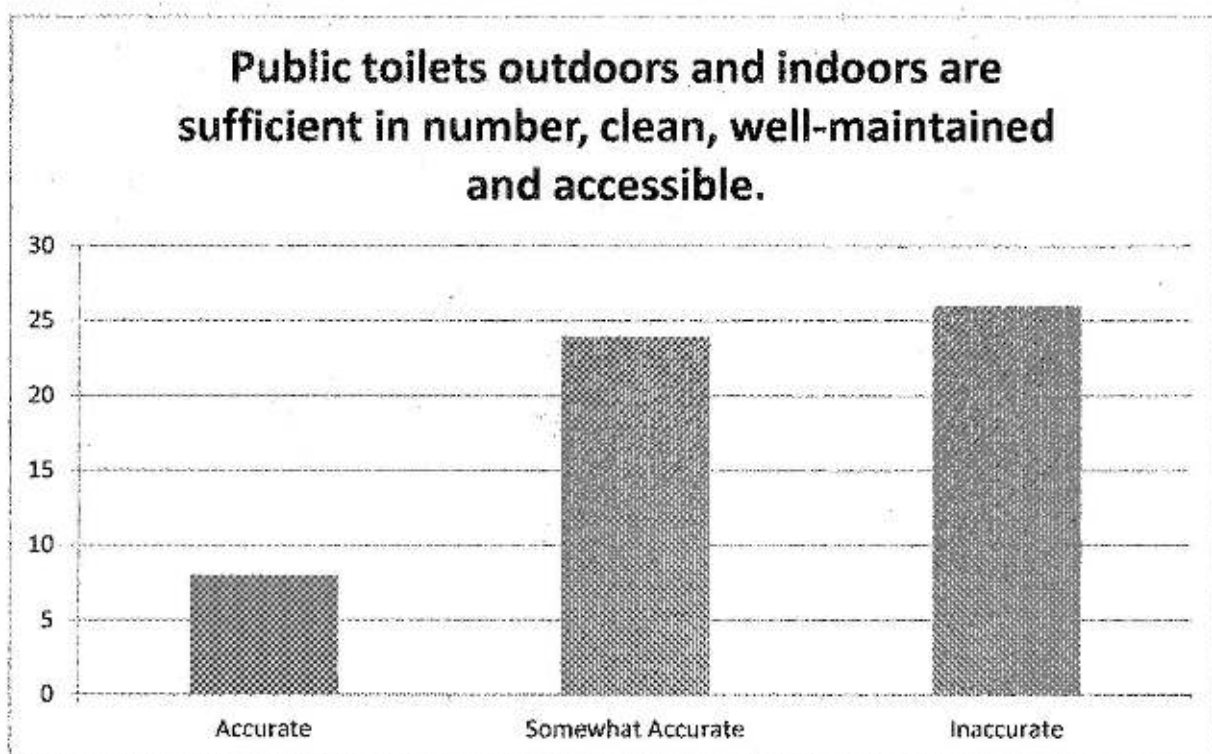
Accurate: 25%

Somewhat accurate: 47%

Inaccurate: 28%

Other comments:

- Most respondents were very positive about many public buildings around the city. Some felt that smaller business did not have an appropriate level of accessibility.
- Of the comments that respondents made, many had negative things to say about the accessibility of the Sault Area Hospital.



Accurate: 14%

Somewhat accurate: 41%

Inaccurate: 45%

Other comments:

- Respondents believe that there needs to be an improvement in this area in several places around the city; the Hub Trail, the boardwalk, Bellevue Park, etc.
- Many respondents who identified themselves as elderly stated that they have trouble walking from place to place because of the lack of public toilets.
- Other respondents stated that when they are downtown they must rely on government buildings to go to the washroom.

Suggestions – Outdoor Spaces and Buildings

1. Public areas are clean and pleasant.

- More effort to educate people on the necessity to pick up after themselves. This way we can all enjoy the beautiful areas that we have here in the Sault.
- There are many bus shelters that need a garbage bin. FRONTENAC AND PONTIAC ST, Pine and McNabb, Tim Horton's is close by and so a lot of leftover containers are strewn. The bus stop opposite had a shelter and a garbage container.
- People are often very careless. I am constantly witnessing people litter all around the Sault, and it's disgusting. I think that when an authority sees this being done, the person seen littering should have to do 40 hours of community service picking up after people who have thoughtlessly littered. If they don't complete the 40 hours within the following 6-12 months, I think charged should be taken into consideration. I also think that depending on various circumstances, the antagonist should be to complete all 40 hours on time, charges should be dropped.
- Bike path needs to be swept.
- The outdoor johnny on the spot facilities at Fort Creek parking lot on second line is the filthiest I've ever seen. If this is provided it should be usable and clean with tissue provided.
- More clean up on Albert St. by the Canada/US bridge. You did say from 3-93 years- well these kids need this: I would love to see a covered skate park for kids so they don't have to go on private property to have fun.... But get in trouble for it.
- Garbage around. We need more garbage cans around the city.
- Definitely pleasant and cleanliness is good but more garbage cans are needed.

2. Green spaces and outdoor seating are sufficient in number, well-maintained and safe.

- Many of the areas that we visit have no seating at all. Therefore it falls to the spectator to provide whatever seating they can by any means possible. Examples would include Strathclair Field, the soccer fields, off of Elliot Road, Bellevue Park. If possible even contoured landscape to allow seating on the ground would be better. An ideal answer may be something along the lines of an amphitheater built into the landscaping plan.
- Not enough outdoor seating in most of our green spaces- Hiawatha, locks, Clergue Park, Bellevue Park and along the Hub Trail.
- Benches, comfortable seating really stands out when seen. Much work is needed in this regard along the hub-trail.
- More seating is needed throughout the entire city to encourage outdoor living i.e. walking, strolling with benches to rest in for disabled, elderly, walkers with heavy packages, parents with children, etc.
- Need more benches.

- Would like more seating, so when we walk we can rest more often.
- More green spaces needed.
- Carmen's Way and now the Hub Trail need more benches and garbage bins.
- Boardwalk could use more seating areas, closer together.
- Could use more benches along the water front and boardwalk.
- We could use more seating, especially to be age friendly.
- We have a good number of green spaces, however; I think this can always be improved especially when constructing new subdivisions. I would suggest instead of removing older trees and planting new ones: leave the older trees in place. In development of industrial areas please consider trees.
- More benches needed along waterfront road (near city hall needs benches)
- Some seating areas there are bushes that could be trimmed back. East St. and Bay
- In my opinion, we as people of the Sault could use another summertime pool. The Greco Pool gets very crowded at times and other public places are not my preference.
- More rest benches throughout the city would be a good idea with our aging population.
- Queen St could use more benches.
- Would like to see more community gardens or low income development gardens.
- Not enough seats but green spaces are good. Not many benches on Hub Trail. Toilets not kept clean. Not enough waterproof trail maps along the trail.

3. Pavements are well maintained, free of obstructions and reserved for pedestrians.

- I expect this refers to sidewalks. To enhance the usability for walkways for pedestrians, it would be better if there were more locations that people could safely cross the busiest of our roadways. Either by using elevated walkways, or designated crosswalks at more frequent intervals along the sometimes wide and well used main arteries in the city.
- GET THE EBIKES OFF THE SIDEWALKS
- On garbage collecting-operators throw recycle bins on sidewalks. We are to place our bins curbside. Why can't they?

4. Pavements are non-slip, are wide enough for wheelchairs and have dropped curbs to road level.

- The newer pavement is fine. My grandson who is in a wheelchair complains about the bumpiness cause by bricking in centre stops and not all the curbs have been done correctly. The contractors need to have a class for themselves and their workers and put them in conveyances so they can try what it's like to navigate the bumps.
- At the same time that I agree with all three parts of the observation, I personally feel, since I work with physically handicapped people, that even the wheelchairs I push fit on the sidewalks. The sidewalks could be a bit wider since it would leave more space to travel and there wouldn't be such a risk of losing control on the sidewalks.

5. Pedestrian crossings are sufficient in number and safe for people with different levels and types of disability, with nonslip marks, visual and audio cues and adequate crossing times.

- Not enough visual/audio cues or enough time.
- Walk lights need to allow more time for slow walkers.
- A few crossings have audible signals however there is definite benefit in having more installed.
- More would be better and longer allowable crossing times.
- Probably should do more crossings for the vision impaired.
- Could be much better for the elderly especially around seniors' homes and long term care facilities.
- Public education needed here and should be led by City with business partners sharing costs.
- Better markings needed.
- I think there should be crossing buttons for pedestrians to push at every (or just about every) busy 4 way intersection in the Sault.
- Second line and Great Northern Road is a nightmare for seniors and others to cross. Perhaps an overpass over Great Northern Road.

6. Drivers give way to pedestrians at intersections and pedestrian crossings.

- Drivers need to be more aware of pedestrians.
- At times near Sault College and Food Basics drivers need to be more careful.
- I observe drivers frequently pulling far past the walk areas. Perhaps we need education/awareness campaigns.
- There is not a tradition in this city of giving the pedestrian the right of way. I think a campaign of "education" is needed here.

7. Cycle paths are separate from pavements and other pedestrian walkways.

- With our new trail system there has been a good start made, however it could certainly be expanded on and would help to project a healthful image of the quality of life in this city.
- On the Hub Trail they are exactly the same. The same color of pavement, no lines, no differentiation at all on where to walk or bike- very dangerous and unacceptable for a new trail system when the best practice in other cities is to have them delineated.
- Cycle paths? We need some!!
- Could use more bike paths.
- The Hub Trail is both for cyclist and pedestrians but are quite often over taken by pedestrians and their dogs. Need to have signs indicating to stay on one side and not spread out onto the whole trail.
- Get bike paths designated on side of roadways.

- This should be the next project to enhance the trails and I recommend that separate lanes be added to main roads. Many elderly/physically limited use scooters and are sometimes on the road or the sidewalk--as if unsure where they should be riding.
- Need bike lanes, especially for high traffic areas.
- Need more cycling paths. Hub Trail is a good beginning. However, to encourage people to use bicycles for more everyday activities there could be more cycling paths in major areas of the city where needed.
- Many parts of the Hub Trail need to let motorists know they are sharing the road. Better marking on the Hub Trail would explain the route for cyclists and motorists.
- Need more bicycle paths/lanes.
- Would like to see more "cycle" paths. Look at Ottawa model.
- We need more. There are a few parallel to and attached to sidewalks.

8. Outdoor safety is promoted by good street lighting, police patrols and community education.

- Pleasant Drive is dangerous where there are no sidewalks on the curve. It is dark and cars drive fast- dangerous for walking. There is a foot path from Allard Street along the north of Rosedale Park that many people, including elderly and those in wheelchairs and scooters, use to get to Willow Avenue (Cambrian Mall, Group Health Centre) that is not paved, nor maintained by the city. I have inquired about paving this path however was told that it is not a planned thoroughway. Planned or not, many people in the area use it every day. The city should sometimes follow what its citizen do rather than telling us where they want us to walk.
- It would be great to see more "foot patrol" by our local police at community functions, street parties, car rallies, etc.
- I'd like to see an education committee go to the schools and retirement homes to reinforce safety.
- Areas and parks should have better lighting.
- No police are ever patrolling neighborhoods.
- Police patrols? Please.
- Bellevue Park needs more lighting.

9. Services are situated together and accessible.

- Some services are easier to access than others. Once again it needs to be enhanced and better public transportation to the event destinations would be an asset.

10. Special customer services arrangements are provided, such as separate cues or service counters for older people.

- Not in grocery stores, pharmacies, GHC, bus queues, movies -- I conclude this does not happen in SSM although it is a great idea to implement.

- Banks generally have good service arrangements for older people however other service agencies and local businesses should make more of an effort to provide this.
- I notice banks and some health services provide separate areas for older adults. I believe it would benefit grocery stores to create separate cash lines for older adults.
- SAH emergency is a prime example of how our community fails in this area. Some banks have this in place and is great. More work needs to be done in this area across the services.
- I rarely observe this. Parking spots for females should be provided closer to the business
- Need more wheelchair accessible counters. When you talk to a person in a wheelchair from a normal height counter, you are talking down to them.
- Need more of this.

11. Buildings are well-signed outside and inside, with sufficient seating and toilets, accessible elevators, ramps, railings, and stairs, and non-slip floors.

- This was one of the big complaints about the SAH. They consulted but didn't listen. The city needs to consult on signage with the AAC.
- Work needs to be done to extend these services to all areas of the city, retrofit buildings that have been in use for a number of years.
- Readable large house numbers on buildings would help.
- Some improvement in this area but I'd like to see more ramps which make it much easier for people who use wheelchairs, walkers, etc.

12. Public toilets outdoors and indoors are sufficient in number, clean, well maintained and accessible.

- Generally not too bad but in contrast to rest the rest stops along the I-175 in Michigan we need a lot more with better placement and east access.
- Need more along Hub Trail. Some places are not open after a certain hour or season. People walk, bike and ski all hours and seasons.
- There are some complaints about the lack of high toilets. Most indoors are kept clean but in high volume areas, attention to details are essential and need attention. Toilet paper is always a problem as the quality is see-through. Paper towels are not checked enough or replenished. Some folks can't seem to go to the bathroom without writing all over the walls. You need attendants like they provide in Europe. It's a dirty job but somebody has to do and do it with pride.
- More toilets, washing and drinking stations are needed.
- Could use more with more signage.
- The symbols for male and female can be confusing for elderly because they are too close in nature -- perhaps a contest could be initiated to get a new symbol that is more distinctive and less confusing for the elderly and people with deteriorating vision.
- Need more outdoor public washrooms.

- There should be more and they should be spotless especially on the Hub Trail.
- We need more public toilets along the waterfront for those who walk it a lot. I'm always looking for one... and there is none and it would be nice to have them available till at least 10:00PM for walkers and bikers on the trails.

Conclusion

Through the assessment of Phase Two, the steering committee has determined targeted areas (in response to the questions asked), in each subcategory, in which the city exhibits weakness and strength.

In the **Transportation category**, the most critical issues are:

- All city areas and services are accessible by public transport, with good connections and well-marked vehicles. This statement ranked **low** with **47%** of respondents describing it as **somewhat accurate**, and **36%** of respondents describing it as **inaccurate**.
 - The move of the hospital and many businesses uptown while the main bus terminal remains downtown was a very major concern for respondents.
 - Transfer spots, including those on Highway 17 E (Trunk Road) and in the west end, were described as hard to access and locate.
- A voluntary transport service is available where public transportation is too limited. This statement ranked **very low** with **38%** of respondents describing it as **somewhat accurate**, and **38%** of respondents describing it as **inaccurate**.
 - Communication was a common theme in these responses. Most respondents stated they did not know if this service was available or not.
 - Many stated that there aren't enough services to meet the demand in the city; especially since some voluntary transport cannot accommodate those with accessibility devices (e.g. Red Cross).
- Taxis are accessible and affordable, and drivers are courteous and helpful. This statement also ranked **very low** with **38.5%** of respondents describing it as **somewhat accurate**, and **38.5%** of respondents describing it as **inaccurate**.
 - Respondents stated that there is a need for more accessible taxis in town.
 - Most stated that they cannot afford taxis as a frequent mode of transportation.
- Other areas of concern in Transportation are:
 - The lack of city bus routes that go outside the urban circle (e.g. Mocking Bird Farm, Hiawatha, etc.).
 - Dennis St. Terminal being "unsafe". Large groups of people standing outside make many riders feel uncomfortable.
 - The length of pedestrian crossing lights at Great Northern Road and Second Line.
 - Driver etiquette around the city- giving the pedestrian the right of way (e.g. Willoughby and Willow four-way stop).
 - Safer drop-off zones at Sault Area Hospital.
 - City buses' drop down ramps becoming inaccessible during the winter months due to snow and ice buildup.
 - Lack of "hard copy" transit route maps around the city.
 - Obstruction to driver's vision: Tilly Road going east from Great. Northern at Willow.
 - Transit signs are too small to recognize or locate.

Respondents gave positive reviews of the following statements:

- Public transportation costs are consistent, clearly displayed and affordable. This statement ranked **high** with **42.5%** of respondents describing it as **accurate** and **42.5%** of respondents describing it as **somewhat accurate**.
- Vehicles are clean, well-maintained, accessible, not overcrowded and have priority seating that is respected. This statement ranked **high** with **52%** of respondents describing it as **accurate**, and **37%** describing the statement as **somewhat accurate**.
- Specialized transport is available for disabled people. This statement ranked **high** with **65%** of respondents describing it as **accurate**, and **29%** describing the statement as **somewhat accurate**.
- Drivers stop at designated stops and beside the curb to facilitate boarding and wait for passengers to be seated before driving off. This statement ranked **high** with **54%** of respondents describing it as **accurate**, and **27%** describing the statement as **somewhat accurate**.
- Complete and accessible information is provided to users about routes, schedules and special needs facilities. This statement ranked **high** with **51%** of respondents describing it as **accurate**, and **35%** describing the statement as **somewhat accurate**.
- Roadways are free of obstructions that block driver's vision. This statement ranked **high** with **58%** of respondents describing it as **accurate**, and **38%** describing the statement as **somewhat accurate**.
- Traffic signs and intersections are visible and well-placed. This statement ranked **high** with **52%** of respondents describing it as **accurate**, and **43%** describing the statement as **somewhat accurate**.
- Parking and drop-off areas are safe, sufficient in number and conveniently located. This statement ranked **high** with **48%** of respondents describing it as **accurate**, and **35%** describing the statement as **somewhat accurate**.

In the **Outdoor Spaces and Buildings** category, the most critical issues are:

- Pavements are well-maintained, free of obstructions and reserved for pedestrians. This statement ranked **fairly low** with **30%** of respondents describing it as **inaccurate**, and **41%** of respondents describing it as **somewhat accurate**.
 - Respondents often praised the Hub Trail for its well-maintained walkways; however there was a common concern about cyclists rising on sidewalks around the city.
 - Respondents who identified themselves as having a physical disability stated that most sidewalks around the city are extremely hard to get around on due to uneven surfaces and bumps.
- Pedestrian crossings are sufficient in number and safe for people with different levels and types of disability, with nonslip marks, visual and audio cues and adequate crossing times. This statement ranked **low** with **29%** of respondents describing it as **inaccurate**, and **50%** of respondents describing it as **somewhat accurate**.
 - Respondents expressed the need for audio cues and longer walk times at Great Northern Road and Second Line, as well as the other intersections along Great Northern Road.
- Cycle paths are separate from pavements and other pedestrian walkways. This statement ranked **extremely low** with **48%** of respondents describing it as **inaccurate**, and **43%** of respondents describing it as **somewhat accurate**.

- This statement received the **lowest rating** in the entire Phase Two assessment. There is a definite concern about cyclists riding on sidewalks, and drivers not giving cyclists the respect and space they need to ride safely on the road.
- Special customer service arrangements are provided, such as separate queues for or service counters for older people. This statement ranked **low** with **28%** of respondents describing it as **inaccurate**, and **47%** of respondents describing it as **somewhat accurate**.
- Public toilets outdoors and indoors are sufficient in number, clean, well-maintained and accessible. This statement ranked **extremely low** with **45%** of respondents describing it as **inaccurate**, and **41%** of respondents describing it as **somewhat accurate**.
 - Respondents believe there needs to be washroom facilities in the following areas: Bellevue Park, the Boardwalk, the Hub Trail and along Carmen's Way. Those who identified themselves as elderly stated the lack of toilets in these areas restricts them from walking or enjoying the aforementioned areas.
- Other areas of concern in Outdoor Spaces and Buildings are:
 - More seating throughout the entire city.
 - Poor signage and accessibility at the Sault Area Hospital.
 - Better lighting in darker neighborhoods.
 - More garbage cans around bus shelters to promote a cleaner city.
 - Stricter regulations for E-Bikes.
 - A need for driver education (respecting pedestrians).
 - Sidewalks on both sides of the street in all areas.

Respondents had positive responses to many areas in Outdoor Spaces and Buildings:

- Public areas are clean and pleasant. This statement ranked **high** with **58%** of respondents describing it as **somewhat accurate** and **33%** of respondents describing it as **accurate**.
- Green spaces and outdoor seating are sufficient in number, well-maintained and safe. This statement ranked **high** with **62%** of respondents describing it as **somewhat accurate** and **29%** of respondents describing it as **accurate**.
- Pavements are nonslip, are wide enough for wheelchairs and have dropped curbs to road level. This statement ranked **high** with **44%** of respondents describing it as **somewhat accurate** and **34%** of respondents describing it as **accurate**.

In Transportation, the need for an expanded city bus route, with well-marked routes and transfers was widely expressed. There is a need for more funding to increase services for those with disabilities or in need of a parabus. Positive comments were made about the city's efforts to maintain the roads and fill in potholes. Respondents were also very positive about our city's transit drivers, describing them as courteous and helpful.

In Outdoor Spaces and Buildings, there is an extremely prevalent need for separate bike paths in Sault Ste. Marie, as well as access to more public toilets. This is an issue that has come up numerous times in focus groups and survey comments. In regards to separate bike paths, there have been concerns voiced from both pedestrians and cyclists.

Closing comments: Please note that although a statement may have ranked high on the accuracy scale, there still may be concerns in that area. These are identified in the comments. A high number of specifics are given in this report but for a full list of the areas in the city that respondents identified please see the appendix.



SAULT STE. MARIE
INNOVATION
CENTRE

Introduction

The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to provide the second 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. SSMIC now has over 40 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.

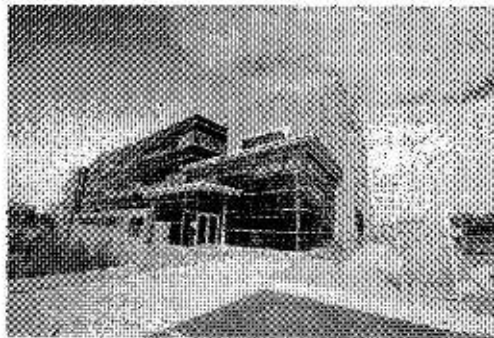


Photo: Essar Convergence Centre

SSMIC continues to serve as part of the Ontario Network of Excellence – 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).



It is a truly exciting time for the community with many promising initiatives underway and a unique moment in time with major transformations taking place including:

- Implementation of Community Smart Energy Strategy
- OLG Modernization
- Riversedge re-development of former St. Mary's Paper site
- Hosting Naturallia business networking conference

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 report has been structured as follows:

1. Background
2. Metric Report
3. Appendices

Schedule A - 2012 Business Plan

Schedule B - 2011 Audited Financial Statements

Schedule C - Copy of signed MoU between the City of Sault Ste. Marie and SSMIC

Schedule D - Updated list of Board members and staff

Schedule E - Communication Examples and Highlights – significant media coverage and examples of our monthly newsletters

The information provided demonstrates that SSMIC is indeed producing 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	2012		Commentary
	Target	Result	
1) Job creation	25	47	- Exceeding the job creation target in 2012 was due to the success of incubator clients, arrival of Canadian Banknote Corporation with twenty positions and growth of SSMIC projects. Economic impact for this result YTD is \$1.41M - \$2.1M annually. These numbers calculate a conservative average wage between \$30k-\$45k. Given the type of businesses SSMIC serves we would expect that the salaries would be at the higher range of this scale, and higher.
2. a) Program funding leveraging	\$1.8M	\$1.83M	A number of successful projects received funding including the Rural Agri-Innovation Network and SSMIC received funds to provide a number of business support programs/services in the region. This included a new \$200,000 business support program from FedNor over two years and an increase to \$100,000 from IRAP to operate a business funding program, professional workshop series and professional support program.
3) Business Incubation maintenance and growth.	9	9	The office at the Essar Convergence Centre on the campus of Algoma University provides a great facility for operations. We have seen growing interest from companies in joining this new space which is better configured to meet company needs. We have companies in the pipeline interested in joining and beyond the National Research Council IRAP office we have also added a staff member from RDEE to join our dynamic environment.
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	55	58	SSMIC is serving a pipeline of 55 companies in 2012. This number changes over time as new startups emerge, companies are attracted to SSM and, in some cases, cease to exist.

Metrics	2012		Commentary
	Target	Result	
5) Continue youth outreach activities	Reach 900 youth	1198	Successful programs, including Advanced Research Technology & Innovation Expo (ARTIE) 2012; Protolaunch workshops, competition and finale; SSMARt Innovation Awards 2012; IRAP sponsored workshops; Sault Community Career Centre Job and Education Expo 2012
6) Increase GIS related business in Sault Ste. Marie	\$1.4M	\$1.34M as of Nov. 2012	- We expect to hit revenue targets of \$1.4M in 2012 - Significant work was conducted across Canada in 2012 including work in Nova Scotia and Alberta. - Numerous projects with community benefit have been undertaken such as the Vulnerable Person Registry and the Community Geomatics Centre was again recognized as URISA Ontario Best Public Sector GIS Award.
7) Raise the profile of the innovation sector locally and externally	Achieved	Achieved	- Operate SSMIC.com; Facebook and Twitter sites; ITSSM.com; gamestartup.ca - Distribute monthly newsletter to over 400 subscribers - SSMIC produced four project specific promotional videos which run on YouTube and ShawTV - Sault Star front page news coverage – 13 - Since January 2012, SSMIC monthly news columns – 9 - MEDI blog submissions - 6 - Staff members participate on a number of committees: - Centre for Research and Innovation in the Bio-Economy - Northern Technology Alliance - Northern Advisory Committee (Northern Growth Plan) - Destiny Sault Ste. Marie - Chamber of Commerce committees - Anishnabek IT Centre Advisory Committee
8) Create the environment for growth in IT (networking events; training workshops, etc.)	4 IRAP events YTD; TAG Lunches	4 IRAP events YTD; TAG Lunches	- SSMIC played a key role in bringing the Naturallia conference to Sault Ste. Marie which will be a major business networking event creating opportunities and tourism revenue. - In 2012 we've held four IRAP sponsored events, which have attracted over 200 attendees. Events included "A Morning with Marketing Guru's" featuring Ron Buist, Former Marketing Director for Tim Hortons; "Opportunities in Water Tech" featuring Maude Barlow, National Chairperson of the Council of Canadians; and, "Techniques for High Growth Businesses" featuring Ian Portsmouth, Editor and Publisher of PROFIT Magazine. - Business support services enhanced as part of the Ontario Network of Excellence



Grant Thornton

Financial Statements

Sault Ste. Marie Innovation Centre

December 31, 2011

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Independent Auditor's Report

Grant Thornton LLP
5th Floor, Station Tower
421 Bay Street
Sault Ste. Marie, ON
P6A 1X3
T +1 705 945 9700
F +1 705 945 9705
www.GrantThornton.ca

To the Members of the
Sault Ste. Marie Innovation Centre

We have audited the accompanying financial statements of the Sault Ste. Marie Innovation Centre, which comprise the statement of financial position as at December 31, 2011, the statements of operations and net equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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 auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Centre's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Sault Ste. Marie Innovation Centre as at December 31, 2011, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Sault Ste. Marie, Ontario

March 23, 2012

Grant Thornton LLP

Chartered accountants
Licensed public accountants

Sault Ste. Marie Innovation Centre

Statement of Operations and Net Equity

Year Ended December 31

2011

2010

Revenue

Project revenue	\$ 1,346,121	\$ 1,221,061
Grants and contributions		
City of Sault Ste. Marie	277,890	277,890
Industry Canada - FedNor	84,153	35,464
NOHFC	558,192	230,157
Trillium	140,099	148,814
Industrial Research Assistance Program	65,683	105,801
MaRS	104,343	24,000
Ministry of Small Business and Entrepreneurship	-	10,780
Ministry of Research and Innovation	158,915	70,433
seA project revenue	586	17,804
Rent revenue	100,182	96,273
Programs and services	295,756	330,011
Miscellaneous	153,338	36,020
	<u>3,285,258</u>	<u>2,604,508</u>

Expenses

Administration and overhead	755,754	595,445
Amortization	63,643	79,201
Computer and software	112,455	135,844
Rent	67,581	49,225
Provision for doubtful accounts	2,345	-
Travel	28,337	52,002
Wages and benefits	2,060,300	1,763,655
	<u>3,090,415</u>	<u>2,675,372</u>

Excess of (expenses over revenues) revenue over expenses \$ 194,843 \$ (70,864)

Net equity, beginning of year \$ 444,113 \$ 514,977

Excess of (expenses over revenues) revenue over expenses 194,843 (70,864)

Net equity, end of year \$ 638,956 \$ 444,113

See accompanying notes to the financial statements.

Sault Ste. Marie Innovation Centre

Statement of Financial Position

December 31 2011 2010

Assets

Current

Cash	\$ 413,927	\$ 353,453
Receivables	453,733	494,166
Prepays	<u>39,182</u>	<u>20,979</u>
	<u>906,842</u>	<u>868,598</u>

Investment (Note 3)	5,000	5,000
Capital assets (Note 4)	<u>256,088</u>	<u>193,633</u>
	<u>261,088</u>	<u>198,633</u>
	<u>\$ 1,167,930</u>	<u>\$ 1,067,231</u>

Liabilities

Current

Payables and accruals	\$ 104,320	\$ 78,090
Unearned revenue	190,895	251,269
Current portion of debt (Note 5)	<u>60,000</u>	<u>60,000</u>
	<u>355,215</u>	<u>389,359</u>

Long term portion debt (Note 5)	<u>168,759</u>	<u>228,759</u>
	<u>523,974</u>	<u>618,118</u>

Equity

Net equity	638,956	444,113
Contributed surplus	<u>5,000</u>	<u>5,000</u>
	<u>643,956</u>	<u>449,113</u>
	<u>\$ 1,167,930</u>	<u>\$ 1,067,231</u>

Commitment (Note 6)

On behalf of the Board

Chairman Treasurer

See accompanying notes to the financial statements.

Sault Ste. Marie Innovation Centre

Statement of Cash Flows

Year Ended December 31	2011	2010
Cash derived from (applied to)		
Operating		
Excess of (expenses over revenues) revenue over expenses	\$ 194,843	\$ (70,864)
Amortization	63,643	79,201
	258,486	8,337
Change in non-cash operating working capital (Note 7)	(11,914)	(189,687)
	<u>246,572</u>	<u>(181,350)</u>
Financing		
Repayment of long term debt	(60,000)	(60,000)
Investing		
Purchase of capital assets	(126,098)	(221,698)
(Decrease) increase in cash position	60,474	(463,048)
Cash position		
Beginning of year	353,453	816,501
End of year	<u>\$ 413,927</u>	<u>\$ 353,453</u>
Supplemental disclosure:		
Cash interest paid	\$ 559	\$ 431

See accompanying notes to the financial statements.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2011

1. Nature of operations

The Sault Ste. Marie Innovation Centre was established in 1999 to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. The Sault Ste. Marie Innovation Centre was incorporated as a not-for-profit Centre without share capital. The Centre's purpose is to encourage the community to work together in innovative ways to use technology and enhance and improve Sault Ste. Marie's competitiveness by developing advanced applications and infrastructure and to promote economic development in the knowledge based industry.

2. Summary of significant accounting policies

Method of accounting

Certain expenditures are allocated based on approved budgets. These administrative expenditures have been allocated based on the funding agencies' approved budgets.

Revenue recognition

Restricted and unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Capital assets

Capital assets are stated at cost. Amortization is applied to write off the cost of the assets over their estimated lives on a straight-line basis as follows:

Computer hardware	3 - 5 years
Computer software	3 years
Furniture and equipment	3 years
NOHFC funded equipment	3 years
Trillium funded equipment	3 years

Contributed services

Volunteers contribute time to assist the Centre in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2011

2. Summary of significant accounting policies (continued)

Financial assets and liabilities

CICA Handbook Section 3855 establishes standards for recognizing and measuring financial assets and financial liabilities. It requires that financial assets and liabilities be recognized on the Statement of Financial Position when the Centre becomes party to the contractual provisions of a financial instrument. Under this standard, all financial instruments are required to be measured at fair value on initial recognition except for certain related party transactions. Measurement in subsequent periods depends on whether the financial instrument has been classified as held for trading, loans and receivables, held to maturity, available for sale or financial liabilities. Management determines the classification of financial assets and liabilities at initial recognition and the designations made for each financial instrument are indicated in the notes.

A description of the various designation classifications follows:

The financial instruments classified as held for trading are measured at fair value with unrealized gains and losses recognized in net income. Section 3855 permits an entity to designate any financial instrument as held for trading on initial recognition or adoption of this standard, even if that instrument would not otherwise meet the definition of held for trading as specified in Section 3855. The Centre's financial instruments classified as held for trading include cash and investment.

The financial assets classified as loans and receivables are measured at amortized cost. The Centre's financial instruments classified as loans and receivables include receivables.

There are no financial assets classified as available for sale or held to maturity.

Financial instruments classified as other financial liabilities include payables and accruals and long term debt. Other financial liabilities are measured at amortized cost.

3. Investment

During the prior year, the Innovation Centre developed intellectual property that was contributed to Infonaut Inc. in exchange for 5,000 common shares in that corporation. Infonaut Inc., in its June 30, 2011 financial statements, valued the intangible asset received and the common shares issued at \$160,000. The intellectual property comprised of materials and labour hours by the Innovation Centre to develop a prototype system for disease tracking system for hospitals. Funding was provided in the past to Infonaut Inc. and the Innovation Centre to develop this project. The receipt of the 5,000 common shares resulted in a 4% ownership interest in Infonaut Inc. and the Innovation Centre was provided with a first right of refusal on any consulting work coming out of the sales of the technology.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2011

3. Investment (continued)

This non-monetary transaction resulted in a contributed surplus equal to the value of the shares that were provided without any cash contribution. The investment in Infonaut Inc. in the Centre's financial statements was valued using the net asset or equity value of Infonaut Inc. As there were no sales yet in Infonaut, valuing the company on a capitalized earnings or cash flow basis would not be an acceptable methodology. The computed value was \$1 per share or \$5,000 for the investment. Contributed surplus was recorded at \$5,000 in the equity of the Centre.

4. Capital assets

			<u>2011</u>	<u>2010</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer hardware	\$ 830,900	\$ 574,812	\$ 256,088	\$ 193,633
Computer software	388,100	388,100	-	-
Furniture and equipment	88,806	88,806	-	-
NOHFC funded equipment	311,158	311,158	-	-
Trillium funded equipment	14,479	14,479	-	-
	<u>\$ 1,633,443</u>	<u>\$ 1,377,355</u>	<u>\$ 256,088</u>	<u>\$ 193,633</u>

The Centre entered into an agreement with the City of Sault Ste. Marie indicating that should the Centre cease operations, any assets obtained as a result of funding from FedNor or Northern Ontario Heritage Fund shall be transferred to the City of Sault Ste. Marie.

5. Long term debt

The Sault Ste. Marie Innovation Centre secured loans from the City of Sault Ste. Marie to finance payables. Annual principal repayments are \$60,000 and interest has been forgiven on these loans effective January 31, 2004.

6. Commitment

The Centre has entered into a new lease with Algoma University College to lease 4,287 sq. ft. for its operations, and 6,013 sq. ft. for the Geomatics Centre for a total of 10,300 sq.ft. The term of the lease commences on April 1, 2011 and expires on March 31, 2016. The annual lease payments are based on an annual space and operational fee of \$8.34 per sq. ft. for the Innovation Centre and \$9.34 per sq. ft. for the Geomatics Centre. Amounts are reviewed annually and are based on costs plus rent.

Sault Ste. Marie Innovation Centre

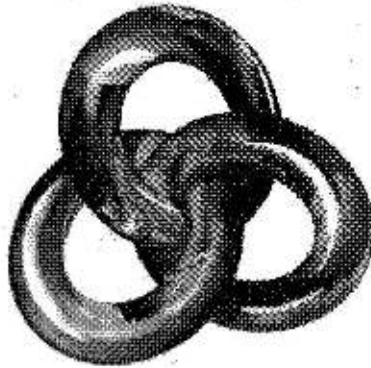
Notes to the Financial Statements

December 31, 2011

7. Change in non-cash operating working capital	<u>2011</u>	<u>2010</u>
Receivables	\$ 40,433	\$ (159,257)
Prepays	(18,203)	12,676
Payables and accruals	26,230	(69,606)
Unearned revenue	(60,374)	26,500
	<u>\$ (11,914)</u>	<u>\$ (189,687)</u>

8. Economic dependence

The Centre is economically dependent on the City of Sault Ste. Marie and other senior levels of government for funding its economic development initiatives.



SAULT STE MARIE
INNOVATION
CENTRE

Sault Ste. Marie Innovation Centre

BUSINESS PLAN
2012

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1.0 EXECUTIVE SUMMARY

The 2012 business plan marks a step forward with innovation and change taking place within the operations of the Sault Ste. Marie Innovation Centre (SSMIC). The organization is taking proactive steps to develop and grow as an organization and build long term sustainability in its operations so that it isn't dependent solely on government funding in the future. The organization had a highly successful year in 2011 and looks forward to continuing the positive momentum of our science and technology sector in Sault Ste. Marie.

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 alternative energy to information technology to bio-sciences, SSMIC is involved in a number of advanced fields with great potential for growth.

The early work that was undertaken to develop strategies for the IT and bio-science sector continues to remain relevant and produce results for the community. In 2012, we will continue to drive forward the development of the following sectors:

- Technology
 - Video gaming
 - Geographic Information Systems
 - Health Informatics
- Science
 - Energy
 - Water
 - Bio-Sciences

SSMIC is pleased to continue to serve as a member of the Ontario Network of Excellence and the Northern Technology Alliance. We will strive to further collaborate with our colleagues at NORCAT (Sudbury); Northwestern Ontario Innovation Centre (Thunder Bay) and IION (North Bay) in order to advance innovation in Northern Ontario.

SSMIC has set the following objectives for 2012 in order to provide value and measurable results to the community and our stakeholders:

2012 Objectives:

- Direct Job Creation – 25 jobs
- Program Funding Leveraged – \$1.8M
- Business Incubation – Technology Incubator to include 9 companies
- Provide in-depth value-added services to 55 existing businesses (advice, business plan review, funding assistance, etc)
- Continue youth outreach activities with presentations to over 900 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of IT and science sectors locally and externally

As we look forward to 2012, 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:

2011 Highlights at a Glance

- Exceeded our targets for job growth and funding attraction by helping to create 59 jobs (Appendix B) and attracting over \$2M in funding
- SSMIC moved into its new, state of the art home within the Biosciences and Technology Convergence Centre. This new facility provides expanded space for business incubation clients as well as the Community Geomatics Centre
- In-depth client support for over 55 science and technology companies plus broader company support through workshops and outreach efforts
- \$714,000 NOHFC funding contribution to support Algoma Games for Health and its online platform for speech language therapy that incorporates video game technology
- \$316,000 funding renewal towards a coordinator and management of the St. Mary's Remedial Action Plan (RAP). This continues the development of capacity in the water sector
- \$180,000 FedNor contribution to bring Northern Ontario companies to the Ontario Centres of Excellence Discovery conference
- \$139,000 from the Ministry of Economic Development and Innovation to support SSMIC as a member of the Ontario Network of Excellence
- \$119,000 from MaRS Business Acceleration Program to support sector specialists that can assist the region's businesses
- The continued growth of the Community Geomatics Centre (CGC) with new projects and clients from the community and across Ontario
- \$54,900 in funding from the NRC Industrial Research Assistance Program (IRAP) to directly support SME's and run a series of training workshops featuring industry experts
- The completion of a number of youth outreach activities through school visits and:
 - ARTIE, the Advanced Research and Technology Innovation Expo, that attracted over 900 elementary and secondary students to hear about exciting careers in science and technology
 - The successful completion of the second year of Protolaunch, a three year program that provides summer jobs for 25 high school youth in a video game development competition and weekend workshops through the school year delivered by industry experts from across North America
- Coordination of Soc Sustainable with Pod Generating and five major workshops

The Sault Ste. Marie Innovation Centre looks forward to another exciting year in 2012 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

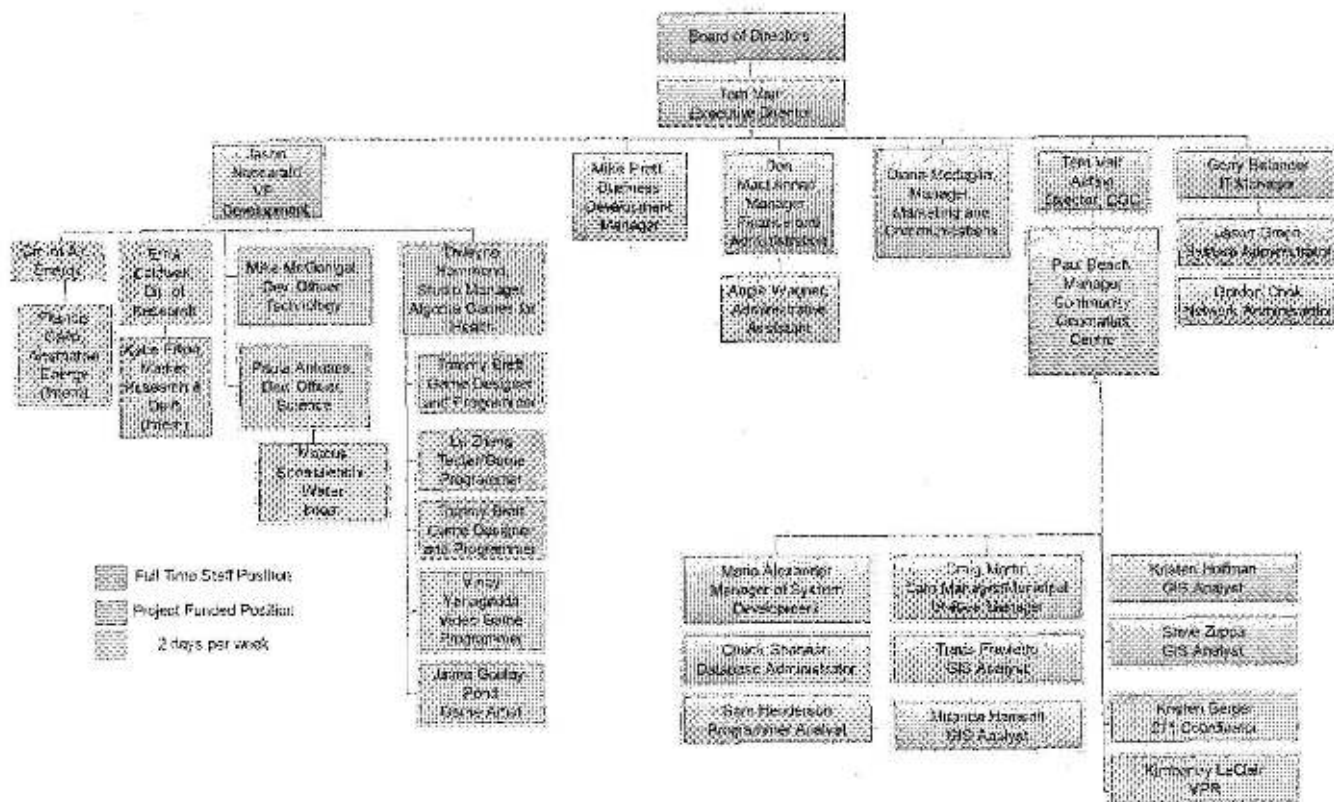
To drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

Organization Values

- Excellence
- Creativity
- Enthusiasm
- Honesty
- Respect
- Synergy
- Empowerment
- Agility

Organizational Structure

The organization functions on a standard hierarchical structure with the Executive Director reporting directly to the Board of Directors. In 2012, we expect to hire six staff and hope that, with funding support, we will be able to hire 3-4 positions to support specific development projects.



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 117,461 (2006 Census). Beyond business services, the Community Geomatics Centre also worked with a number of communities and organizations outside the Algoma District to generate revenue from consulting services and promote their unique model.

SSMIC is also working with the Ministry of Economic Development and Innovation as part of the new Ontario Network of Excellence (ONE) and will be partnering with NORCAT (Sudbury), the Northwestern Ontario Innovation Centre (NOIC, Thunder Bay) and IION (North Bay) to develop a pan-Northern approach to innovation and SME support. These efforts are designed to strengthen the Northern economy and identify opportunities to capitalize on the specific areas of expertise being developed in each of the respective areas.

3.0 INTRODUCTION

The following section provides an overview of SSMIC activities and outlines in detail the main focus areas for the organization.

3.1 Science and Technology Convergence

Utilizing the framework of the 2006 Community IT Strategy, SSMIC will take a two-prong approach to the development of the science and technology sectors (Appendix C – 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:

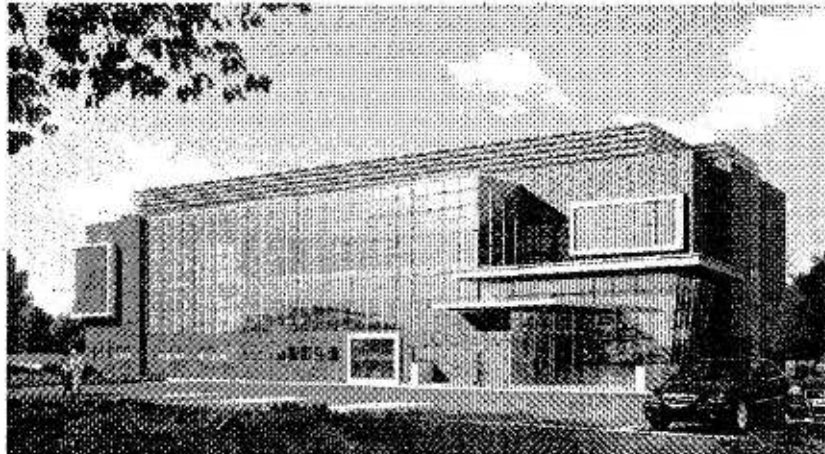
- Enable entrepreneurs to establish and grow their businesses through business incubation services, assisting in the acquisition of funding and mentoring resources;
- Facilitate and drive collaborative, leading edge research involving academia, industry and government research labs;
- Build capacity 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 and related interests, 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



Algoma University - Bio-Sciences and Technology Convergence Centre

In 2011, SSMIC moved all operations into the Bio-Sciences and Technology Convergence Centre on the campus of Algoma University marking an important milestone for the organization. The high level outcomes of the Convergence Centre will be an increase in innovation activity, an increase in commerce and business activity and the development and attraction of highly qualified personnel, mainly in the sciences and information technology domains. The Convergence Centre will serve as an important hub in Sault Ste. Marie to attract expertise and build the region's capacity to retain talented youth engaged in today's science and knowledge-based economy.

4.2 Business Services

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".

4.2.1 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 provides expert advice to both start-ups and existing businesses looking to expand or accelerate their growth in the science and technology sectors. Advisory services encompass everything from high-level strategy development to advice related to the key functional areas of a business. Regardless of field, companies working to commercialize new technologies frequently encounter the same challenges such as business model development, marketing strategy, intellectual property strategy, financing and more. In addition, SSMIC often connects businesses to expertise such as legal, financial, engineering, sector specialists etc. Although advisory services are tailored to each individual company or proponent, and rely on the expertise of SSMIC staff, two service offerings in particular are worth highlighting.

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.

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).

Private Capital: The Northern Ontario Enterprise Gateway (NOEG) has been funded by FedNor as a non-profit organization providing education and information to entrepreneurs to help them become investor ready and act as a catalyst to form and support angel investor groups in Northern Ontario. NOEG has established a pool of angel investors across Northern Ontario and SSMIC collaborates with NOEG to support their efforts in Sault Ste. Marie.

Public Funding: SSMIC 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. 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.

In 2012, 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 expertise (e.g. legal, finance etc.). These opportunities have been strengthened by SSMIC joining the Ontario Network of Excellence, as it now has improved access to advisors across the province from other Regional Innovation Centres, and access to a number of sector-focused innovation centres, such as: GreenCentre Canada, Communitech Hub, 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% to over 83%.

Incubation is an economic development tool that provides the community with the opportunity to grow new businesses and as such, it may require on-going financial support. Traditionally, incubators do not produce high profit margins so their value has to be measured against the economic impact of the businesses and jobs they enable in the community. The SSMIC recognizes that the small business sector creates most of the new jobs in the Canadian economy (Statistics Canada) and as such will focus on supporting the Small and Medium Enterprise (SME) market. Consider the following:

According to Industry Canada, 98% of businesses in Canada have few 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, Enterprise Centre SSM, etc).

The SSMIC Incubator recently expanded as part of the move to the new Biosciences and Technology 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 9 highly-desirable private office suites ranging from 85 to 280 sq. ft. (compared to 5 in the previous space) and 4 pods (42 sq. ft.) available for either regular incubator or virtual incubator usage.

In addition to traditional incubator work spaces, “virtual incubator” space has been a successful initiative for targeting out-of-town companies to locate in Sault Ste. Marie. The program allows science and technology companies not yet requiring physical office space in Sault Ste. Marie to have access to many incubator/SSMIC facilities when on site. This includes the temporary use of a cubicle with an internet connection, a phone/assigned extension and meeting room access. Just like traditional space, virtual incubator clients gain access to SSMIC mentorship and support. This is a critical tool SSMIC uses to build relationships with potential clients looking to locate their business in Sault Ste. Marie.

The SSMIC Business Incubator provides an attractive option to small start-up IT and science based companies to form their business and provide support in the critical start-up period. The Incubator currently has six full tenants, two virtual tenants and the addition of an IRAP support office:

- Serviceprobe
- Terrafact
- Northern Lights Multimedia Studio
- Superior Energy Solutions
- Mobilekore
- DX2 Technologies
- Pod Generating Group
- National Research Council, Industrial Research Assistance Program (IRAP)
- Wasatch Wind

The incubator also provided services to several other companies that have since graduated or otherwise relocated their operations. 2010 and 2011 Graduates of the Business Incubator that are now operating profitable companies in Sault Ste. Marie include Miramar Design Studios, Molly Media Studios and Superior Energy Solutions. In fact, in addition to holding commercial space on Oxford Street, Superior Energy Solutions has returned to the incubator to undertake a technology development project. To date, the incubator has supported companies in many of the key strategic focus areas for the City of Sault Ste. Marie, including renewable energy, information technology and gaming.

The City of Sault Ste. Marie has realized tangible economic benefits from the creation of these businesses. In addition to increasing the local tax base and creating jobs, these businesses support local diversification initiatives and attract new investment to the community. The focus on IT and science has enabled the community to both attract and retain high paying, highly skilled jobs.

Over the past five years “needs assessments” of incubator clients has identified that companies and their owners require increased mentorship 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.

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 this sort of program from which SSMIC has developed best practices and created efficiencies in the process that improve the delivery of these programs.

For instance, between 2008 and 2012, SSMIC has administered an NRC-IRAP-sponsored Small Firm Assistance Program which has provided up to \$5,000 to small and early-stage firms to help them access technology, and business and/or technical support services which assist them in their growth or competitiveness.

In addition, 2010 saw the completion of the CEO-in-Residence program funded by NRC-IRAP. This highly successful program enabled SSMIC to work with Denis Turcotte (former CEO of Algoma Steel and 2006 CEO of the Year, Canadian Business Magazine) to provide management, commercialization and marketing expertise to high potential companies. These sorts of engagements are enabled through the management of small funds such as the Small Firm Assistance Program and others.

New to SSMIC in 2012 will be the administration of a FedNor-sponsored Innovation Accelerator Fund; a two-year, \$100,000-per 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 will offer a non-repayable, non-dilutive contribution of \$5,000 per project to help SMEs grow their business.

SSMIC and its clients recognize the value of accessible, timely investments through a SSMIC-managed fund 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.

4.2.2 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

Networking events, seminars and training workshops play an important role in establishing a vibrant IT and Science community. SSMIC will continue to coordinate training workshops on relevant IT, science, and business topics. The content for these sessions is based on feedback and requests from the local IT and science community.

In 2011, SSMIC once again hosted the successful NRC-IRAP sponsored workshop series that included the following topics:

- First Funding and IP Self Defense, featuring Sean Wise (Dragon's Den) and Gowlings LLP
- Social Media Marketing, featuring Jeff Quipp (CEO, Search Engine People)
- The Business of Cleantech, featuring Jon Dogterom (MaRS Discovery District)
- How the Video Game Industry Changed since 'Diablo', featuring David Brevik (President, Gazillion Entertainment)
- How Cloud is Transforming IT, featuring Mike Bailey (VMware)

In addition to IRAP-sponsored events, SSMIC has hosted or assisted with a number of other events to support business in the region, including:

- Transitioning to the Bioeconomy with Marc Dube of St. Marys Paper
- Innovation Information Forum, with presentations by a number of Government of Canada programs to support innovation
- OCE Discovery 2011 Pan-Northern Ontario Pavillion, a tradeshow featuring innovators from across the province
- ChangeInc., a youth-oriented social enterprise workshop

SSMIC has a number of events planned for 2012, including the continuation of the IRAP-sponsored series, with topics including "Creating High-Growth Businesses", featuring Ian Portsmouth, Editor of PROFIT Magazine.

In addition to these, SSMIC will be pursuing continued funding from NRC-IRAP for the workshop series for the Federal fiscal year April 2012-March 2013.

In addition to IRAP programming, as a result of joining the Ontario Network of Excellence, SSMIC now has access to a number of knowledge transfer events and programming through MaRS Discovery District (Toronto). For instance, MaRS offers a weekly Entrepreneurship 101 session on Wednesday evenings for which SSMIC can host a remote viewing and networking session in Sault Ste. Marie. In addition, MaRS offers multi-day training workshops on *Fundamentals of Business Strategy* and the *B2B Sales Process* where their trainers could visit Sault Ste. Marie to provide knowledge transfer to regional businesses.

In addition, 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 the SSMIC as a link between the research community and private sector. The 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. The SSMIC works closely with its community partners in the economic development and support for small business field.

Examples of current or past projects include:

- onEDGE Network, a province-wide gaming industry portal for start-ups and existing gaming companies to easily access and locate resources and programs that readily promote opportunities for digital game development.
- ITSSM.com an online resource for the local IT community, including a directory listing of all IT the 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 2012, including the completion of the onEDGE portal, and the identification and development of new opportunities within the niche areas outlined in subsequent portions of this plan that support the growth of area businesses.

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 the globally significant areas of science and technology.

In 2011, an oilseed and biofuel feasibility study, business plan and governance structure plan was completed for the (proposed) Algoma Oilseed-Biofuel Cooperative Steering Committee. This study was critical in assessing the opportunity for such a venture in the Algoma region. Although in this instance it did not find feasibility of a oilseed-to-biofuel coop, the report was an instrumental tool in enabling a private sector investment within the oilseed crushing industry in Algoma.

Other examples of past work include the ICT Utilization study of 2010, the Algoma Biomass Inventory Report of 2009 and the Waste Vegetable Oil Survey Report of 2009.

In 2012, there exists an opportunity to further develop knowledge of science and IT related subjects and build the business case for investment in Sault Ste. Marie. For instance, within the water initiatives described in detail in subsequent sections of this plan, there is a need to analyze opportunities in such areas as environmental modeling, soil and water analysis and related to that, toxicology testing. There exists an opportunity to be a centre of excellence in fields that have applicability across the globe, such as phosphorus loading (and related to that algal blooms) or petroleum hydrocarbons. In the example provided, limited capacity (such as properly equipped labs) exists within northern Ontario; however these assertions must be supported by facts and figures in order to encourage investment to pursue these opportunities.

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 2012.

SSMIC staff remain 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
- Health Informatics Institute Board
- Destiny Steering Committee
- Anishnabe IT Centre Advisory Committee
- Chamber of Commerce Business Development Committee
- Sault College Computer Studies Advisory Committee
- Enterprise Centre SSM Advisory Committee
- CYBF Mentoring and Loan Review Committee
- Immigration Portal Committee

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, the SSMIC has participated with both post secondary institutions in the City on various projects and has undertaken a number of activities to support the growth of the IT and Science sectors in the region.

In October 2011, SSMIC held the fourth ARTIE (Advanced Research Technology & Innovation Expo) for local youth, as part of National Science and Technology Week. Over 900 local youth ranging from pre-school to high school attended the free event.

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 2012 include:

- **Algoma University**
 - SSMIC is working closely with Algoma University on Algoma Games for Health and has assumed responsibility for the staff and projects related to the commercialization of this technology;
 - SSMIC continues to work with the Health Informatics Institute, providing advice on commercialization opportunities and seeking private sector partners for applied research. This all contributes to the ongoing development of the health informatics field in Sault Ste. Marie;
 - SSMIC manages the Remedial Action Plan Coordinator for Sault Ste. Marie who is based in the SSMIC offices. SSMIC provides ongoing administrative and managerial support for this position. This position is very important for building capacity in the community to carry out water-related research and project management in environmental sciences. The position has been renewed for three (3) years and this is an important step towards broader and longer term management of local water resources.
- **Sault College**
 - SSMIC is working directly with Sault College staff on the development of its strategy as it relates to the alternative energy and water sectors. SSMIC is also working on identifying new initiatives in the health informatics and video gaming that tie in with Sault College.
 - SSMIC also collaborates with the Sault College Applied Research Centre (ARC) which is funded in part by the Colleges of Ontario Network for Industry Innovation (CONII). ARC brings new opportunities for companies to engage with faculty and students and leverage the infrastructure that is available at the College. In addition, ARC has program dollars that can be made available for joint projects with industry.
 - 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 2012, 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 2012 include:

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).

In 2012, significant resources will be invested in continuing the development of Games for Health Studio to offer services that will assist patients requiring speech therapy. SSMIC was able to successfully attract

significant funding from NOHFC to provide resources for this important project. (Details below in Section 5.1.1)

SSMIC also operates Protolaunch, a program launched in October 2009, and funded for three years. This project will result in regular skills development opportunities for local youth. It will also encourage the growth of the local game development sector by bringing industry professionals into the city and promoting awareness of what Northern Ontario has to offer game developers. Each year, a series of industry led workshops culminate in a video game development competition on the campus of Algoma University for highschool students where they are paid as a summer job to participate in this unique program. As the lead applicant on this successful proposal to the Ontario Trillium Foundation's Future Fund, SSMIC has brought together collaborative partners in Algoma University, Sault College, the Children's Rehab Centre Algoma and the Anishinabek Information Technology Centre.

5.1.1



Algoma Games for Health – Division Overview

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. This hub will provide regional, provincial and national economic benefits and will further elevate the international status of Canada's exceptional game development community. AGFH has established a pioneering video game studio in Sault Ste. Marie with a focus on the research and development of serious games and game technologies for the health care sector and education. AGFH plans to continue to combine innovations in game technology with rehabilitation research to offer cost effective treatments that will help people maintain their independence and good health.

AGFH 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 clients.	To improve quality of life through innovative approaches to rehabilitation, therapy and education.	To make eVoxative a leading platform for online speech therapy in North America by the end of 2014.
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.		

AGFH will have two main initiatives in 2012, those being the eVoxative speech therapy solutions portal and the OSHKI Learn to Mine portal.



eVoxative is an online speech therapy portal designed to make therapy sessions more engaging. We connect Speech Language Pathologists (SLPs) with those in need through an encrypted video-conference solution that integrates speech therapy tools and games with customizable content and powerful reporting tools.

Evoxative is currently in beta phase and is now being

offered as a free service for SLP's for up to 5 clients. If the SLP would like to be able to use the portal for unlimited clients, a charge of \$49.99 per month will be applied. In addition to this, AGFH plans to release one of their tools as an Apple iPhone and iPad app by July of 2012. The AGFH section of the business plan will focus on the eVoxative initiative as it will be the product that will deliver long term growth to the department.



The OSHKI Learning2Mine portal (L2MP) provides an online hub for first nations youth in Northern Ontario interested in a career in the mining industry. The site will provide social connectivity features, educational games, videos, and documents as well as career planning tools and other resources as required by OSHKI. This is a developmental

contract awarded to AGFH in December of 2011. The product delivery date is set for the fall of 2012. This project will inject much needed cash into the studio; however, there will be no continued revenue stream for this project beyond the project completion date.

eVoxative Marketing Plan

Mission

Algoma Games for Health's goal is to become the number one service for Speech Language Pathologists provisioning the most sessions through the eVoxative portal by the end of 2014.

Method

To achieve this goal a marketing and sales campaign must be undertaken to promote the eVoxative web portal. We have identified the primary markets for the eVoxative portal and the keys to effectively reach and sell to the individual Speech Language Pathologists (SLPs) and the organizations that employ SLPs. We must also market to the "true customers" of eVoxative... the patients/clients and their loved ones.

Market Segments

- **SLP - Private Practice Market**

The total number of SLP's in private practice is approximately 60,000.

- **SLP – Not in Private Practice**

This group is made up of those SLPs working for Boards of Education, government agencies, hospitals and rehabilitation services. There are over 60,000 SLPs in this sector in North America.

The best way to reach both these segments is through American Speech and Hearing Association (ASHA) and Canadian Association of Speech Language Pathologists and Audiologists (CASLPA) through exhibiting and presenting at their conferences (Over 10K SLPs attend the ASHA Conference). Both organizations offer direct mail and web based marketing packages.

- **The K to 12 Market**

The National Center for Educational Statistics (USA) reports that in the 2008/09 school year there were 13,809 school districts with 98,700 public elementary and secondary schools and an additional 29,971 private elementary and secondary schools operating in the USA.

- **Therapist Information:**

Current speech pathologist association memberships in the English-speaking world total over 140,000:

- 110,000 SLP members in the American Speech-Language-Hearing Association (ASHA - www.asha.org)
- 5,400 members of Canadian Association of Speech-Language Pathologists and Audiologists (CASLPA - www.caslpa.ca)
- 13,819 speech and language therapist practitioners with The Royal College of Speech and Language Pathologists (England - www.rcslt.org)
- 4,200 members of Speech Pathology Australia (www.speechpathologyaustralia.org.au)

A recent survey conducted by ASHA indicates their members have the funding to purchase with average annual budget per individual and/or department as follows:

- \$22,400 auditory assessment/evaluation products/services
- \$6,700 assistive technology accessories
- \$35,800 communication devices/aids — audiology
- \$16,250 communication devices/aids — speech
- \$42,800 computer products
- \$27,725 education materials/services
- \$32,600 speech/language assessment/evaluation products/services
- \$46,525 treatment equipment/services
- \$20,850 treatment materials

- **Client Information:**

eVoxative will be marketed in Canada and the United States, primarily to Speech Pathologists and their clients. To briefly outline the pool of clients that would be available, we have collected the following information.

a) **Stroke Victims**

Stroke is the leading cause of serious, long-term disability in Canada the United States. More than 50,000 strokes occur in Canada each year. That's one stroke every 10 minutes.

For every 100,000 Canadian children under the age of 19, there are 6.7 strokes. About 300,000 Canadians are living with the effects of stroke. Each year in the United States, about 795,000 people suffer a stroke. About 600,000 of these are first attacks, and 185,000 are recurrent attacks.

According to the World Health Organization; worldwide, 15 million people suffer strokes each year. Of these, 5 million are rehabilitated through therapy. To be sure not all of these individuals require speech therapy but a large number do.

b) Children

The number of school age children with:

- speech and language impairments totaled in excess of 1.43 million
- special learning disabilities totaled in excess of 2.45 million

In addition autism, ADHD, or another developmental disability rose by about 17 percent, meaning, nearly 10 million - have such a disability.

5.2 Energy



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Energy Division

Vision Framework - Energy Division		
Core Values and Beliefs	Purpose	Mission
We believe in pursuing a greater knowledge of the latest technologies and analytical skill set to be used for the benefit of mankind and be recognized for our contribution. To have the authority to lead, the creativity to inspire and the will to foster positive economic, social, and environmental change. Profit is an essential part of our core. We believe in making positive contributions that generate profit in a responsible manner.	To unlock the potential of the people of the Algoma region to build and sustain a responsible and progressive energy community that generates wealth in Northern Ontario.	To play a significant role in the implementation of the Community Alternative Energy Strategy for Sault Ste Marie

Sault Ste. Marie and region has experienced exceptional growth in the past years in the alternative energy sector. In order to continue the momentum, support new companies and drive innovative projects in the community SSMIC will actively work to support the alternative energy sector in 2012.

As one of Destiny's seven growth engines, the energy sector receives priority attention. The SSM Innovation Centre is the lead on tracking and monitoring the energy sector for Destiny and chairs the Energy Committee.

From this committee, an Alternative Energy Task Team was formed made up of:

- SSM PLC – Brian Curran
- SSM EDC – John Febbraro
- Sault College – Colin Kirkwood
- Private sector – Denis Turcotte
- Municipal Environmental Initiatives Committee – Catherine Taddo, Madison Zuppa
- SSM Innovation Centre – Tom Vair

The goal of the Task Team was to look at the Alternative Energy sector and begin to map out a process to think more strategically and align community activities in order to grow this promising sector. As a first step, the Task Team developed a position paper to put down on paper some of its thinking and take a first step to creating a strategy for developing the alternative energy sector. The vision had already been established by City Council – namely, SSM as the Alternative Energy Capital of North America. In the Position Paper, an overview of the current alternative energy landscape was created to provide an initial assessment of important information, policy and resources; and offer guidance to help enable the community to move forward in a focused and deliberate way.

The Task Team created a mission statement that states: “Sault Ste. Marie will create the conditions to attract technologies, expertise and capital to our community that will result in an increase in related employment, economic activity, and quality of life, specifically in the field of alternative energy and efficient energy utilization.” The Vision and Mission are important to provide the structure for the next steps of defining the High Level Goals; Strategies and Action Plan.

The current landscape of the alternative energy sector in Sault Ste. Marie certainly provides reason for encouragement. The community has established itself as a leader and we need to capitalize on this momentum. The major components of the alternative energy sector we identified were:

- Energy Recovery – such as the Essar co-generation
- Energy Production – Starwood, Brookfield’s Prince Wind Farm, etc.
- Conservation and System Efficiency
- Municipal Environmental Initiatives
- Education and Training
- Energy Products and Services – these are professional services such as engineering and manufacturing jobs

In the spring of 2011, Parker Venture Management was hired to conduct Sault Ste Marie’s Smart Energy Strategy which is to be the “way forward” energy plan for the area. SSMIC played an instrumental role in facilitating this project and plans to continue to monitor and play a significant role in the execution.

The members of the committee are strong believers that there is significant opportunity in the alternative energy sector for SSM. In 2012, SSMIC will work to implement the strategy and collaborate with community stakeholders on the following next steps:

- Develop a governing structure for alternative energy activities
- Develop a strategy to enable continued growth in the alternative energy sector
- Assign tasks and implement action items associated with the strategy

The report focused on 8 recommendations summarized below:

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

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

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

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

- Recommendation #3: Enable Prospect Mapping of Northern Ontario's Renewable Energy Assets

Showcasing regional capability in solar, water, wind, and biomass would enable international prospecting for projects and other opportunities, similar to the types of forestry inventories already available through the Ministry of Natural Resources, and readying the region for action given favourable economic, policy, and market conditions for development. Further, this could also encourage the development of locally-owned energy projects throughout the region. This will ready the community to act quickly and in an informed manner once transmission capacity expands.

- Recommendation #4: A Smart Microgrid for the Sault

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

- Recommendation #5: Creation of a Community Investment Company

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

- Recommendation #6: Community Smart Energy Marketing Strategy

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

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

We feel there is great opportunity for the creation of a Symposium that generates awareness, inspiration, and momentum around solutions and advancements applicable to smaller and remote

urban centres. Sault Ste. Marie could lead this initiative and in so doing put itself on the world map as far as “the gatherer” for innovations and solutions in this area.

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

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

Moving forward, SSMIC will work with stakeholders to advance this strategy and implement key recommendations from the report. A copy of the Sault Ste. Marie Alternative Energy Strategy will be made available on the Sault Ste. Marie Innovation Centre website.

One of the ideas discussed in the outreach efforts to develop the strategy was a community energy project, which is equally encouraged by Ontario's *Green Energy and Green Economy Act, 2009*. SSMIC is well equipped to become the project management organization for such a project and will focus efforts in 2012 towards the study and implementation of a community project if feasible.

SSMIC will evaluate investing some of the organization's retained earnings and sweat equity into the community power project if the opportunity exists and the ROI is substantial. Community Power is defined by the Ontario Sustainable Energy Association as a renewable energy project that is owned, developed and controlled in full or in part (50% or more) by residents of the community where the project is located. Because the revenue generated from a conventional energy system typically leaves the region (75 cents of every dollar), community power is intended to maintain local capital and in turn maximize the community's economic benefits. Not only is this beneficial from an economic perspective, but renewable community power will reduce a region's dependence on imported energy while reducing greenhouse gas emissions caused by other conventional forms of energy production.

SSMIC has hired an Alternative Energy Intern to assist with the department's goals, objectives and upcoming projects. The intern will be fulfilling a research position to help with the development of Sault Ste Marie's Smart Energy Strategy, including the community energy project, as well as assisting with any upcoming Energy Conservation and Demand Management Plan initiatives. In addition he will be developing a series of ongoing publically available Fact Sheets covering a variety of topics within the field of renewable energy and conservation.

A number of high-level feasibility studies are already a part of the intern's work plan, including the subjects of electricity grid-lock, off-grid opportunities and homeowner conservation incentives; this list is likely to grow as portions of the Strategy come into force. The Intern will actively provide updates on the Feed-in-Tariff (FIT) program, Ontario Sustainable Energy Association (OSEA) webinars as well as any other relevant updates within Ontario's major energy-governing organizations like the Ministry of Energy or Ontario Power Authority. The intern will offer support to fulfill certain objectives of the Rural Energy Alternative Department (READ) committee, McDougall Energy and the Regional Information Utility Network (RIUN), and is the acting liaison for the Destiny Sault Ste Marie Energy Committee meetings.

We expect that SSMIC will submit funding applications and invest resources in 2012 to pursue these objectives subject to board approval.

5.3 Water Sciences



Water Sciences Division

A little over two years ago, expanded resources at the Innovation Centre have allowed for the development of a Water-Sciences division. Offering a wide variety of services while leveraging highly talented staff, this group has quickly grown in to a beneficial and revenue generating team.

Vision Framework - Water Sciences Division		
Core Values and Beliefs	Purpose	Mission
We believe in having a long term commitment to the environment	To improve our quality of life through scientific research and development	To grow into a self sustaining department by the end of 2012
We believe in pursuing growth and development for our team members and the science sector, servicing both our local community and clients from around the world		
We believe that we have a responsibility to use our expertise in ways that maximizes the preservation and protection of soil and water resources		
We strive to be an efficient, productive and profitable business, or else we limit our ability to do so services		

Services

The Water Sciences Division offers 7 key services that have lead to its growth from being a newly developed division in 2010 with no income to a unit that generated \$35,000 in revenue in 2011. Many of these services have spawned from key relationships in the community and filled gaps in the service sector that previously existed in our region.

1) Consulting

Consulting services that are currently being provided are diverse in scope and subject matter, but remain unified under a common umbrella of environmental toxicology and chemistry. Projects range from those that involve the coordination of multiple stakeholders within every sector (i.e., government, academia, industry, and citizens groups) for the purpose of overcoming environmental challenges and streamlining work-plans, the management of project portfolios (i.e., multiple projects) that differ individually but are all needed to support the formulation of decision-making frameworks at the upper

levels of government, expert opinions for environmental risk-assessment, review of environmental data, assistance with the formulation or updating of environmental guidelines (i.e., government), or assistance provided to industry to remain in compliance with regulations. Projects can include those that range from land-fill leachates, new project development and testing, toxicity testing, environmental modeling, and environmental management.

2) Testing

The testing division is currently focused on industrial support for quality-control and product development in the areas of chemical analysis and water treatment. The department would like to grow this service into laboratory testing with plants and aquatic organisms, soils, and pharmaceutical contamination through collaborative partnerships and funding opportunities. This area is expected to expand as we bring on new highly qualified personnel to our team.

3) Research

The research of our group is focused on environmental toxicology and chemistry, with an emphasis on the development of risk assessment tools used for environmental protection and remediation. Research most often includes paper-based studies with laboratory data either previously obtained or new data that is provided to our group. However, upcoming research will include oversight and management of experiments carried out in the laboratories of our collaborating partners on a fee-for-service basis. This kind of research can include field-work, or laboratory work involving trace metals, petroleum hydrocarbons, and complex contaminant mixtures. The research will ideally continue to focus on the development of standardized test methods and risk-assessment models, but will also expand to include other models that deal with contaminant flow and movement within the ecosystem, rather than models that focus on the relationship between contaminant concentrations and organism toxicity.

4) Project / RFX Management

Project management is a major component of work being undertaken at SSMIC. The Remedial Action Plan is the best example, with Dr. Antunes providing ongoing project management for a portfolio of projects that are collectively aimed at providing the information needed to formulate a management strategy for the St. Marys River Area of Concern (AOC). In addition to managing the portfolio of research projects, Dr. Antunes also provides direct supervision and support for the Remedial Action Plan Coordinator and the associated funding agreement & reporting. The principle focus of the Remedial Action Plan Coordinator is to provide ongoing public communication and outreach related to the St. Marys River Remedial Action Plan, and create an Implementation Annex that services as a multi-agency road-map for addressing the beneficial use impairments within the AOC. In addition to this, the water department at SSMIC also offers RFX management services (RFQ, RFP, and RFI).

5) Modeling

Computer based models provide fast and cost effective means of addressing complex environmental problems. Models used and developed by our group are specific to nutrients, metals and petroleum-derived contaminants in soil, water, and sediment, and the potential effects that the contaminants have on organisms exposed to them. The models are used to guide and support environmental decision-making.

6) Sample Acquisition

An important component of monitoring the health of the surrounding watershed is collecting and analyzing soil and water samples. We are positioned to coordinate and advise involved parties for both

smaller sampling (monitoring algal blooms on smaller inland lakes) and larger efforts (sediment sampling throughout the St. Marys River). These services are becoming increasingly important as water quality is put at risk from multiple threats (e.g., global warming, harmful algal blooms, contamination from trace metals, petroleum-derived products, and personal care products).

7) Partnership Development

Research and consulting at SSMIC in the water sector has been successful because of the large number of collaborative partners that we work with on an ongoing basis. These partners include all aspects of the public and private sector, from government, industry, lake association and public advisory groups, and academia. Working with our partners enables us to put highly effective teams together to address environmental issues, and ensure that all aspects of project development and execution are carried out with the highest level of excellence and competitiveness in a global market.

Growth in services offered will be the main source of revenue for the water sciences division, creating a sustainable organization for the long term.

5.5 Bio-Sciences



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Bio-Sciences Division

The Innovation Centre provides business development advice and R&D facilitation for bio-based opportunities in Algoma Region and Northern Ontario and has worked on a number of sector development activities.

Vision Framework - Bio-Sciences Division		
Core Values and Beliefs	Purpose	Mission
We are an applied research and commercialization division. We make contributions to our region through facilitating research, product development, and providing services aimed at creating co-science based economic growth and employment. We are dedicated to quality in all that we do. We are committed to facilitating the collaboration of bio-based stakeholders for value chain development in Algoma. We optimize our financial and physical resources in partnership with clients and partners.	To facilitate and lead innovation in the bio sciences and cooperation in the development of the bio-based economy in Algoma District.	To secure funding for the Rural Agri-Innovation Network (RAIN) and related projects.

The focus for 2012 : RAIN

The Sault Ste Marie Innovation Center (SSMIC) has been working with NORDIK Institute at Algoma University and a number of regional partners on the development of a Rural Agri-Innovation Network in Algoma District. The RAIN is a collaborative model for the delivery of projects and services that are of benefit to agricultural and agri-forestry related organizations, individuals and private sector partners. An advisory committee has been established to steer development of a 3-year pilot project in Algoma.

The objective of the Algoma RAIN is to seek improvements in Algoma's agriculture community by supporting research and other collaboration, fostering communications and delivery of crop-based information, and promoting the importance and achievements of the region's agriculture. It is also intended to serve as a framework for broader pan-northern agri-based cooperation and development for both regional and broader areas of interest.

Some of the specific tasks and objectives of the RAIN initiative include:

- Hire a Research Project Manager and technical support for the RAIN research component
- Establish a crop test site and facility within the District
- Follow up on alder crop growth response and establish cash and specialty crop trials as finances allow
- Initiate planning for a second RAIN Agriculture and Agri-Food Symposium for January 2013
- Organize in cooperation with Algoma Soil and Crop Association, information and panel discussions to increase Canola acreage in Algoma to meet the feedstock requirements of a new oilseed crushing facility.
- Undertake market development and quality improvement efforts in support of clients including but not limited to Penokean Hills Farms

SSMIC will also continue to play a strong partnership role with the Invasive Species Centre and Invasive Species Research Institute (ISRI). ISRI has its own institutional development objectives, details of which are not intended to be fully captured in this document but include:

- assistance with establishment and activities of AU's Invasive Species Research Chair, Dr. Pedro Antunes
- assistance with establishment of research networks
- seeking funding for specific infrastructure, research and public awareness projects providing associated support for AU faculty

5.6 Health Informatics

Health Informatics is a cross discipline field that aims to discover how information, the management of information and information and communication technologies bring value to health. The Health Informatics field presents immediate and promising returns for the community and has been the first priority among niche opportunities.

In 2012, SSMIC will work with the Health Informatics Institute at Algoma University and the ESRI Canada Health Informatics Research Chair to develop exciting new research projects and opportunities for the Algoma region. SSMIC will also continue to work with healthcare providers and private sector companies in order to develop this promising sector.

6.0 Community Geomatics Centre

A Geographic Information System (GIS) is a specific type of information system in which information is geographically referenced to a specific place or coordinates on earth. This geographically referenced information is the foundation supporting a broad range of business performance opportunities including improved infrastructure management, public safety, land use/environmental planning, enhanced business communications, improved health and human service delivery and spatially significant data analysis supporting decision making.

SSMIC, in partnership with the City of Sault Ste. Marie and PUC, has implemented one of the most comprehensive municipal GIS solutions in the world. SSMIC's GIS department has evolved to become the Community Geomatics Centre (CGC), a division of SSMIC that serves a large number of clients and partners – all sharing data and infrastructure to reap the benefits of this impressive system.

A major focus area for SSMIC is the continued growth of the GIS sector in SSM. The CGC is a shining example of a market development project and has a great deal of potential for future growth. The CGC operates as a self-sustaining department of SSMIC that is funded directly by the clients accessing its services.

The CGC has also put Sault Ste. Marie on the map with international coverage of its unique community model. Coverage in major GIS publications such as ESRI Healthy GIS, ArcNews North and URISA demonstrate the world-class nature of the solution operated in SSM. In 2009, the Sault Ste. Marie GIS solution was selected as the Best GIS in Ontario by URISA.

The CGC provides a number of benefits to the community which can be attributed to its unique position within the Innovation Centre. 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 F.

7.0 Key Objectives 2012

It is important for SSMIC to work towards its business plan and measure progress relative to the plan. Baseline measures have been developed based on the SMART theory which states that goals/metrics must be:

- Specific - to increase chance for success
- Measurable - to monitor progress and stay on track
- Attainable – to challenge to grow and succeed
- Realistic – when you believe it can be accomplished
- Tangible – when you can see and experience a change

As an organization that serves as a catalyst for growth in the science and technology sectors, the metrics must encompass the range of activities undertaken by SSMIC and relate to the ability of SSMIC to drive economic development.

Obviously, a key metric for economic development is the number of jobs created. Using this metric solely, however, does not reflect the value that SSMIC brings to the community or the strategic significance of investing in the knowledge-based sector. Indeed, many of the projects undertaken by SSMIC involve coordination among multiple partners and government funding approval from multiple sources which requires a time span beyond a single calendar year.

There are a number of important metrics that indicate success. These metrics must be considered as SSMIC builds capacity and seeds future growth in the IT and knowledge-based sectors:

2012 Objectives:

- Direct Job Creation – 25 jobs
- Program Funding Leveraged – \$1.8M
- Business Incubation – Technology Incubator to include 9 companies
- Provide in-depth value-added services to 55 existing businesses (advice, business plan review, funding assistance, etc)
- Continue youth outreach activities with presentations to over 900 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of IT sector locally and externally

8.0 SWOT ANALYSIS

Strengths

- 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.
- SSMIC plays a critical role within the City of Sault Ste. Marie's Economic Diversification Strategy. The SSMIC is a pivotal element in two of the six growth engines (Research & Development and Energy).

- SSMIC is well positioned within the framework of the Federal and Provincial government's innovation strategies to be used as a vehicle to attract future funding to the District. The focus areas identified by Federal and Provincial Federal innovation strategies directly align with the focus areas identified by SSMIC:
 - Federal S&T Strategy focus areas:
 - Environmental science and technologies
 - Natural resources
 - Health and related life sciences and technologies
 - Information and Communication Technologies
 - Ontario Innovation Agenda
 - Clean Technologies
 - Advanced Health Technologies
 - Digital Media and Information and Communication Technologies
- Many government programs are 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.

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 2011.

Opportunities

- SSMIC is positioned to work closely with its partners in Sudbury (NORCAT), Thunder Bay (NOIC) and North Bay (NION) to establish a Pan-Northern focus on incubation and innovation.

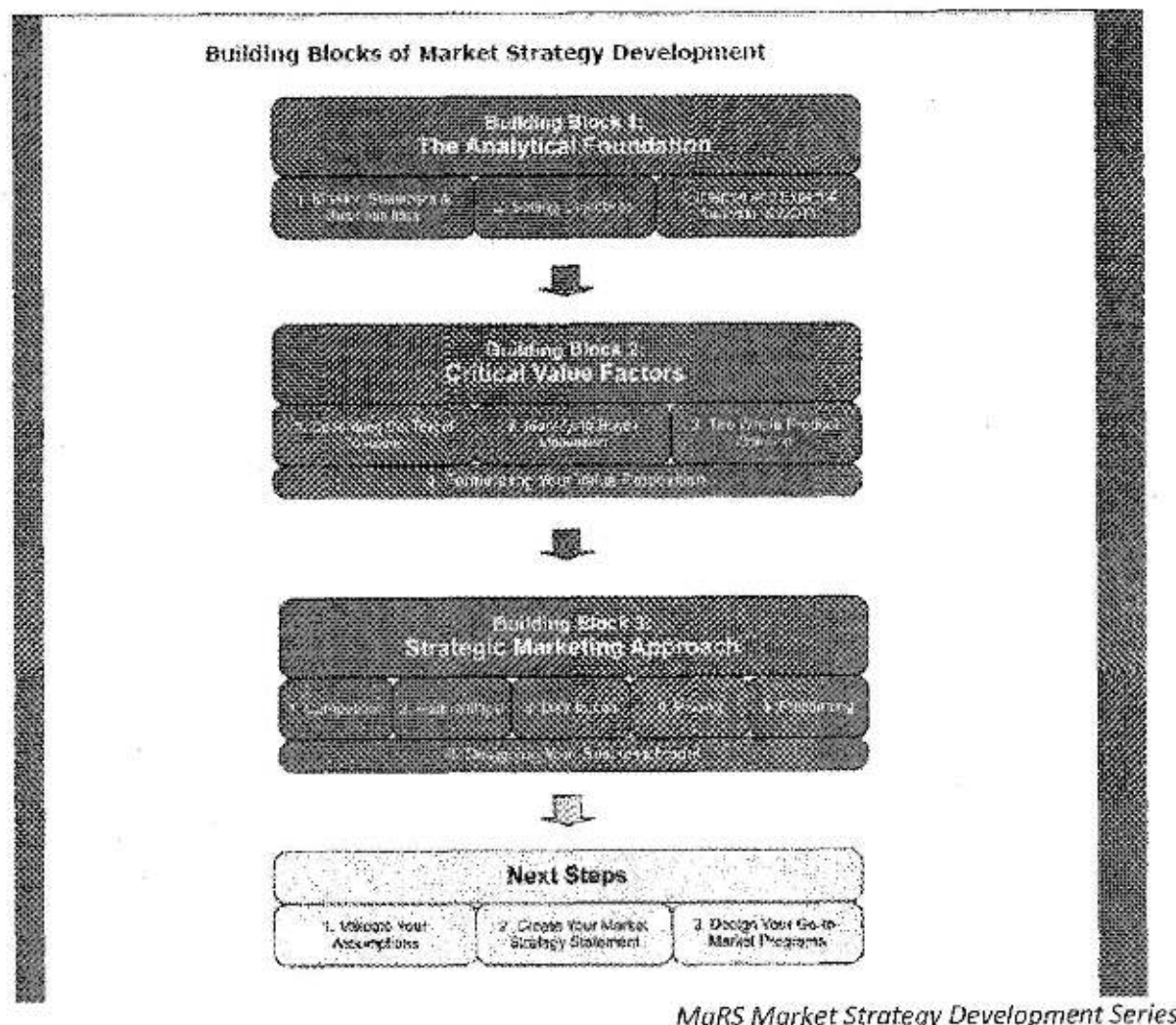
- The growth of the alternative energy sector in the region, completion of the Community Smart Energy Strategy and programs offered by the Ontario Power Authority among others presents an opportunity for economic growth
- The emphasis of the provincial government on Water Opportunities, developing water-related technologies and processes to make Ontario a North American leader.
- The GIS skills and products developed within the SSMIC are leading edge and recognized as among the best in the Province of Ontario. GIS services are being marketed through partnerships and the efforts of SSMIC staff.
- The convergence of innovation activities across the province (IT and sciences) presents unique opportunities in Sault Ste. Marie to drive new business growth and economic diversification.

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.

10.0 Marketing Strategy

Market Strategy Development Overview



1. Mission Statement

The Sault Ste. Marie Innovation Centre (SSMIC) was established in 1999 to function as a catalyst for growth in the information technology (IT) and knowledge-based sectors. SSMIC is focused on three core activities:

- The operation of a business incubator to encourage the establishment and growth of technology start-ups;
- The provision of business support services for the IT and science community; and
- The development of strategic markets such as the highly successful GIS project. The Innovation Centre has developed and implemented an award-winning GIS product, which serves a number of municipal customers and is responsible for the growth of private sector GIS firms in the Algoma District.

Vision:

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

Mission:

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.

Objectives:

The purpose of the Strategic Marketing Plan 2012 is to leverage and build on SSMIC's current strengths while implementing changes where required. In doing so, the SSMIC intends on continuing to implement consistent and trusted branding within the community.

The Strategic Marketing Plan 2012 maps the external communications for the organization including communication strategic objectives, messages, media, audience, responsibility assignments, budget, measurements and evaluation.

The Strategic Marketing Plan 2012 centers on six main sectors and market development initiatives within the Sault Ste. Marie Innovation Centre and how best to leverage the communications techniques surrounding these groups:

- Business Support Services including Incubation
- Computer Game Technology (Algoma Games for Health, AGFH)
- Alternative Energy (Community Alternative Energy Strategy, CAES)
- Geographic Information Systems (Community Geomatics Centre, CGC)
- Water (Remedial Action Plan, RAP)
- Rural Agri-innovation (Rural Agri-Innovation Network, RAIN)

Results to date:

SSMIC has realized many of its original goals since its inception in July 2000. It has contributed over \$22M to the local economy, and created over 555 jobs.

1. Setting Objectives:

The Sault Ste. Marie Innovation Centre Marketing and Communications Department will raise awareness of the organization and above-mentioned programs and services in the following ways:

- Targeted marketing initiatives to raise the profiles of the organization and above-mentioned projects
- Implementing change where change is required while maintaining a consistent and trusted brand
- Targeting marketing initiatives to reach the proper stakeholders
- Foster community awareness on SSMIC initiatives
- Implement PR techniques associated with initiatives constrained with limited budgets by building relationships with decision-makers and influencers
- Implement standards around funneling all SSMIC-related messaging through the Marketing and Communications Department

2. Internal Analysis

The Sault Ste. Marie Innovation Centre *Strengths Weaknesses Opportunities and Threats* report for 2012:

Strengths - Strong knowledge based sectors and research groups - Past success accessing funding - Reputable, respected and trusted brand within the community - Unique to market/No competition	Weaknesses - Reliant on funding - Understanding of mandate, objectives and leadership within the community - Multiple associated websites/domains which may cause confusion or fail to build SSMIC recognition
Opportunities - New funding programs and new fundable projects - Progress associated with market and development projects for 2012 - New building - integration of academic, research, science and technology - Integration with ONE - greater access to resources - Stronger relationships with innovation centres provincially	Threats - Possible loss of adequate funding with anticipated government budget cutbacks - Change in political will - Community members who do not support SSMIC - Community members who are unfamiliar with SSMIC - Economic downturn

Current Analytics:

Media Channel	2011 Goals	Current Results	2012 Goals
Twitter	60	190 (40 since Sept. 2011)	300
Facebook	95	152 (11 since Sept. 2011)	300
Youtube	5 videos uploaded	232 Views	2000
Newsletter	486 Subscribers 3,160 click throughs	486 Subscribers 3,160 click throughs	600 Subscribers 5,000 click throughs
Sault Star	5 articles	11 articles since September 2011 (4 front page)	25
Audience System	N/A	Internal	Consistent and frequent updates
ShawTV	3-4 segments	Community awareness increasing	More frequent segments / linked ShawTV Youtube

			channel to SSMIC homepage
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Critical Value Factors

1. Describing the Target Customer (Prioritized)

-  Sault Ste. Marie Innovation Centre
 - Startups/Entrepreneurs
 - Funding Organizations
 - City Council
 - Community/Citizens of Sault Ste. Marie
 - Ontario Network of Excellence
 - Provincial innovation centres
 - Market development and project initiatives
 - CGC
 - Algoma Games for Health (AGFH)
 - Community Alternative Energy Strategy (CAES)
 - Water
 - 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
 - Speech Language Pathologists (SLPs)
 - End-user (patients)
 - Family members of potential patients
 - Elders/Seniors
 - Students
 - Organizations (school boards)
-  Alternative Energy (Community Alternative Energy Strategy, CAES)
 - Private sector
 - Community and Citizens of Sault Ste. Marie (to buy into Fund)
 - City of Sault Ste. Marie
 - Economic Development Corporation
 - 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
- Water (Remedial Action Plan, RAP)
- Community and Citizens of Sault Ste. Marie
 - Non-Profit Causes
 - Consultants/Consulting Firms
 - Manufacturers
 - Mining Groups
 - Ministries
- Rural Agri-innovation (Rural Agri-Innovation Network, RAIN)
- Farmers
 - Consumer of Farming Products

2. Identifying "Buyer" Motivation

Strategic Marketing Approach

1. Competition

The Sault Ste. Marie Innovation Centre operates in a collaborative environment with partnering agencies in our market. A main focus of SSMIC is to work with local science and technology companies and bring innovative businesses to Sault Ste. Marie.

Audience Profiles

Segment	Profile	Needs
Business Incubation	• IT and Science community • Technology and business experts • Entrepreneurs	• Funding/Financing • Consulting • Business Leads • Employees • Office Space • Marketing • Knowledge Share • Training
Established	• IT and Science community	• Consulting

Businesses	Businesses utilizing technology within operations	- Funding - Knowledge Share - Training
Government	- Government decision makers (municipal, provincial, federal) - Funding agencies - Like-minded organizations (SSMEDC, CQI, CDC, Destiny SSM) - Academics - Researchers - Educational institutions (Algoma University College, Sault College, Lake Superior State University) - Community groups	- Training - Knowledge Share - Program Delivery - Return on Investment - Collaborative funding opportunities
Youth	- Students in Primary and Secondary School - Focus on Computer Science, Science and Business programs	- 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 their tax dollars being invested - General interest in Technology and Science - Environmental Protection - A bright future for youth in the region

2. Partnerships

SSMIC has a number of partners that contribute to fulfilling the SSMIC mandate. There are primary partnerships which are defined by agreements and other partnerships which are defined by working relationships.

Primary Partners	Working Partnerships
- Algoma University - Northern Technology Alliance (NORCAT, IION, Northwestern Ontario Innovation Centre) - IRAP - MaRS Business Acceleration Program	- City of Sault Ste. Marie - Members of Ontario Network of Excellence - Health Informatics Institute - ISRI - Economic Development Corporation

	• Northern Ontario Heritage Fund Corporation • GLFC • OFRI • Ministry of Economic Development and Innovation • Catholic and Public School Boards
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3. Positioning

How will SSMIC position itself strategically and effectively for 2012? Please see Implementation and Changes for 2012 below.

1. Implementation

The Sault Ste. Marie Innovation Centre Marketing and Communications Department intends on implementing change to improve strategic outcomes marketing and communications campaigns. Please see Implementation and Changes for 2012 below.

2. Change for 2012

Below maps out the ways in which the Sault Ste. Marie Innovation Centre Marketing and Communications Department can work to proactively implement effective marketing techniques throughout 2012.

Implementation and Changes for 2012

Problem	Solution	Implementation	Potential Outcome
Not all stakeholders understand SSMIC's function/scope	Additional newsletter sections representing each core group	Additional sections added to the newsletter beginning in January, 2012	A better understanding of SSMIC projects and initiatives
	SSMIC.com "Division" videos on focus area home pages	Water, energy, bio-sciences, gaming, youth outreach, business support defined by individual videos on sector home pages	Clear representation of how SSMIC "innovates" within the community
Multiple online properties	Create a resource video for site navigation / use of multiple online properties	This video will involve navigation and screen shots of each site and a "how to" on using each as a resource	A better understanding of how each site is a useful resource

SSMIC.com Analytics		Create a stronger <i>gaming</i> presence on SSMIC.com by displaying individual page	This summary provides the Communications Department with the ability to tailor marketing efforts in 2012
Limited Budget	Increased public relations	See Appendix H for an example	Stronger relations with community influencers
Stronger relations amongst innovation centres	Increased awareness	Publish MEDI blog posts consistently and frequently	Create a reputable brand for SSMIC
Targeted Messaging	SSMIC Blog	Monthly contributions from SSMIC core groups	Clear representation of SSMIC's work in the community in laymen's terms
Integrated Marketing	SSMIC Radio ONE	Streamed podcasts, including CBC radio coverage Include podcasts from ONE	More dynamic and integrated site Stronger integration with ONE relationship Awareness
	Video Library	Youtube videos	Awareness
	Testimonials Section	Video Clips	
	"Latest Tweets" crawler		Social Networking
	Subscribe bar	Crawl space at bottom of SSMIC.com Top right hand side of SSMIC.com	Accessible subscription
	Newsletter	Micro-site of HTML	Increased search-ability rather than PDF
Media Coverage	"Media" tab on ssmic.com	Update news coverage in this	Provides Community a sense of SSMIC's

		section	presence
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Please see Appendix H for "Targeted Communications."

11.0 RESOURCES

It goes without saying that the success of an endeavor of this size and scope relies heavily on the committed actions of the leaders and staff of the Innovation Centre. The directors and employees of the SSM Innovation Centre are:

11.1 Board of Directors

- Chris Wray; CAO; Township of Michipicoten – Chair
- Kelly McLellan; Director, Financial Planning & Analysis; OLG - Treasurer
- Dereck Whitmell; Project Director, New Lottery Systems, Information Technology; OLG - Secretary
- Steve Butland; City Councillor
- Sang Cho, Manager, Product Development, Essar Steel
- Dr. Ron Common, President, Sault College
- Marc Dube; External Business Manager, St. Mary's Paper
- Jim Harmar; Senior Partner, Shelby Environmental Services
- Dr. Richard Myers; President; Algoma University
- Art Osborne; Provincial Aviation and Forest Fire Information Officer, MNR
- Lisa Richter; Vice President, Human Resources, Northern Credit Union
- Leslie Smith, Environment and Community Relations specialist, Bookfield Renewable Power

11.2 Innovation Centre Staff

The Sault Ste. Marie Innovation Centre has assembled a tremendous group of talented individuals who are dedicated to advancing the IT and science sectors. A full description and background of these individuals can be found in Appendix E.

11.2.1 Economic Development

Tom Vair – Executive Director
Jason Naccarato - VP, Development
Errol Caldwell – Research Director
Don MacLennan – Manager, Finance and Administration
Michael McGonigal – Development Officer, Technology
Paula Antunes – Development Officer, Science
Mike Pratt – Business Development Manager
Diana Medaglia – Marketing and Communications Manager
Angie Wagner, Administrative Assistant
Katie Filion – Market Research and Business Development Intern
Marcus Scornaienchi – Water Research Intern
Francis Gallo – Alternative Energy Intern

11.2.2 Community Geomatics Centre

Paul Beach - GIS Manager
Craig Martin - Data Manager

Marie Alexander -- Senior Software Engineer / Developer
Gerry Belanger -- IT Manager
Jason Greco -- Network/Citrix Administrator
Chuck Shannon -- GIS Programmer/Analyst
Kristen Hoffman -- GIS Technician Analyst
Travis Favretto -- Utilities/Municipal GIS Technician
Samuel Henderson - GIS Programmer/Analyst
Steve Zuppa - GIS Programmer/Analyst
Gordon Cook -- Network Technician
Miranda Harrison -- GIS Technician/Analyst
Kimberley LeClair -- Vulnerable Persons Registry
Kristen Berger -- 211 Data Entry Clerk

11.2.3 Algoma Games for Health

Dwayne Hammond -- Studio Director
Lu Zheng - Tester/Game Programmer
Vinay Yarlagaadda -- Video Game Programmer
Tommy Brett -- Video Game Programmer
Janna Goulay-Pond -- Game Artist

12.0 FINANCIAL OVERVIEW

Funding Requirements

SSMIC has developed core expertise and a focus on innovation that is critical to the future of Sault Ste. Marie and the Algoma region. Current strategies and a number of past reports and activities support to the importance of this work:

- In 2010, SSMIC became a member of the Ontario Network of Excellence, a province-wide innovation network and the Northern Technology Alliance, a partnership among the technology centres in Northern Ontario (NORCAT, Sudbury; Northwestern Ontario Innovation Centre, Thunder Bay; IION, North Bay).
- In 2008, SSMIC was supported as the organization to lead the "Research and Development" and "Renewable Energy" growth engines by Destiny SSM.
- In 2008, both the Federal and Provincial governments released science and technology/innovation strategies whose focus areas directly align with those of SSMIC.
- In June of 2006, SSMIC accepted the mandate to action the Community IT Strategy as developed by Destiny SSM, a third party consultant and a group of community IT stakeholders.
- In May of 2003, an independent third party review of the organization revealed the need for core funding to support the economic development and job creation efforts of the SSMIC.
- In 2002, the Economic Diversification Strategy recommended that incubation services be funded (Small Business Growth Engine, Item 2.3) and that operational funding for the SSMIC be provided (Knowledge-based Development, Item 5.2).

In 2006, SSMIC made an important step forward when it was approved for core funding in the amount of \$277,890 by the City of Sault Ste. Marie. This endorsement of the activities of SSMIC is critical to the success of the organization and provides a stable platform from which the organization can grow. The

core funding is subject to annual review and SSMIC entered into an accountability agreement with the City of Sault Ste. Marie in 2010 to ensure it delivers value for this investment and achieves the goals it has set out for the organization.

The funding received from the City is used to operate the economic development activities of SSMIC. More specifically the staff and expenses related to operating the Business Incubator, 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.

From a fiscal standpoint, it should also be noted that the SSMIC is on budget and that the organization is proactively repaying a loan of \$600,000 from the City of Sault Ste. Marie with monthly installments of \$5,000 (\$60,000 per year). The current balance of this loan is roughly \$228,759.

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.

2012 Budget

Consolidated Budget 2012

	Total
<u>REVENUE</u>	
CGC Sales	\$1,427,638
Funding Revenue	1,361,477
Other Revenue	143,200
Internal Distributions	238,390
<u>TOTAL REVENUE</u>	<u>\$3,170,706</u>
<u>EXPENSES</u>	
Wages, Benefits and Admin.	2,931,597
Internal Distributions	238,390
<u>TOTAL EXPENSES</u>	<u>\$3,169,987</u>
<u>PROFIT/(LOSS)</u>	<u>\$719</u>

With the support of our major funding partners, we see 2012 continuing the positive momentum SSMIC is generating in the community. Strong leadership, organizational focus and improved communication have resulted in a stronger SSMIC and solid contributions to the diversification of the economy.

With the City of Sault Ste. Marie's strategic, core funding investment of \$277,890, the Innovation Centre provides important economic development services that grow the science and technology sectors and diversify the economy in Sault Ste. Marie and region. 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.

In 2012, our target is to help create 20 new jobs in the community. In addition, SSMIC as an organization now employs a total complement of 25 staff (11 economic development; 14 GIS).

Table: Five Year Running Total

	2008	2009	2010	2011	2012
Existing Jobs	137	155	175	205	263
New Jobs	18	20	30	58	25
Five Year Total					288

Funding Requirements

For 2012, SSMIC is asking the City to continue its support of \$277,890. SSMIC has not asked for an increase in five years and has merged with two other organizations to form the science and technology development platform for the community.

Cost Benefit Analysis

1. The investment of \$277,890 in 2012 is expected to create 20 full-time jobs in the City of Sault Ste. Marie and the Algoma District. Using an average job value of \$41,000 the annual value of the new jobs is \$1,025,000. Using an average salary rate for SSMIC at \$57,000, the total value of these jobs is \$1,767,000. 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.

2012 Job Estimate		
Type	Number of Jobs	Value
New Jobs	25	\$1,025,000
SSMIC Staff	31	\$1,767,000
Total	56	\$2,792,000

12.0 CONCLUSION

The Sault Ste. Marie Innovation Centre looks forward to a year of exciting projects, growth in client companies and organizational development in 2012. The organization will take proactive steps to build sustainability into its operations through unique revenue generation activities. 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
 - Health informatics
- Science
 - Alternative energy
 - Water
 - Bio-sciences

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 2012, and beyond.

GLOSSARY

AU ICT	Algoma University -- Information Communication Technology
CDC	Community Development Corporation
CFI	Canada Foundation for Innovation
CGC	Community Geomatics Centre
GHC	Group Health Centre
GIS	Geographic Information Systems
ECSSM	Enterprise Centre Sault Ste. Marie
ICT	Information and Communication Technologies
IION	Innovation Initiatives Ontario North (North Bay)
IRAP	Industrial Research Assistance Program
IT	Information Technology
MEDI	Ministry of Economic Development and Innovation
NORCAT	Northern Centre for Advanced Technology Inc. (Sudbury)
NOIC	Northern Ontario Innovation Centre (Thunder Bay)
OCE	Ontario Centres of Excellence
ONE	Ontario Network of Excellence
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 – Algoma Games for Health

Conferences / Events:

The following conferences have been identified as very important for eVoxative to attend:

Ohio Speech Language Hearing Convention (OSLHA), March 8-10, Columbus, OH

ASHA Adult Health Care/Business Institute 2012: April 28-29 Memphis, Tennessee

CASLPA 2012: May 9-12, St. John's, Newfoundland

ASHA Schools 2012: Friday, July 27-Sunday, July 29, Milwaukee, Wisconsin

*ASHA 2012: November 15-17, 2012 - Atlanta, Georgia

**ASHA will be attended with or without commercialization funding*

Appendix B – Job Count 2011

New jobs generated in 2011 are listed below.

SME Support	SSMIC Direct	Partners	Private Sector Companies	Total Jobs
Superior Energy Solutions			30	30
Catalyst			1	1
GHL			2	2
North Channel Management			1	1
Northern Lights			3	3
Market Development				
GIS Staff	1			1
Gaming	3			3
Hill		4		4
Incubator				
Service Probe			1	1
Molly Media			1	1
DX2			0.5	0.5
Starwood/Pod			3	3.5
Additions				
RAIN		1		1
Science Projects		1		1
ISRI Interns		3		3
Alternative Energy	1			1
Water	2			2
	7	9	42.5	59

Ongoing Jobs Employed in the Community by SSMIC

2012 Job Estimate		
Type	Number of Jobs	Value
New Jobs	25	\$1,025,000
SSMIC Staff	31	\$1,767,000
Total	56	\$2,792,000

Appendix C – 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: 1. Establish a Technology Economic Development Council (TEDC) 2. Establish a Political Champion 3. Establish a Business Champion 4. Establish a Champion Network – Community and Sector Based 5. Establish the City of Sault Ste. Marie as a Model for Technology 6. Encourage sharing amongst the key players and building of business relationships 7. 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: 1. Review SSMIC's incubation capabilities to determine if it can be leveraged to a greater level 2. Institute a non-invasive local purchasing approach 3. Develop approaches to early market development 4. Monitor evolution of Destiny's strategic initiatives 5. 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: 1. Adopt sEA's commercialization process 2. Leverage sEA's effort in conducting an inventory of research and development activities 3. Work with AUC and Sault College to determine potential increase in IT research 4. Establish a commercial R&D process – inventory of potential local technology assets 5. Explore the benefits of creating a technology park 6. 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
1. Focus on Niche Opportunities	Based on the challenges and our size it will be important to focus on niche opportunities that contribute successes in the IT service provider community. Focus on those opportunities with the most potential and enlist the right community leaders to validate and drive these to fruition. The initial focus should be on: Healthcare; GIS and formally linking IT with Life Sciences.
2. Advance on two fronts – Creating the Environment; Driving to Niche Opportunities	As mentioned above, advancing niche opportunities is important but we must also create the environment in parallel that will allow entrepreneurs to prosper. The environment includes acquiring access to sustainable funding and having the right support services to commercialize opportunities.
3. Sell Municipal Government on its Leadership Role	With the challenge of not having many IT consumers using technology in a manner that can be leveraged for generating opportunities for economic development, ask the municipal government to take a leadership role. Request the development of an IT strategic plan positioning its future use of technology while giving due consideration to economic development possibilities.
4. Adopt the Technology Economic Development Council (TEDC)	It is clear that the Innovation Centre will require support beyond its board of directors to open doors to opportunities in the community. The role will be to understand the potential of economic development and influence sectors of our community in aligning and supporting this effort.
5. Establish a political and business champion	Support from both the political and business components of the community will be required in support of making this strategy a success
6. Hand over mandate for the IT Strategy to the Innovation Centre	The Innovation Centre has the clearest defined role for economic development in the IT sector in this community. A need exists to have one organization become the custodian of this IT strategy and facilitate and drive many of its strategies forward.
7. Destiny to facilitate a review of the possible integration of ADNet and SSMIC	Both the Innovation Centre and ADNet have an economic development focus. Their mandates are different and the IT community as a whole could benefit from having these two organizations completely aligned to economic development.
8. Establish program management in support of evolving niche opportunities	The requirement is for SSMIC to organize the activity associated with creating clusters and focusing effort on developing niche opportunities to their conclusion.
9. Leverage existing fund	Based on the adoption of this strategy and an updated business plan re-allocate existing funding – keeping in mind that the existing organization is already being funded for economic development and that this strategy is not about adding a brand new set of work.
10. Adopt the 40 Day Plan – Short Term Focus	Concrete action must be taken to ensure this report is turned into an actionable strategy.

Appendix D - Water Sciences Marketing Strategy and S.W.O.T.

Marketing Strategy

The marketing strategy for the Water Sciences division will focus around regional networking with science and technology based partners, and updated water related area on the SSMIC web site, and the newly developed water portal.

The water section of the SSMIC web site will be recreated to provide more of a user experience that defines who we are, what we can do, while highlighting our previous successes. This will include in-depth profiles of our talented team and their experience. We will define the 7 services that we are currently providing, giving this page a "service for hire" feel. This section will be reinforced with information on our current and past projects.

By working with community leaders regularly we are also discussing what we can offer them and have been able to maintain a constant contact. This has proven as an effective way to spread the message to a key group of decision makers within the community and will look to continue this in 2012.

Additionally, the newly created water portal has brought the science community together and we believe that it will act as a very important tool to spread our message moving forward. This site is designed to bring people together in a collaborative forum where issues of water sustainability can be discussed, knowledge can be disseminated, and available resources can be shared.

Appendix E - Innovation Centre Staff

Tom Vair – Executive Director

The Executive Director is responsible for leading the organization and the overall management of day-to-day activities of the SSMIC. In addition to managing the financial and human resources component of the organization, the Executive Director is also responsible for project management, community liaison, sales and project development. Mr. Vair holds an MBA from McMaster University and a BA in Administrative and Commercial Studies from the University of Western Ontario. He has over eight years experience working in the high tech sector in Ottawa which helps in providing business guidance both to the Sault Ste. Marie Innovation Centre and to the clients of the Innovation Centre. He provides a valuable insight into all aspects of business planning, strategic forecasting, partnership development and day-to-day management.

Mr. Vair serves as a Board member for the Centre for Research and Innovation in the Bio-Economy (CRIBE); Innovation Initiatives Ontario North (IION) and the Health Informatics Institute at Algoma University. He also serves as a member of the Destiny SSM Steering Committee; the Chamber of Commerce Business Development Committee; the Sault College Computer Studies Advisory Committee and the Aboriginal IT Centre Advisory Committee. Mr. Vair previously served as a member of the Ontario Research and Innovation Council and as a judge for the Premier's Catalyst Awards.

Jason Naccarato – VP, Development

The VP, Development serves a lead role in leveraging opportunities and managing initiatives relating to SSMIC's key market development activities. This individual focuses on the areas of water, bio-sciences, gaming and alternative energy and reports to the organization's executive director.

Prior to joining SSMIC, Jason held positions with Magna as Advanced Purchasing and Business Development team leader, Nissan North America as Senior Program Controller in Cost Economics, Nissan Technical Centre North America as Cost Reduction Project Manager and Siemens VDO as Engineer - Dynamometer Test and Production Support. Jason has completed his Project Management Professional (PMP) designation and has an MBA from Wayne State University. Jason completed his Honors Bachelor of Engineering Science in Mechanical/Materials Engineering from the University of Western Ontario.

Errol Caldwell – Research Director

Mr. Caldwell has a Masters of Science degree in entomology from the University of Guelph and a B.Sc. from the University of Toronto. He has over 21 years experience as a science director with the Canadian Forest Service in Sault Ste. Marie. He served as Director, Forest Health and Pest Protection Division of the Great Lakes Forestry Centre where he had responsibility for 60 staff. This division included a large project on insect genomics and pest control methods development and was also responsible for the bulk of the CFS program performing research on invasive species such as the Asian longhorned beetle and the Emerald ash borer. Errol was founding Chair of the Ontario Federal Council Science Committee comprised of representatives from federal science-based departments and agencies located in the Ontario region. The Science Committee is active in working with federal counterparts to improve the science capacity of the federal S&T Community, increasing the public profile of federal science programs and encouraging youth interest in science education and careers. Recently, Mr. Caldwell has been

leading efforts to establish a life sciences convergence and commercialization organization located in Sault Ste Marie called Science Enterprise Algoma (seA).

Don MacLennan – Manager, Finance and Administration

The Manager of Finance and Administration is responsible for all accounting duties including accounts payable, accounts receivable, payroll, financial reporting, claims processing, project accounting, and financial statement preparation. In addition this position provides general office administrative support to the organization. This position functions as one of the key liaison representatives between the Board of Directors and SSMIC staff

Don has an Honours BA in Management and Economics from the University of Guelph as well as over 25 years of experience in accounting, budgeting, financial management and office management. Prior to joining the SSMIC Don was the Manager of Manager of Financial Services for the Algoma Community Care Access Centre. He has also worked for the Ontario Government as a financial analyst.

Michael Pratt – Business Development Manager

The Business Development Manager takes a lead role in the development of projects with the SME community and in incubation operations. This individual reports to the Executive Director and maintains a close working relationship with the delivery staff. The Business Development Manager provides a wide range of services to Small and Medium enterprises (SMEs) in the Algoma District. The specific services provided include advice on business planning, marketing, project identification, partnership development, facilitation and strategic planning advice.

Michael comes to the Innovation Centre with experience in the consulting and renewable energy sectors. His background in consulting primarily focused on assisting start-ups, including business plan development, capitalization strategies, marketing advice, and leveraging client equity with government funding. Michael holds an Honours Bachelor of Business Administration degree from Algoma University with specializations in Accounting and Marketing.

Diana Medaglia – Communications Manager

The Manager of Marketing and Communications is responsible for SSMIC's external marketing and communications activities by managing and overseeing a number of programs and events with respect to all aspects of the organization. This position functions as a key liaison between the organization's various divisions, as well as the Community Geomatics Centre.

Diana holds an Honours Bachelor of Arts degree from the University of Western Ontario, specializing in Media Information and Technoculture (MIT) with certification in Writing. Diana has completed the post-baccalaureate program at Bard College specializing in Globalization and International Affairs in New York City, as a recipient of a Global Studies Scholarship. In 2006, Diana served as Sault Ste. Marie's Youth Ambassador to China and Hong Kong representing local emerging sectors.

Diana has held positions with Natural Resources Canada as Communications Officer with the Ontario Region in the Communications and Marketing Branch, and the United Nations Association of the USA (UNA-USA) publications division in New York City where she was an intern.

Dwayne Hammond – Strategic Advisor, Computer Games Technology

Dwayne recently joined SSMIC as Strategic Advisor Computer Games Technology. Dwayne will assist in the advancement of the gaming sector by adding to the commercialization and entrepreneurial activities of the Sault Ste. Marie Innovation Centre and by enhancing the academic program initiatives at Algoma University College.

The work of the Strategic Advisor will develop local capacity in Computer Gaming Technology and will thus advance both the centre in Computer Gaming Technology and the local IT cluster. Providing consultation to start up companies, Dwayne will identify areas of opportunity for existing companies to develop game prototypes that will enhance their business (serious gaming, training & education), provide assistance with intellectual property development among companies in related fields, network within the computer gaming sector, and support in assisting successful companies to locate in SSM. Dwayne will also provide mentorship for graduate students in the MSc in Computer Gaming Technology as they participate in projects and develop their own gaming components.

Dwayne holds a Bachelor of Architecture Degree from Carlton University which provided him with an in-depth perspective on the design of 3D gaming environments. He comes to Sault Ste. Marie after many years working in various capacities in Ontario, Quebec and internationally.

Dwayne's experience in the computer gaming industry has been substantial and varied, having worked in a number of capacities with companies ranging from start-ups to international industry leaders and on teams large and small. Dwayne has worked on development teams for current and next generation consoles, the rapidly emerging mobile gaming industry, as well as highly successful projects. For instance, "Derek Jeter 3D Baseball 2005" won the prestigious IGN Game of the Year Award for its genre in 2005.

Angie Wagner – Administrative Assistant

Angie has recently been transferred to SSMIC from ULERN (Upper Lakes Environmental Research Network) through the integration of the two organizations that occurred in December, 2009. Angie had 10 years with ULERN as Administrative Assistant and Events Coordinator. She will be assisting with office administration duties.

Michael McGonigal – Development Officer, Technology

Born and raised in Kapuskasing, Mike moved to Sault Ste. Marie in 1980. Once described as a serial entrepreneur he has been involved as co-founder of a number of successful enterprises including CAIL Technologies, Exsargo Corp., ITGenomics, Great Lakes Interlinks, Algoma Business Computers and Upper Peninsula Technologies (MI). While holding positions of Sales Manager, VP Sales, VP Business Development, CIO, CEO Mike envisioned, designed and deployed many large-scale innovative IT solutions. He consistently raised private capital to fund these enterprises and was named the 2009 "Innovation Leader of the Year" by the Sault Ste. Marie innovation Centre.

Paula Cypas Antunes – Development Officer, Science

As the Science Development Officer for the Biosciences and Technology Convergence Centre / Sault Ste. Marie Innovation Centre, my aim is to bring science-based projects to Sault Ste. Marie that improve environmental quality either through environmental remediation and management, or through collaboration with industry to develop efficient resource-use technologies and practices.

My specialization is in the area of environmental toxicology and chemistry with an emphasis on trace metal speciation chemistry and bioavailability. Prior to joining the Sault Ste. Marie Innovation Centre, my research focused on the development of the Biotic Ligand Model – a chemistry-based computational model that predicts how toxic metal is to aquatic organisms in different soil and water types. I have also worked on several contaminant-based projects, including those focused on landfill leachates, water quality guideline derivation, environmental remediation and monitoring, pesticide toxicity, and Arctic species

Community Geomatics Centre

We have a strong team of GIS professionals that provide services on our GIS related projects. This team has extensive experience in most aspects of GIS. Their professional expertise and strong work ethic are the reasons we can take great pride in our GIS technical offering.

Paul Beach, GISP - GIS Manager

Paul has over 25 years of experience in the GIS and Information Technology fields. He began his career with the Ontario provincial government researching and implementing new technologies including GIS and GPS within the natural resource sectors. During the 1990's, Paul was Vice President of ELIRIS Inc., which specialized in designing and implementing integrated GIS GPS solutions.

For the last 11 years, Paul has been General Manager of the Sault Ste. Marie Innovation Centre's Community Geomatics Centre, which is a not for profit organization dedicated to promoting and establishing the means to share data, knowledge and tools among community organizations to create healthier, safer and more prosperous communities. The centre has been declared to be most comprehensive GIS solution in the world, the first true information utility and the best example of leveraging public data for public good in North America.

In 2009, the Community Geomatics Centre became the only three time winner of URISA's Best Municipal GIS in Ontario award. A few months ago, Paul was also recognized by the Provincial Government for his contribution to the field of GIS in Ontario.

Craig Martin, GISP - Data Warehouse Manager

Possessing diplomas in geographic information systems (GIS) and natural resource management, Craig has accumulated over 18 years of combined experience in a variety of municipal/utilities GIS data warehousing and natural resources management. Craig played a key role in developing a shared enterprise GIS data warehouse between the City of Sault Ste Marie and PUC Inc, the last few years Craig has been responsible for administering this GIS as well as developing/implementing GIS for other municipalities and utilities across Ontario. Craig's regular activities include database design/administration, software development supervision, complex data editing scenarios, data architecture customization, raster processing, data analysis, security administration, project management and client liaison.

Craig has worked with numerous Ontario municipalities, provincial government departments, electric/water utilities, private engineering firms and foreign companies or agencies (ie: Department of

Homeland Security). Craig's range of experience creates the niche ability to work with professionals in the fields of natural resources, multiple engineering disciplines and/or information technology.

Craig's key qualifications include, but are not limited to: participating in GIS data warehouse application design and development, complex data analysis and acquisition, database maintenance and project management. Craig is fluent with a variety of GIS software packages (ESRI ArcGIS, etc) and relational database software (Oracle, SQL server, Access, etc).

Marie Alexander - GISP - Senior Software Engineer / Developer

Possessing both Computer Programmer and Analyst Diplomas combined with accumulated experience, Marie can offer support in Analysis and Software Development. During the last 8 years, she has gained experience in Java Programming and components such as Applets, Servlets, JSP and JavaBeans. Marie also has valuable skills in UML modeling for system development and utility models, developing new components in XML and administering Oracle and SQL Server databases. Marie has gained vast experience creating and maintaining extensions using ArcObjects for ArcGIS 9, as well as stand-alone program creation using ArcObjects. Marie has gained experience developing a new ArcGIS Server web application using VB.NET, and upgrading existing applications from VB6 to VB.NET and ArcGIS ArcObjects 9.3.1 to ArcGIS ArcObjects 10. Marie is currently working on converting older ArcIMS sites to use the new ArcGIS Flex API and ArcGIS Server map services. Marie has earned her Microsoft Certified Professional Developer certification, as well as her GISP, or Geographic Information Systems Professional designation.

Recently, Marie has been in charge of 4 other developers; assigning tasks and ensuring projects move along smoothly and on-time and within scope.

Gerry Belanger, GISP – IT Manager

Gerry Belanger is the Manager of Information Technology and Company Security Officer for the Sault Ste Marie Innovation Centre. Gerry holds diplomas in Computer Networking and Computer Network Security. Gerry specializes in System Architecture design, implementation and management of Enterprise GIS solutions using ESRI's ArcSDE, ArcIMS and ArcGIS server and web technologies. Gerry has over 15 years of Information Technology experience and over 9 years of that in the field of GIS. Gerry's GIS professional certification and Information Technology Project Management training and experience make him a valuable asset to have. His wide variety of experience and exposure to software, hardware and technologies allows the Sault Ste Marie Innovation Centre to develop and offer GIS solutions through a variety methods and technologies.

Jason Greco – Network/Citrix Administrator

Having attained two diplomas in Computer Engineering, Jason has the necessary tools, experience and ability to function in the (Information Technology) IT profession. His experience in software, hardware and network troubleshooting gives him an insight and advantage in his current position. Experience with a variety of Operating Systems allows Jason to work in a wide range of environments. Jason's key qualifications include, but are not limited to: research, trouble shooting of hardware and software, network technologies, and System Support for users.

Chuck Shannon – Database Administrator

Chuck holds a Bachelor degree in Computer and Mathematical Sciences from Lake Superior State University and a 3-year Computer Programmer/Analyst Diploma from Sault College along with 9 years of work related experience in the field of Information Technology.

During the past years, he has gained experience in the design and development of applications in-group environments for various agencies. Most recently, Chuck has applied his proven technical and specialized ability to the CGC Database Administrator/Data Analyst position with the Sault Ste. Marie Innovation Centre.

Skills include, but are not limited to: application design and development in C/C++, Visual Basic 6, VB.Net, and C#; GIS application design and development in ArcObjects; Web site design and development in ASP, ASP.Net, VBscript, and Javascript; Database design and administration with Microsoft Access, SQL Server, and Oracle. Chuck also possesses skills in Business Report development using Cognos, Microsoft Reporting Studio, and Brio.

His key qualifications include, but are not limited to: Database Administration; System/Application Detail Design; System/Application Coding; System/Application Testing; System/Application Installation; and familiar with the delivery of Applications Training to new users

Kristen Hoffman – Analyst

After graduating with a BA in Geography and a GIS Post-Diploma Certificate, Kristen joined the Innovation Centre staff as a GIS Analyst. Since her hire, Kristen has worked on a number of health, community, and economic development projects. These projects have contributed to Kristen's experience with various tasks such as data collection, management and cataloguing, quality control, error documentation, geocoding, digitizing, maintaining topology, map production, spatial analysis and report creation (data collection, reporting and layout design). Kristen has also had work featured in the Sault Star newspaper, URISA – Ontario Chapter newsletter, and the ESRI Canada 2009 Map Gallery Calendar. In 2010, Kristen gained experience in event planning by organizing a GIS day event at Algoma University. In 2011, Kristen earned her GIS Professional Certification.

Travis Favretto – Utilities/Municipal GIS Technician

After having earned a Bachelor of Arts degree in Geography and a Post-Diploma Certificate in Geographic Information Systems (GIS), Travis began work as a Municipal/Utilities GIS Technician at the Sault Ste. Marie Innovation Centre in the spring of 2007. In his time at the Innovation Centre, Travis has worked on a number of different projects relating to municipal planning, utilities infrastructure, public health, and community development. His involvement with these projects has given him valuable workplace experience as a GIS Technician, and has allowed him to build skills in the areas of spatial data capture, data conversion and manipulation, map production, quality control, and spatial data analysis. Travis also possesses strong skills in photography and digital image enhancement and manipulation that he has been able to apply to polished map products and corporate graphics on a regular basis.

Samuel Henderson - GIS Programmer Analyst

Possessing a Computer Programmer Analyst diploma with over 4 years of on the job experience combined with accumulated experience in technical Support, Samuel can offer support in Analysis and Programming.

At the Sault Ste Marie Innovation Centre Samuel is responsible for analyzing user requirements and designing applications to fulfill these needs. He has also ported a number of applications, class libraries and application extensions to the .Net platform using Visual Basic.Net. Samuel has participated and is very familiar with both the SCRUM methodology of the agile design process as well as the more traditional waterfall approach to systems analysis and design. Alongside development, Samuel has created numerous support and technical documents detailing how systems work and how they should be used. He is also the technical liaison for the HIFIS data collection initiative and is responsible for providing technical support and ensuring the smooth operation of the HIFIS application at local homeless shelters.

During his 3 year college program, he has gained experience in performing additions to existing web sites; web site design and development; creating and maintaining databases; and application development. Samuel has also gained valuable skills in UML modeling for system development and utility models. As part of his college diploma Sam learned the fundamentals of XML and SQL database design and administration.

Also, through his involvement at Sutherlands as a Technical Support Agent Samuel has gained valuable experience in troubleshooting both hardware and software components under a variety of operating systems such as: all flavours of Windows; various Linux distributions; and even OS X.

Steve Zuppa – Analyst

In addition to graduating with an honours degree in History with a minor in Geography and a post graduate certificate in GIS, Steve has gained much practical experience through GIS related jobs. Before joining the Sault Ste. Marie Innovation Centre – Community Geomatics Centre in February of 2009, Steve held GIS related positions at Optech Inc. in Toronto and the University of Western Ontario in London. His practical experiences and areas of expertise include data capture; the creation, editing, maintenance and organization of geospatial datasets; cartographic map design; spatial analysis; remote sensing; and digital image processing, with a special emphasis placed on socioeconomic and health related themes. Steve has extensive knowledge in report preparation and article development, having published works in a scholarly journal and a newsletter. He also has event planning experience having organized three highly successful GIS Day events in London and Sault Ste. Marie. Steve has supervisory experience through his time at the University of Western Ontario as he oversaw a small team of work study students.

Gordon Cook – Network Technician

Gordon has a three year degree in computer science from Algoma University and twenty years experience in the computer industry.

Gordon has over 20 years of experience in various technology related fields. The area that Gordon has most experience in includes programming using Microsoft Visual Studio. This includes programming in Visual Basic, C++, and database design and implementation using MSSQL. Gordon also have experience

programming in Java. Gordon has held positions where he was responsible for all areas of IT. This has allowed him to expand knowledge beyond programming.

Miranda Harrison – GIS Technician / Analyst

After completing a Bachelor of Arts degree in Geography and a Post-Diploma Certificate in Geographic Information Systems (GIS), Miranda began work as a Community GIS Coordinator Intern with the Town of Blind River. Upon the successful completion of her internship, Miranda joined the Innovation Centre in the fall of 2011, and has since worked on a variety of municipal and community development projects. These projects have contributed to Miranda's experience with various tasks such as digitizing, map production, quality control, data collection, and spatial analysis. Miranda also possesses excellent critical thinking and problem solving skills.

Kimberley LeClair – Vulnerable Persons Registry Coordinator

Prior to joining the Innovation Centre staff, Kimberley obtained a BA in Psychology alongside a Business Minor from Brock University and a post-graduate certificate in Public Relations from Niagara College. Through a variety of professional and volunteer opportunities, Kimberley has acquired a broad range of experience including event planning, communications and marketing.

As the Vulnerable Persons Registry Coordinator, Kimberley is responsible for assisting in the development and implementation of the VPR pilot project. Her primary responsibilities include: planning and implementing the VPR launch, hosting community information sessions, developing and distributing marketing materials, collecting and maintaining registrant data, assisting with general inquiries and research. Her key qualifications include but are not limited to: Written and oral communications, event coordination and implementation, communication plans and marketing.

Kristen Berger – 211 Data Resource Specialist

After graduating with a Specialization in Health Sciences with a minor in Biology from the University of Western Ontario, Kristen went on to complete a Bachelor of Education at Lakehead University. Her knowledge and previous experience in database management and the coordination of and implementation of diverse awareness programs has made her an asset to the Innovation Centre's team.

As the 211 system administrator and Data Resource specialist for Sault Ste Marie and the Algoma region, Kristen is responsible for the creation of and updating of the 211north records. 211 is an easy to remember 3 digit non-emergency number that provides information and referrals on related government, community, health and social services.

Appendix F - Community Contributions of the Community Geomatics Centre

Best for Kids Committee: CGC sits on and supports Best for Kids Committee, which is a Mayor's committee which consists of local people who are passionately committed to fostering a community that has an extraordinary quality of life for our children and families. The objectives of this committee are:

- To increase community awareness of the importance of healthy early childhood development.
- To recognize individuals who make Sault Ste. Marie a better place for children and families.
- To encourage the development of a family friendly workplace.
- To measure our progress towards improving the health and wellbeing of our children.

Best Start: CGC sits on the Best Start Committee and provides GIS and data support to this committee. Best Start is Ontario's strategy to expand quality and affordable child care and invest in children's healthy early development — all in a convenient and easily accessible location for parents. We are working with our community partners — school boards, public health units, child care and children's services providers, and municipalities — to make sure that:

- many more children and parents have access to services and supports, regardless of individual economic or social circumstances
- pre-school, junior kindergarten, senior kindergarten, quality child care, public health and parenting programs are integrated into a seamless system that supports families and children
- early and on-going screening of Ontario's children to identify potential issues, needs and risks is strengthened
- early learning and care hubs are centrally established in Ontario's communities to provide families with a single, integrated, seamless point of access to services and supports based on local needs and available resources.

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

Algoma Health Unit

The CGC completed several projects for Algoma Public Health. The CGC assisted APH with database work within their HedgeHog application that is used to store their inspection information. The CGC created secure database settings that are used for their public health inspection reports via their public website. The extraction of information used for APH's health inspector resource distribution is also conducted on a regular basis. The goal is to have all the health inspectors having an equal case load distribution, while considering such factors as driving distance, the frequency of the fixed premise inspection, and fixed premise proximity.

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.

Christmas Cheer

Christmas Cheer was interested in how GIS could benefit their organization. Since Christmas Cheer only had one zone map depicting the boundaries and depots, a new one was created digitally so there would be no worry about losing their only existing document. New Christmas Cheer zones were based on depot capacity by area through evaluating five years of Christmas Cheer applicants (2002 – 2006) to ensure that each zone held one depot and a maximum of 50 applicants. Exemptions were also noted where specific capacities were enforced. Maps were generated illustrating the new zones with shorter traveling distances and equalized capacity management.

The initial distribution of depots, resources, and zones are to be re-evaluated as a result of Christmas Cheer's usage the previous year analysis. Any further changes will be based on the previous year Christmas Cheer applicants, as well as depot closures as these are key factors affecting the results. In the event additional depot locations are required, churches or halls can be easily identified through the GIS and presented to Christmas Cheer for further follow-up. It is anticipated the analysis will occur on an annual basis to stay current with the needs of Christmas Cheer.

Homeless Information System

The CGC is assisting the Sault Ste. Marie District Social Services Administration Board in implementing a Homelessness Information System that would track all homelessness in the shelters in Sault Ste. Marie. The information system is a national effort by the federal government to get a better understanding of the numbers and issues of homelessness in Canada.

Safe Communities

The CGC sits on the Safe Communities data subcommittee and provides GIS and data support. The Sault Ste. Marie Safe Communities Partnership is a coordinating injury prevention organization that is working to make the city of Sault Ste. Marie and area the safest place in the world in which to live, learn, work, and play.

Early Childhood Development

The CGC works with Child Care Algoma, Children's Aid Society, District Social Services and Algoma Public Health to map and analyze data pertaining to early childhood development. Factors influencing early childhood development that are mapped include: domestic dispute calls; citizens in financial distress; locational data for Children's Aid and Ontario Works clients; EDI data and grade 3, 6 and 9 testing scores. Hospital birth data such as birth weight, age of mother, smoking during pregnancy, and drug use during pregnancy are also mapped among others.

Community GIS Portal: 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

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. It is anticipated this project will be completed in 2010 and the CGC will assist with the maintenance of the application into the future.

Knowledge Sault Ste. Marie

The CGC is the lead organization is initiating maintaining a data sharing agreement with the Social Development Canada Municipal Data Liberation Consortium to acquire Statistics Canada data at greatly reduced rates. There are currently sixteen partners sharing the cost of Statistics Canada Data for the District of Algoma.

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 d 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

Huron-Superior Catholic District School Board

The Huron Superior Catholic District School Board (HSCDSB) administers the Catholic School system for the Algoma District and additional bounding areas. There are 22 elementary schools and 3 secondary schools within the system in Sault Ste. Marie, Wawa, White River, Elliot Lake, Espanola, Blind River and Chapleau. Enrolment is between 6,000 and 7,000 students.

MISA Analysis and Reporting (2007 – Present)

The Ministry of Education implements a program known as MISA, which is an initiative requiring school boards to put into place the technological and human resources necessary to support evidence-based decision-making and to implement OnSIS (the Ontario Student Information System). When fully implemented, boards will be expected to collect elemental data about students and their achievement and about board operations, and transmit this to the Ministry through web-based applications. For district school boards, this initiative will require considerable investment in new technology, data analysis and training. Considerable time and energy is required to meet MISA requirements. The CGC is assisting the school board with analysis and report generation to support MISA requirements

PUC Inc.

Lead in Drinking water (2007 – Present)

Studies in 2007 in Ontario have shown that even routine flushing of water services is not necessarily enough to reduce the concentrations of lead in some homes accessing municipal water systems. The Ontario government requested all municipalities in Ontario to complete water samples to test for lead. Most municipalities selected homes at random in older neighbourhoods in hopes of finding appropriate homes to test that may have lead water service pipes in the ground. In Sault Ste. Marie, the CGC utilized the detailed information in the GIS system to identify homes that would have the highest probability of having lead. Many of these homes were tested and many had visible lead pipes in the basements. Numerous homes have lead levels above the recommended value.

In fall 2007, the Ontario government set aside money for citizens on social assistance with children under six, on disability assistance with children under six or in households with low income to get free water tests and possibly free water tap filters. Most communities had the social services office contact all citizens meeting these requirements and ask them to get a water sample, if the test showed unacceptable lead they would get a free tap filter. The problem with this approach is that most homes do not have lead water issues. In Sault Ste. Marie, the CGC followed a different approach. Studying GIS data, the CGC determined which streets and which homes were likely to have possible lead water issues. It was determined that lead pipes were used in Sault Ste. Marie between 1943 and 1948, although galvanized pipes were used in a number of periods before 1950. Galvanized pipes often have lead flex loops as galvanized pipe is not very flexible in the ground. The CGC identified all homes and businesses with known lead and galvanized pipes and then identified all buildings that were of the right age to possibly have these types of pipes. Social services provided the postal codes of clients meeting the provinces requirements and the CGC looked for the postal codes that matched postal codes of homes with possible lead or galvanized pipes. The matching postal codes were returned to social services and they determined the exact addresses in these postal codes and are now contacting these citizens to arrange for tests. This reduced the number of people to contact and the tests to be done from several thousand to just over a hundred. The CGC also applies a similar approach to identify active pregnancies that may be residing in homes with known or probable lead.

Tripping Hazards (2006-Present)

The PUC was interested in reducing liability through taking advanced action to fix potential tripping hazards throughout Sault Ste. Marie. PUC assets were identified and using the comprehensive GIS solution in place these assets were illustrated through a batch map generating program. The CGC created a simple database to inventory these hazards, categorize their priority and track when each was fixed. PUC conducts field validation and documentation of these hazards, while the CGC supplies the maps each spring.

Taste Complaint Application (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 (2011-2012)

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

Centre for Addiction and Mental Health (2009 -2011)

Centre for Addiction and Mental Health (CAMH) requested maps to show where CAMH services and other agencies are located in the North West and North East Local Health Integration Networks (LHINs). These services included main agency offices and satellite offices for mental health associations, addiction agencies and problem gambling agencies, hospitals (schedule 1 and non-schedule 1), Community Health Centres Community Care Access Centres, Aboriginal Health Access Centres, and Native Friendship Centres. These maps provide CAMH with a geographic perspective of where services are located across the region. In addition to the hard copy maps, an interactive map was created

allowing the CAHM to overlay a variety of agency locations and associated information to assist with planning and decision making.

Additional maps have also been created for CAMH showing Aboriginal Mental Health service locations and NNADAP workers, and services on Manitoulin Island.

After hearing about the maps produced for CAMH in Northern Ontario, CAMH in the Greater Toronto Area (GTA) requested a few interactive maps to help them in their program planning. The interactive maps created for CAMH GTA included client locations by program, client demographics (age, citizenship and housing) by LHIN, CAMH sites and their corresponding services/programs offered, as well as GTA strategies and LHIN Ministry Priorities and Partnerships. These maps allow CAMH to visualize and relate a wealth of information about their clients, programs, services, partnerships, priorities and strategies on the same map. The interactive map is also useful in a presentation setting and can be used to create hard copy maps for reports and planning.

Algoma District School Board

The CGC assisted Etienne Brule Public elementary School in applying for a grant for schools in disadvantaged neighbourhoods. The CGC produced a whole series of maps to show that Etienne Brule definitely met the criteria of a disadvantaged neighbourhood. The CGC also assisted Parkland School apply for a literacy grant.

Child Care Algoma

The CGC assisted Child Care Algoma in submitting a presentation to the City of Sault Ste. Marie to change a transit route so that parents and children could better access the early years hub site on Wellington Street.

United Way

The CGC analyzed the neighbourhood demographics and access to recreation in an area on John street to determine the viability of the United Way Youth Group adopting a park to enhance the use by children

Sault Ste. Marie Police

The CGC produced a series of maps that that were provided to Sault College criminal justice students under a new program where these students would patrol the downtown core.

Emergency Management Advisory Group

Staff from the CGC now sit on the Emergency Management Advisory Group

Appendix G – GIS Background

Community Geomatics Centre (CGC)

The CGC currently services the City of Sault Ste. Marie, PUC Inc., Algoma Public Health, Sault Ste. Marie Fire and Police Services, Child Care Algoma, YMCA, Safe Communities Partnership, SSM Public Library, Accessibility Sault Ste. Marie, Ontario Early Years, Algoma-Manitoulin Early Years, Garden River Wellness Centre, United Way, Sault Ste. Marie Region Conservation Authority, Huron Superior Catholic District School Board, Sault Area Hospital, Child Care Algoma, CAMH, Notheast LHIN, Sault Ste. Marie DSSAB, Ontario Coroners Office, the municipality of Thames Centre and others.

The department currently employs fourteen full time staff and a number of interns and co-op students throughout the year that manage the delivery of all SSMIC GIS contracts. The goal of the Community Geomatics Centre is to promote and establish the partnerships and technological means to efficiently share geospatial data, tools and knowledge amongst community organizations to create a safer, healthier and more prosperous community. In its ongoing efforts to provide its clients with creative solutions, the Community Geomatics Centre will focus on new product development and expand the application of geomatics to other sectors such as biotechnology and health care. The CGC is self-sustaining and uses services revenue to cover the costs of operation.

In 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 H – Marketing - Targeted Communications

The list below targets marketing and communications activities associated with the six core groups of the Sault Ste. Marie Innovation Centre. Targeted communications includes media, public relations techniques and relationship building for organizations with limited budgets.

Group					
Community Geomatics Centre (CGC)	Vulnerable Persons Registry (VPR)	January	Rogers Radio/ShawTV	Community	Free
		February	Sault Star Monthly Column Sootoday Widget / Sault Star Widget Digital Signage (3)	Potential registrants + Family Potential registrants + family	Free \$1500 (estimated)
		March	Radio – registration locations, etc.	Potential registrants Potential registrants + family	Internal Communications
		April	Mail Kiosk Signage	Seniors + potential registrants + family	\$1000 (estimated)
		May	Radio – emergency preparedness tips - emergency preparedness week (Red Cross)	Community	\$500 (estimated)
		June			Internal Communications
		Ongoing	Milestone Announcements SSMIC Website	Community	Internal Communications
CGC	MISA/URISA	Ongoing			
		April	Press releases SSMIC Website Sootoday Widget Sault Star Widget ShawTV Segment	Community and citizens of Sault Ste. Marie Funding organizations	Internal Communications \$200 \$300
Water	BPAC Meetings	Bi-monthly	Press releases SSMIC website Signage	Consultants Community Non-profits	Internal Communications
		February	ShawTV Segment NOB ad - mining edition Sault Star Monthly column		\$500
Computer Game Technology	ASHA	November	Press release / outcomes	SLPs; end-users	AGFH Budget + internal communications
	ASHA Schools	July 27 th -29 th	Press release / outcomes	(patients); family of	
	ASHA Adult Health Care/Business Institute	April 28 th -29 th	Press release / outcomes Sault Star Monthly Column	patients; students; seniors	

Group	Initiative	Timeframe	Media	Target	Budget
SSMIC	ARTIE	October	SSMIC Website Mail out letters ShawTV Segment Sootoday Ad Widget Sault Star Ad Widget	Elementary and High school students	\$400
	NextGen SSM (New online version of ARTIE for high school students. SSMIC offered something similar in 2011 with the ARTIE online high school challenge by using social media)	October			\$900
SSMIC	Soo Sustainable	August	SSMIC Website ShawTV Segment Sootoday Widget Sault Star Widget Sault Star ad NOB ad Blog posts	Community Consultants Community partnering organizations Non-profits Private sector	\$3000
SSMIC	SSMART IT Awards	June	SSMIC Website ShawTV Sootoday Widget Sault Star Widget Sault Star ad NOB ad Blog posts Youtube video	IT community	\$3000

25th ANNUAL REPORT ANNIVERSARY



Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**

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MESSAGES

From the President and CEO



TIMELINE 1986–2011

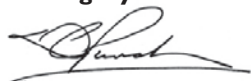
PRESIDENT'S MESSAGE

Over the past 25 years, the Sault Ste. Marie Economic Development Corporation has been an integral part of the community. At the beginning, we focused on a limited number of projects and sectors. Today, our portfolio reaches far and wide, from industrial, tourism and small business development, to everything in between. And as our focus has widened, so too has the expertise of our staff and Board of Directors.

In 2012, I will be stepping down as SSMEDC President/Board Chair after nine years in the position. I'd like to thank my fellow Board members and the SSMEDC staff team – both past and present – for their service to this organization. The Corporation has produced significant results for economic development in Sault Ste. Marie, and it's because of the dedication of these people, along with our partners throughout the public, private and non-profit sectors.

It has been an honour and privilege to work with the SSMEDC team. I have the upmost confidence in incoming President Don Mitchell, who has been a key Board member for about a decade. Sault Ste. Marie will be well served by Don and the SSMEDC team, and I look forward to seeing the Corporation and community reach new heights in the years to come.

D. Gregory Punch



President and Chair of the Board of Directors

 1986

The City of Sault Ste. Marie establishes the Economic Development Corporation as an independent, non-profit corporation, an entity style deemed to be the best for the community.

CEO'S MESSAGE

Congratulations to the City and a heartfelt thank you to the leaders in the community who have volunteered their time and service to help make the Sault Ste. Marie Economic Development Corporation what it is today – a leader in the growth and development of this community. It seems most appropriate that on the occasion of the City's 100th birthday that we celebrate our 25th year of operation.

I have learned much in my first year as CEO and now more fully appreciate the value and importance of building and maintaining relationships with key community stakeholders; establishing clear economic development goals and measurable results for the organization; and the importance of communicating the need for a focused economic development strategy. I am pleased to say that this annual report is complemented by an updated Strategic Plan for 2012 - 2015, which establishes a solid organizational framework for the Corporation's priorities; a new SSMEDC website; and a corporate-wide appreciation that in the short term the Sault's economic future will likely be significantly influenced by global economic conditions, which will result in a more intense local focus on business retention, market expansion and growth.

I thank the SSMEDC Board of Directors and staff for the opportunity to lead this remarkable team. I look forward to working with the new Board, Executive Committee and incoming President Don Mitchell, with whom I have had the privilege of working with on numerous projects. Finally, many, many thanks to outgoing President Greg Punch, whose exceptional leadership made my transition smooth, structured and focused.

I trust that this report will reaffirm your confidence in the future growth and development of the community and the role the SSMEDC plays in these efforts.

Tom Dodds



Chief Executive Officer

INTRODUCTION

PURPOSE OF THIS REPORT

The annual report provides the Municipality, key partners and stakeholders, including clients and members of the community, with an overview of Sault Ste. Marie Economic Development Corporation (SSMEDC) activities and initiatives for the past year. It is a snapshot of the Corporation's results, and the goal is to demonstrate accountability for the resources provided to the SSMEDC by taxpayers and a return on investment for its financial partners.

Economic development is the process of creating and sustaining wealth (increasing incomes). It is an ongoing, continuous and evolving process. As an example, if a business opened or expanded in 2011, the process may have began years earlier, with much or all of the work done out of the public eye.

To be consistent and to properly reflect the Corporation's involvement in a project, only activity that underwent significant progress during 2011 is included in the annual report. In all the activity listed, the SSMEDC played a role. In some cases, it was major, while in others, it was more supportive or secondary in nature.

COMMUNITY SUPPORT

Economic development is also a team effort. When undertaking projects and initiatives and delivering programs and services, the SSMEDC works very closely with City Council and staff; other economic development partners, including the Innovation Centre, Chamber of Commerce and Community Development Corporation; senior levels of government; clients; and the community.

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

Without the support of its many community and stakeholder partners, none of the activity mentioned in this report would be possible.

CORPORATE OVERVIEW

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

To fulfill its mandate – including job creation, wealth generation and visitor attraction – the SSMEDC is organized around three unique divisions:

- **Business Sault Ste. Marie** - Supports existing businesses and attracts external businesses to create jobs, generate wealth and increase the Municipal tax base
- **Tourism Sault Ste. Marie** - Develops tourism-related products, delivers marketing activities, and attracts and supports events, all of which are designed to increase visitation levels to the city
- **Corporate Services** - Provides support for the SSMEDC as a whole in the form of finance, information technology, reception, human resources and communications

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

 1987

SSMEDC expands its economic development scope to include research and strategic job creation projects.

MANDATE, MISSION & VISION

MANDATE

The Sault Ste. Marie Economic Development Corporation is a non-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.

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.

VISION

"Our community, City Council and other partners recognize and value the Corporation as their source for leadership and support in shaping and creating a competitive, sustainable and thriving economy for Sault Ste. Marie."

By 2020, Sault Ste. Marie will be recognized as a leading community having an increasingly diverse, sustainable and globally competitive economy supported by the energy, manufacturing, innovation, research, small business and tourism sectors.

In support of its vision, the SSMEDC will be a community-oriented, customer-driven, strategic and results-based organization that values its employees as a team and is characterized by:

- Earning the trust and respect of its community and partners;
- Building strong alliances and networks;
- Investing in its people and relationships;
- Creative risk-taking balanced by fiscal prudence; and,
- Leadership focused on effective communication, innovation, ethics and the willingness to embrace change.

 1988

SSMEDC enhances the city's marketing efforts by releasing a Sault Ste. Marie Booklet, which provides detailed information on the community.

HIGHLIGHTS

The following highlights are from the subsequent section on division activity. They represent some of the activity carried out by the Sault Ste. Marie Economic Development Corporation in 2011.

- Under its Business Retention and Expansion program, the SSMEDC assisted **16 companies** in their expansion (between July 2010 through the end of 2011), activity that has the potential to generate a total community investment of more than **\$24 million**, create over **155 jobs** and retain an additional 265.
- Spearheaded by the SSMEDC, the new-and-improved Agawa Canyon Train Tour was unveiled following a makeover of more than **\$11 million**.



At the ribbon-cutting ceremony for the new train tour are (L to R) Ian McMillan, Executive Director of Tourism Sault Ste. Marie; Dennis Broshko, CN's General Manager for Eastern Canada; Mayor Debbie Amaroso; MPP David Oraziotti; and Tracey Forsyth, Community Economic Development Officer for FedNor.



A worker at Soo Foundry & Machine Ltd., a client of the SSMEDC, moulds a specialty steel product.

- SSMEDC assisted **25 small business** and youth clients in their start-up or expansion plans, potentially creating more than **70 jobs** and resulting in a total community investment of over **\$1.4 million**.
- SSMEDC facilitated an outbound municipal **mission to India**. Made at the request of the Ruia family, owners of Essar Group, the mission took place to explore additional opportunities that may exist between Sault Ste. Marie and Essar.
- Starwood Energy Group, a client of the SSMEDC, unveiled its **\$360-million** solar farms project, which can generate 60 megawatts of electricity, enough to power about **24,000 homes**.

1989

During its first four years of operation, the SSMEDC assists 19 businesses in their start up or expansion plans.



Thousands pack the Essar Centre for the 2011 OCAA Men's Basketball Championships, an event bid on by the SSMEDC.

- Sports tournaments, conferences and other events bid on or supported by the SSMEDC generated more than **20,000 visitor days**, which injected about **\$3.08 million** into the local economy
- SSMEDC sold more than **4,300 vacation packages**, generating over **8,600 visitor days** and an economic impact of about **\$1.1 million**.
- SSMEDC developed an updated **Strategic Plan**, which will chart the course of the Corporation over the next few years.
- SSMEDC tourism website wins **national marketing award** from the Economic Developers Association of Canada; Events brochure takes home **Tourism Marketing Award** from the Economic Developers Council of Ontario.
- SSMEDC spearheaded a number of small business initiatives, including an online **virtual advising system**, the **Sault Community Entrepreneur Network Exchange (SCENE)** and a **small business incubator**.
- SSMEDC actively participated in a number of local and regional initiatives, including the **Growth Plan for Northern Ontario**, **Ontario's North Economic Development Corporation** and the **Smart Energy Strategy**.

1990

Following several years of work from the Brier Committee, which included representation from the SSMEDC, the city hosts the Canadian Men's Curling Championships.

DIVISION ACTIVITY

Business Sault Ste. Marie

MANDATE

Business Sault Ste. Marie's mandate is to support the sustainable growth and 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 & trade; and
- The marketing & promotion of business development.

PROGRAMS AND SERVICES

To implement this mandate, Business Sault Ste. Marie delivers a number of programs and services, including:

Business Retention and Expansion (BR&E)

This program assists local companies in creating and retaining wealth in the community by expanding and enhancing their operations to be more productive and competitive in the global marketplace. To deliver this program, Business Sault Ste. Marie makes a site visit to a company to familiarize themselves with the operation, understand its capacity and find out if a capital investment is required to enhance production. If the business needs financial assistance to purchase new equipment, or needs to enhance or expand its infrastructure, a funding application is made to an incentive program, such as the Enterprises North Job Creation Program from the Province's Northern Ontario Heritage Fund Corporation.



A worker at SIS Manufacturing, a client of Business Sault Ste. Marie, uses an industrial lathe to mold a specialty product.

Since July 2010, when the BR&E program began, through to the end of 2011, Business Sault Ste. Marie assisted **16 companies** in their expansion plans. This activity has the potential to generate a total community investment of more than **\$24 million**, as well as create over **155 jobs** and retain about 265 more. During that same period, Business Sault Ste. Marie made more than 125 visits to local companies.

Enterprise Services

Enterprise Services is delivered by Business Sault Ste. Marie on behalf of the Ontario Ministry of Northern Development & Mines and the Ontario Ministry of Economic Development & Innovation. The Enterprises Services program is designed to bolster the small business sector in Sault Ste. Marie, the Algoma District and Chapleau. The Business Sault Ste. Marie

1991

After a restructuring of Algoma Steel – the second in about a decade – the SSMEDC helps lead the implementation of the RAPIDS Strategic Plan, a community-wide effort aimed at economic diversification and quality of life improvements.

“The SSMEDC was my coach the whole way through. There’s no way I could have done this on my own.” - Wendy Marasco, Cupcakez



Wendy Marasco, a client of Business Sault Ste. Marie, is all-smiles after opening her business, Cupcakez, which provides mouthwatering treats for any occasion.

team provides a variety of services covering various elements of business development and entrepreneurship, including workshops and seminars, consultations, and assisting clients in accessing financial resources.

In 2011, Business Sault Ste. Marie assisted **25 clients** in their start-up or expansion plans, potentially creating more than **70 jobs** and a total investment of over **\$1.4 million**. As well, the division facilitated and hosted a number of workshops and seminars during the year, which attracted more than 450 attendees. In addition, over 525 consultations were conducted by the Business Sault Ste. Marie team.

Youth Development

Business Sault Ste. Marie provides programs and services designed to support aspiring and current young entrepreneurs

in the Sault Ste. Marie area. The Summer Company program, for instance, provides up to \$3,000 for students between the ages of 15 and 29, who are returning to school, with the opportunity to start and operate a business for at least eight weeks during the summer. Funded by the Ontario Ministry of Economic Development and Innovation, Business Sault Ste. Marie administers the program in the city and region. In 2011, **11 clients** successfully took part in Summer Company.



SSMEDC CEO Tom Dodds shows a stunning view of the city to Dr. Gianni Bardini, Consul General of Italy in Toronto, who was in the Sault to build relationships.

Business Sault Ste. Marie also delivered the Ministry of Education’s Passport to Prosperity program in 2011, which promoted school-to-work opportunities for high school students, including career talks, mentorship, job shadowing, co-op placements, apprenticeships and career fairs.

1992

Hospitality and Travel Sault Ste. Marie (HATS) merges with the Sault Ste. Marie Economic Development Corporation, which takes on a new structure more similar to today’s.

DIVISION ACTIVITY

Business Sault Ste. Marie (Continued)



Himanshu Saxena, from Starwood Energy, a client of Business SSM, looks over one of his company's \$360-million solar farms.

As well, tapping into other Provincial initiatives, such as the Northern Ontario Heritage Fund Young Entrepreneur program, Business Sault Ste. Marie assisted young entrepreneurs in obtaining business start-up funding in 2011.

International Relations and Regional Partnerships

This program is designed to foster global connections, including the establishment of partnerships between local and external businesses. Through mainly inbound trade missions, this program plays a key role in promoting Sault Ste. Marie as a global player around the world.

In 2011, Business Sault Ste. Marie facilitated an outbound municipal **mission to India**. The mission, made following a request from the Ruia family, owners of the Essar Group of companies, was made to explore further opportunities that may exist between Essar and Sault Ste. Marie.

As well, more than **10 delegations** passed through the community, most looking at investment opportunities. The visits, coordinated by Business Sault Ste. Marie, involved investors and diplomats from around the world, including China, India, Germany, Italy and the United States.

With respect to regional partnerships:

- Business Sault Ste. Marie helped form a **Business Succession program** in 2011. The initiative, from Ontario's North Economic Development Corporation (ONEDC), includes a confidential web-based tool that matches newcomers looking to invest in Canadian businesses directly with those for sale. ONEDC is a partnership involving economic development representatives from the five major cities in Northern Ontario.

 1993

SSMEDC develops "Naturally Gifted" slogan and begins a productive tourism marketing initiative with support from the City.

“Among all the communities we considered, the support we received in Sault Ste. Marie was outstanding.” - Himanshu Saxena, Starwood Energy Group (solar farms)



A worker at JD Aero, a client of Business Sault Ste. Marie, works on the wing of a Porter Airlines plane.

- Business Sault Ste. Marie was involved in the development of a **Sister City Agreement** approved by the Twin Saults in a Joint City Council Resolution branding the communities as “Two Nations One City,” with formal signing planned for 2012.
- As well, Business Sault Ste. Marie, through its membership in the **Upper Peninsula Economic Development Association**, was involved in working towards an Ontario and Michigan Export and Logistics Regional Partnership via an I-69 International Trade Corridor to the Twin Saults.

Invest Sault Ste. Marie

The existing Invest Sault Ste. Marie program is primarily designed to attract businesses to the community. For this program, Business Sault Ste. Marie endeavours to promote the community's competitive advantages to external companies, global-site selectors and corporate real estate personnel.

While much of the work done under Invest Sault Ste. Marie in 2011 won't come to fruition for some time, certain companies began or made commitments to begin operations during the year, including:

- **Starwood Energy Group** – unveiled its \$360-million solar farms project. The sites generate 60 megawatts of clean electricity, enough to power about 24,000 homes.



The first Porter Airlines flight touches down in Sault Ste. Marie.

 1994

SSMEDC begins developing a website, which later becomes one of the first economic development websites in the country.

DIVISION ACTIVITY

Business Sault Ste. Marie (Continued)

- **Porter Airlines** – began offering daily flights between Sault Ste. Marie and Toronto Island Airport. The start-up created jobs while creating competition and more affordable flights for travellers.
- **Ellsin Environmental** – opened a pilot tire recycling facility. At a cost of \$6.5 million, the 10,000-square-foot plant has the potential capacity to process 900 tires per day.

Meanwhile, previous Federal, Provincial and Municipal government funding approved for attracting businesses to Sault Ste. Marie has been successfully invested by Business Sault Ste. Marie. Efforts will be made in 2012 to access additional government funding to further improve Invest Sault Ste. Marie and enhance the community's capabilities to compete with other jurisdictions.

Additional Activity

Film Sector

Business Sault Ste. Marie facilitates interaction between film productions and the City. In 2011, several movies were shot in the community, including Irvine Welsh's *Ecstasy*, Edwin Boyd, *the Story of Luke* and *Foxfire*.

Sault Community Entrepreneur Network Exchange

Business Sault Ste. Marie began developing the Sault Community Entrepreneur Network Exchange (SCENE) in 2011. This entrepreneur network, expected to be implemented in the latter part of 2012, will be inherently supportive in nature and provide the opportunity for members to support each other with the basic theme of helping them to help themselves.



A member of the Business Sault Ste. Marie team consults with a client using the new Virtual Advisor.

Small Business Incubator

Business Sault Ste. Marie is working to develop a small business incubator, which will provide space for entrepreneurs to operate their new firms, thus helping them survive through the often-difficult first few years of start-up. A feasibility study for the project was conducted by a private-sector consultant and completed in 2011. Additional steps, including a business case, are expected in 2012.

Virtual Advisor

The web-based system allows business consultations and seminars to be done online. What makes it different from standard videoconferencing is that it allows for documents to be shared in a way that both end users can view it and make edits simultaneously. Operated and staffed by the Business Sault Ste. Marie team, the service is provided free of charge.

1995

G.P. Flakeboard, a client of the SSMEDC, sets up operations in Sault Ste. Marie, creating more than 100 direct jobs.

“The SSMEDC helped us access funding programs and new markets around the world.”

- Tony Porco, SIS Group



The Sault's waterfront Gateway site.

Ontario Works Partnership

A strategic partnership between Business Sault Ste. Marie and Ontario Works (OW) was successfully completed in 2011. This program taught entrepreneurship to at-risk youth. It provided the opportunity for those receiving OW, or their older children, to explore the option of becoming entrepreneurs. In developing this program, Business Sault Ste. Marie worked with the City's Social Services Department, which administers OW in the Sault area.

Key Committee Involvement

Business Sault Ste. Marie had a presence on a number of key committees in 2011, including the **Transportation Infrastructure Committee**, which is looking to develop a regional harbour, and the **Gateway Committee**, which is developing a concept regarding a public/private sector partnership resulting in a tourism/community attraction on the waterfront site. Finally, the division supported the Innovation Centre's development of the community's **Smart Energy Strategy**, which will position the Sault as a viable place for investment and growth in energy projects.

1996

SSMEDC Telecommunications Committee works with private sector to enhance local Internet capabilities, enabling a number of information technology firms to set up shop here.

DIVISION ACTIVITY

Tourism Sault Ste. Marie

MANDATE

Develop tourism-related products and deliver annual marketing activities that promote Sault Ste. Marie as a four-season tourist destination; Increase visitation levels to the city through the promotion of vacation packages; Take the lead on bidding for and supporting sports tournaments, conferences and conventions that provide significant economic impacts on the community; Support tourism and recreational infrastructure development.

PROGRAMS AND SERVICES

To carry out its mandate of attracting visitors, Tourism Sault Ste. Marie delivers a number of programs and services. For 2011, key activity included:



Fighters face off in the 2011 International Hap Ki Do Canadian Open, a martial arts tournament bid on by Tourism Sault Ste. Marie and a local organizing committee.



The new Agawa Canyon Train Tour crosses the Montreal River.

Agawa Canyon Train Tour Revitalization Project

The new-and-improved Agawa Canyon Train Tour was unveiled in the summer of 2011. The **\$11.02-million** refurbishment project, spearheaded by Tourism Sault Ste. Marie, included **14 new coaches** and audio-visual technology, all designed to foster a better overall experience for riders. The improvements are expected to increase passenger levels on the train tour and, ultimately, grow the tourism base in the community.

 1997

The SSMEDC helps attract the MS Columbus, one of many cruise ships carrying hundreds of visitors that have docked in the Sault since.

“Having the support of the SSMEDC went a long way in making the case that our community deserves to host the event.” - Mike Murphy, Co-Chair, 2013 Telus Cup



The Sault area offers a breathtaking view for motorcyclists and other travellers, which is one of the reasons the community is hosting a 2012 Ride For Sight.

The enhancements were made possible with a \$10-million dollar joint investment from the Province's Northern Ontario Heritage Fund Corporation and CN Rail/ACR, which owns the attraction. FedNor - Industry Canada contributed \$1.02 million for the onboard technology. Both government funding applications were facilitated by Tourism Sault Ste. Marie, and the division was the lead for implementing the onboard audio/video technology.

Meetings, Conventions and Sports Tournaments

Throughout the year, a number of major events – bid on or supported by Tourism Sault Ste. Marie, in partnership with local organizing committees – were held in the city. These conferences, conventions and sports tournaments generated approximately **20,500 visitor days**, which injected about **\$3.08 million** into the local economy. Events for 2011 included:

- Ontario Colleges Athletics Association Men's Basketball Championships
- International Hap Ki Do Canadian Open
- Royal Canadian Legion Provincial Conference
- Grand Slam of Curling
- North Eastern Regional Ringette Tournament
- Northern Ontario Hockey Association Annual General Meeting
- Kiwanis Walleye Tournament
- Institute of Power Engineers Conference

Also in 2011, Tourism Sault Ste. Marie, working with local organizing committees, earned the hosting rights for a number of future events, including:

- 2012 All-Ontario Midget AAA Championships
- 2012 Ride For Sight Charity Motorcycle Rally



The Royal Canadian Legion holds its 2011 Ontario Provincial Conference at the Essar Centre. The event was bid on by Tourism Sault Ste. Marie.

1998

SSMEDC helps organize and host HomeComing, which attracted former residents from around the world back home for a 10-day celebration, generating an economic impact of more than \$7 million.

DIVISION ACTIVITY

Tourism Sault Ste. Marie (Continued)

- 2012 Theatre Ontario Festival
- 2012 Northern Ontario Dental Association Conference
- 2012 & 2013 Ontario Basketball Association Championships
- 2013 Telus Cup National Midget AAA Championships

Vacation Packages

Tourism Sault Ste. Marie markets the area's visitor attractions. The division also offers vacation packages, essentially giving tourists a valued purchase. The core components of this program are the Agawa Canyon Train Tour, golf and gaming, along with cross-country and downhill skiing.



A visiting photographer gets a stunning view from the Agawa Canyon lookout during a media tour organized by Tourism Sault Ste. Marie.

In 2011, **4,384** of these campaign packages were sold, which led to **8,682 visitor days** and an economic impact of about **\$1.1 million**. Many of the transactions were carried out on the web using Tourism Sault Ste. Marie's new **online reservation system**, which is the first of its kind in Northern Ontario. Designed by the Canadian-based company Meridian, the system allows travellers to book their hotel rooms and vacation packages with the simple click of a mouse, essentially making it easier to visit the Sault.

Additional Activity

Unpaid Media Generated

Throughout 2011, Tourism Sault Ste. Marie hosted a number of travel journalists. The familiarization tours generated **\$690,000** in unpaid media articles, highlighting Sault Ste. Marie and area tourist attractions. The content appeared in a number of high-profile publications, including The Globe and Mail, Toronto Sun, Toronto Star, London Free Press, Grand Rapids Press and Sympatico.travel.

Great Lakes Cruising

Tourism Sault Ste. Marie continued to work with the Great Lakes Cruise Coalition to attract new cruise ships onto the Great Lakes. In 2011, they were successful in bringing the **Clelia II** into Sault Ste. Marie. And with deals made throughout the year, two new luxury vessels, the **Yorktown** and **Grande Mariner**, will be arriving in the Sault in 2012.

Website Wins National Marketing Award

Tourism Sault Ste. Marie's website, www.saulttourism.com, took home a **2011 Marketing Canada Award** from the Economic Developers Association of Canada. It was awarded first prize in the Digital Media – Tourism Website category. The new

1999

After lobbying from the SSMEDC and other community groups, the Sault Ste. Marie charity casino opens, creating hundreds of jobs.

It's a “very powerful image-based brochure.”

- EDCO Judges, on Tourism Sault Ste. Marie's Meetings, Conventions and Sporting Events Brochure



Tom Dodds, CEO of the SSMEDC, accepts a 2011 EDCO Marketing Award, on behalf of Tourism Sault Ste. Marie, from outgoing EDCO President Kathy Weiss.

site, designed by Lucidia, features a number of unique attributes, including an online reservation and vacation package booking system – the first of its kind in Northern Ontario – and incorporates interactive features like Sault Ste. Marie and regional Facebook pages.

Publication Wins Provincial Marketing Award

When bidding on events, Tourism Sault Ste. Marie uses its Meetings, Conventions and Sporting Events Brochure, which highlights the uniqueness of the city, along with the tourism infrastructure found here. The publication won a **2011 Tourism Marketing Award** from the Economic Developers

Council of Ontario for the Travel Trade Publication category. Judges called the document a “very powerful image-based brochure,” and it has helped the community earn the hosting rights for a number of major events these past few years.

Hub Trail Mapping

The John Rowswell Hub Trail increases the quality of life for area residents while also drawing visitors to the community. To help promote the attraction, Tourism Sault Ste. Marie, with funding assistance from Algoma Public Health and mapping provided by the City Planning Division, developed a **map-ping brochure** in 2011. The message to locals and visitors is simple: Enjoy the trail, folks!



From the mapping brochure, the Fort Creek portion of the 25-kilometre John Rowswell Hub Trail.

2000

With the Ontario Winter Games, along with other major tournaments and conferences, SSMEDC begins to facilitate significant growth in the sport tourism and conventions market.

DIVISION ACTIVITY

Corporate Services

MANDATE

Support the Sault Ste. Marie Economic Development Corporation as a whole in the form of finance, information technology, reception, human resources and communications. The division also provides administration for the SSMEDC Board of Directors and Committees, City Council's Economic Development Fund (EDF), and the Destiny Sault Ste. Marie Economic Diversification Strategy.

PROGRAMS AND SERVICES

While supporting the other SSMEDC divisions and carrying out its mandate, much of Corporate Service's activity is in the form of administration. The following is some of the division's key activities for 2011:

Economic Development Fund (EDF)

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

The SSMEDC Corporate Services division provides administrative support for Economic Development Fund applications. City Council approved the following applications in 2011:

A visual from Sault Ste. Marie's Smart Energy Strategy.



2001

SSMEDC client EDS-GM Roadside Assistance opens its business-process outsourcing centre (contract has since been taken over by Cross Country Automotive, now Agero).

“The City of Sault Ste. Marie and SSMEDC have an excellent working relationship, and this relationship produces significant results in terms of job creation, wealth generation and visitation levels to our community. We both share a common goal of making Sault Ste. Marie a great place to live, learn, work and play.” - Mayor Debbie Amaroso

Smart Energy Strategy

Following an investment of \$25,000, a Smart Energy Strategy has been developed for Sault Ste. Marie. The funds were leveraged to receive an additional \$50,000 from the Northern Ontario Heritage Fund Corporation. With the Innovation Centre taking the lead, the strategy will help chart the long-term course of the local green sector.

Postsecondary Development

Algoma University and Sault College each received \$125,000 from the 2011 EDF. The investments went to support the ongoing capital campaigns at both institutions, which are aimed at future expansion. The City contributed a total of \$1 million for the projects over four years, half of which will come from the EDF.

Airport Hangar Expansion

City Council invested \$200,000 over four years into expansion development at the local airport. The 2011 installment was \$125,000. The funds were used to leverage an additional \$1 million from the Province's Northern Ontario Heritage Fund. The project is allowing the Sault Ste. Marie Airport Development Corporation to focus on the growth of the aircraft maintenance, repair and overhaul industry. For instance, JD Aero Technical Inc. recently set up shop there. The company provides maintenance services for airlines around the world, including Air Canada Jazz, Air New Zealand, Austrian Airlines and Porter Airlines.

Sault College Campus Rebuild

The final EDF investment of \$83,333 was made on Sault College's campus rebuild project in 2011. The three-year funding commitment, totaling \$250,000, was used to

leverage \$16 million from senior levels of government. The new campus was unveiled in August 2011.

Accountability

In November 2011, the Sault Ste. Marie Economic Development Corporation provided an in-depth report and presentation to City Council. They outlined key results from the period of January 2010 and September 2011. This was the first such report done for the requirements of a **memorandum of understanding** (MOU) between the SSMEDC and City of Sault Ste. Marie. Under the MOU, the Corporation is charged with reporting to City Council on its activities and results generated.



Dignitaries cut the ceremonial ribbon at the official opening of Sault College's new academic wing.

 2002

SSMEDC and partners form Destiny Sault Ste. Marie, a community group aimed at economic diversification.

DIVISION ACTIVITY

Corporate Services (Continued)

Destiny Sault Ste. Marie

Destiny Sault Ste. Marie, the community's economic diversification strategy, is a partnership that includes representatives from government, private and non-profit sectors. Its goal is to provide a common voice for the city in terms of growth and strategic direction.

Destiny Sault Ste. Marie is administered by the Corporate Services division of the Sault Ste. Marie Economic Development Corporation. In 2011, the partnership spearheaded the community's **Smart Energy Strategy**, which will help chart the long-term course of the local green sector.



City CAO Joe Fratesi (left), and SSMEDC CEO Tom Dodds lead discussions with regional officials for the Province's Growth Plan for Northern Ontario.

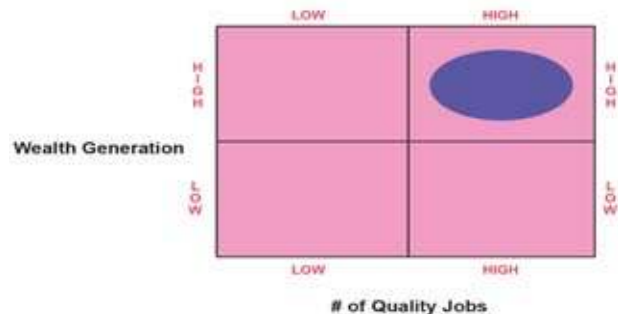
Additional Activity

New CEO

Tom Dodds took over the SSMEDC's Chief Executive Officer position in April 2011. The CEO search was facilitated by Corporate Services, which provides human resources administration for the SSMEDC. Dodds, who previously worked as Director of International Business for FedNor - Industry Canada, took over from Bruce Strapp, who became Executive Director of the Province's Northern Ontario Heritage Fund Corporation.

Strategic Plan 2012 - 2015

With changing economic realities – namely, the Drummond Report and general financial uncertainty around the world – the SSMEDC took steps to develop a realigned Strategic Plan in 2011. The document, which charts the course of the Corporation's activity, takes into account these new realities and is expected to be released in 2012.



Finding the sweet spot: As identified in the SSMEDC's updated Strategic Plan, the Corporation aims to support wealth generation that creates and retains quality jobs in the community.

 **2003**

A KPMG Competitive Analysis Study finds Sault Ste. Marie as one of Canada's most cost-effective places to do business.



Dr. Rishi Ghosh in the beautiful lobby of the new Sault Area Hospital, a facility that made his decision to practice here all the more easy to make.

New Website

During 2011, Corporate Services began developing a new website for the SSMEDC. Set to be unveiled in 2012, the site will feature in-depth information on starting and growing a business and Sault Ste. Marie, along with the quality-of-life opportunities found in the community.

Business Directory

In 2011, the SSMEDC, in partnership with the local Chamber of Commerce, released its annual Business Directory, which lists virtually every business in the community, along with their employment levels. The Directory, available in both hard copy and digital form, is particularly useful when external

companies are looking for a place to locate to and they want current information on the capabilities of local businesses. The Business Directory is facilitated by the SSMEDC's Corporate Services division.

Physician Recruitment

Believing that a high quality of life is essential for economic development, the SSMEDC is proud to be involved with physician recruitment efforts. Working with the local Physician Recruitment Committee, the Corporation provides community tours and other information to visiting doctors. In 2011, several of these tours took place. It should be noted that all SSMEDC divisions are involved with these efforts.

2004

SSMEDC establishes its E-Commerce Centre, which has since been occupied by Sutherland Global Services, a business-process outsourcing firm that employs hundreds of people.

LOOKING AHEAD

While very mindful of the continued global economic uncertainty, 2012 and the years ahead are shaping up to be a period of challenge, change and confidence in the community. Over the past 25 years, Sault Ste. Marie and the **SSMEDC** have made great strides in diversifying the economy. The city has weathered significant economic challenges well, and progress has been made. Confidence and change in the community are reflected in significant construction activity, new and expanding businesses, institutions and organizations, and a local economic base that is less reliant on a single industrial sector.

The **SSMEDC's Business Retention and Expansion Program** is consistently demonstrating results in both business growth and employment, and this will continue. The **SSMEDC** will be seeking City support to enable it to provide greater attention, outreach and assistance for small and medium-size companies (less than 500 employees) in the areas of **investment attraction, export and trade**. This includes assistance in marketing, and promotion of the community and its businesses. The objective is to help companies locally increase their global competitiveness, thereby helping to increase wealth and employment levels in the community.

Implementation of the city's **Smart Energy Strategy** and focus on being the **Alternative Energy Capital of North America** is attracting considerable business interest. Innovation, renewable energy and other related companies are coming to Sault Ste. Marie on a continual basis to explore business development opportunities. Both the **SSMEDC** and **Innovation Centre**, working together with the **City** and **PUC**, are exploring the feasibility of a number of these types of projects with local investors.

Initiatives such as **SCENE**, the new small business network, and the work being done on **small business incubator**, will encourage greater entrepreneurship in the community. Tourism marketing efforts are showing signs of improvement, and this year is shaping up to be a good one for the **Agawa Canyon Tour Train**. Likewise, the **SSMEDC** will continue to work hard in enabling the community to host major **provincial**



With changes coming to the former St. Marys Paper property shown in photo), along with the Gateway site, the Sault's waterfront is slated for a significant revival.

and national sporting events. In addition, tourism product development efforts, including the Gateway site, a bike route between the Sault and Sudbury and potential for new cultural tourism products, means the community will have more to offer visitors.

Steel manufacturing, the city's traditional industry, is showing signs of improvement. **Essar Steel Algoma** revenues are derived primarily from the manufacture and sale of rolled steel products, including hot and cold sheet and plate. Strengthening product mix and enhanced operating reliability are enabling the company to perform favourably within the improved market environment. **Tenaris Algoma Tubes** continues to perform well and related sector activity in the community remains strong. In support of this and other industries requiring cost effective marine transportation, the City, **SSMEDC** and community stakeholders continue to facilitate the development of the deep water port to help enhance their global competitiveness.

2005

SSMEDC and its private sector partners in the accommodations sector introduce a destination marketing fee and contribute \$500,000 towards the building of the **Essar Centre**.

The Province and the **Ontario Lottery and Gaming Corporation's** decision to modernize lottery and gaming in the province, with a focus on growth and privatizing significant elements of its operation, is creating a whole new business landscape and economic opportunity for the community. This policy decision, in combination with the decision to privatize the local casino, the adjacent Gateway site and the decommissioning of the **St. Marys Paper** property for other land uses creates a unique situation in the heart of Sault Ste. Marie. The conditions are set for major renewal of the downtown waterfront area for a range of mixed uses, including commercial, retail, office, institutional and residential space combined with unique tourism features and attractions. The SSMEDC is working hard to capitalize on this circumstance.

The changes to the community are not uniquely economic. Sault Ste. Marie is becoming an increasingly international community. Its major private sector employers hail from **India, Chile, and Argentina**. All are multinational conglomerates. Likewise, through Sault College, Algoma University, and local science-based organizations, the city is fortunate in also becoming an increasingly culturally diverse home for highly-qualified people from across the globe. This, in combination with the community's historic founding cultures and aboriginal communities, creates an extraordinary mosaic of people that reinforces the appeal of Sault Ste. Marie.

The SSMEDC is undergoing corporate changes as well. The Corporation has recently updated its **Strategic Plan for 2012 - 2015**. It has a **new website** with plans in place for it to remain evergreen with new enhancements and information services. There are changes at the Board level, and the



The SSMEDC, City and community stakeholders are helping to facilitate the development of a regional deep water port at the Essar site.

Corporation will be taking a look at how it can improve its effectiveness in providing services to business locally as well as those interested in coming here from around the world. There is much to be done, and the SSMEDC is keen to reconfirm its value and return for local taxpayer investment.

In closing, the SSMEDC recently celebrated 25 years of progress. However, the Corporation recognizes that the way forward will be as equally challenging as the past quarter-century, with rapid change becoming a new reality. Through collaboration and cooperation, transparency, a strategic approach and hard work, the community can be confident in being successful in the future.

2006

Brookfield Renewable Power, a client of the SSMEDC, finalized the 189-megawatt Prince Wind Farm, which can power about 60,000 homes or roughly two cities the size of the Sault.

FINANCIALS

SUMMARIZED STATEMENT OF OPERATIONS

December 31, 2011

Revenue

City of Sault Ste. Marie	\$1,543,289
Government of Canada	392,741
Province of Ontario	1,160,740
Interest	64,776
Partnership Contributions	153,564
Advertising	61,654
Destination Marketing	100,509
Other (See Schedule 1)	517,168
Amortization of Deferred Contributions Related to Capital Assets	549,763

\$4,544,204

Expenses

Salaries and Benefits	1,430,802
Development	1,377,157
External Promotion and Marketing	618,978
Advertising and Internal Servicing	216,726
Networks and Subscriptions	52,995
Administration (See Schedule 1)	136,827
Professional Fees	9,913
Interest on Long-Term Debt	80,785
Amortization of Capital Assets	574,504

\$4,498,687

Net Income \$45,517

SUMMARIZED BALANCE SHEET

December 31, 2011

Assets

Cash and Investments	\$956,385
Receivables	148,507
Current Portion of Notes Receivable	286,111
Notes Receivable	613,542
Prepaid Expenses	17,973
Capital Assets (net)	4,461,547

\$6,484,065

Liabilities

Payables	214,713
Deferred Revenue	756,971
Current Portion of Long Term Debt	296,313
Long Term	712,959
Deferred Capital Contributions	3,817,363

\$5,798,319

Net Assets

Reserve for Special Projects	146,562
Balance	539,184

\$685,746

\$6,484,065



2007

A number of businesses, including several SSMEDC clients, finalize more than \$50 million in new storefront developments.

SCHEDULE I: Addendum To Summarized Statement Of Operations

Other Revenue Comprised Of:

ACR Train Operations	\$24,664
Lease	415,063
Meridian Administration	4,170
Miscellaneous	73,271

. \$517,168

Administration Expense Comprised Of:

Insurance	\$23,191
Payroll Service	2,935
Bank Charges	2,588
Meetings	2,251
Executive Committee	6,696
Office Supplies	21,904
Storage Fees	3,742
Photocopying	7,682
Equipment/Furniture Purchases	3,826
Equipment Maintenance/Upgrades	1,197
Postage/Courier	15,025
Telecommunications	40,840
Bad Debts	1,250
Professional Development/Training	1,767
Miscellaneous Expenses	1,933

. \$136,827

*Audited Financial Statements are available upon request from the CEO's office.

 **2008**

Independent review of the SSMEDC is released, indicating a conservative estimate of 1,533 jobs created between 2004 and 2007 that can be directly contributed to the Corporation's efforts.

OUR TEAM

BOARD OF DIRECTORS

Executive



Greg Punch
President & Board Chair



Don Mitchell
Vice-President



Gregory Peres
Secretary



Geoff Meakin
Treasurer



Tom Dodds
Chief Executive Officer

Directors



Armand Capisciolto



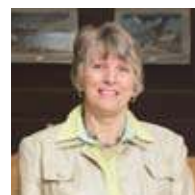
Albert Giommi



Donna Hilsinger



Michael Moore



Councillor
Susan Myers



Lori Naccarato-Sarlo



Martin Pochtaruk



Robert Reid



Dennis Tatasciore



Mayor Debbie Amaroso
(ex-officio)

 2009

SSMEDC earns the hosting rights for the 2012 CARHA Hockey World Cup, the largest sporting event in the history of Northern Ontario.

Liaison Members



Dr. Ron Common
Sault College of Applied
Arts & Technology



Dr. Richard Myers
Algoma University



Robert Reid
Sault Ste. Marie
Chamber of Commerce



Hal McGonigal
Community Development
Corporation of Sault Ste.
Marie & Area

Business Sault Ste. Marie



Dave Murphy
Executive Director



Terri Chiarello
Business Development
Advisor



John Febbraro
Director, Industrial
Marketing



Andrew Ross
General Manager,
Enterprise Services



Randy Tallon
Director, International
Relations & Global
Logistics



Kendall Scott
GIS Coordinator
(Contract)



Zoltan Virag
Youth Business
Development Coordinator



2010

SSMEDC introduces its Business Retention and Expansion (BR&E) program, which supports local companies in their expansion efforts.

OUR TEAM

(Continued)

Tourism Sault Ste. Marie



Ian McMillan
Executive Director



Lindsey Errington
Executive Assistant



Stephen Hollingshead
Coordinator, Special
Projects & Sports
Tourism



Jennifer King-Callon
Coordinator, Meetings
& Conventions



Tara Lucarelli
Tourism Partnership
Coordinator

Corporate Services



Debbie LaFleur
Manager



Marc Capancioni
Communications
Coordinator



Matthew DiFlumeri
Information and
Technology



Carole Heitman
Receptionist



Karen Madigan
Controller



Margaret VanLandeghem
Accounting Clerk



Nate DeGregorio
Summer Student



Kaila Maeumbaed
Summer Student



Nathan Shami
Summer Student



Kyleigh Binkley
Summer Student

 2011

Spearheaded by the SSMEDC, the \$11.02-million upgrades to the Agawa Canyon Train Tour are unveiled.

PARTNERS & SUPPORTERS

Algoma University
Business Development Bank of Canada
Canada-Ontario Business Service Centre
Canadian National Railway
Community Development Corporation of
Sault Ste. Marie & Area
Corporation of the City of Sault Ste. Marie
Destiny Sault Ste. Marie
Business Sault Ste. Marie Partners
Flakeboard Company Ltd.
Group Health Centre
FedNor - Industry Canada
Northern Ontario Heritage Fund Corporation
Ontario Ministry of Economic Development and Innovation
Ontario Ministry of Northern Development and Mines
Ontario Ministry of Tourism
Ontario Ministry of Training, Colleges and Universities
Ontario Tourism Marketing Partnership
Private Sector Proponents
Regional Tourism Organization (13B)
RBC Royal Bank
Sault College
Sault Ste. Marie Chamber of Commerce
Sault Ste. Marie Innovation Centre
Service Canada
Sutherland Global Services
Tourism Sault Ste. Marie Partners



Ontario  Canada

Celebrate 100!
1912 - 2012



Sault Ste. Marie
ECONOMIC
DEVELOPMENT
CORPORATION

99 Foster Drive
Sault Ste. Marie, Ontario
Canada P6A 5X6

www.sault-canada.com

Phone 705-759-5432

Toll Free 1-866-558-5144

Fax 705-759-2185

Email info@ssmedc.ca

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

January 21, 2013



Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**

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1. Note To Readers

This submission to Council represents the second 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 (see attachment). It provides information on MOU requirements for the period of October 1, 2011 to December 31, 2012.

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 2011 Annual Report and 2012-2015 Strategic Plan Update.

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 and job creation created by it, the activity is a result of Council's continued commitment to the Corporation, for which it is most grateful.

2. Corporate Overview

The SSMEDC is a not-for-profit organization 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 the City of Sault Ste. Marie, senior levels of government and the private sector.

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

Business Sault Ste. Marie: Supports existing businesses and attracts external businesses to create/retain jobs and increase the Municipal tax base.

Tourism Sault Ste. Marie: Delivers marketing strategies and activities, develops tourism-related products and attracts and supports events, all of which are designed to increase visitation levels to the city.

Corporate Services: Provides support for the Corporation as a whole, including finance, information technology, human resources and communications, and is also responsible for SSMEDC Board of Directors governance, Destiny Sault Ste. Marie and administering the City's Economic Development Fund.

4. Executive Summary/Division Activity

BUSINESS SAULT STE. MARIE

- Work with small-to-medium-sized businesses and youth clients led to:
 - Business start-ups: 16
 - Business expansions: 10
 - Job creation: 96-100 positions
 - Job retention: 129 positions
 - Total community investment: \$15.5 million +
- Averaging between 20 and 30 consultations per month, the Business Sault Ste. Marie team is currently working with 18 companies that are considering expanding and 15 entrepreneurs who are looking to start-up.
- Delivered business outreach activity to support Elliot Lake citizens following the collapse of the Algo Centre Mall.
- Secured and began planning for the 2013 Naturallia International Forum, a business matchmaking event involving about 150 companies from around the world.
- Developed the Sault Community Entrepreneur Network Exchange (SCENE), a forum where current and aspiring entrepreneurs can find support.
- Coordinated the Sister City agreement signing between the Twin Saults and continued to build strong working relationships with communities in northern Michigan through participation in the Upper Peninsula Economic Development Association.
- 10 clients took part in the 2012 Summer Company youth entrepreneurship program.
- Assisted with the production of five feature films, including the Story of Luke, Pride of Lions, Split Decision, Compulsion and Swearnet.
- Supported the community's physician recruitment efforts by providing city tours to 15 visiting doctors.
- Hosted the 2012 Bridges to Better Business, an event involving more than 150 attendees that featured seminars, networking opportunities and an awards ceremony.
- Hosted several business and government delegations from countries around the world, including Korea and the United States.
- Completed a partnership with Ontario Works/City's Social Services Department to provide entrepreneur training to at-risk youth.

**Start-up and expansion numbers are lower than the previous reporting timeframe, as business support programs from senior levels of government were impacted by two election cycles lasting around six months (September 2011 to February 2012). This limited the opportunity to assist SSMEDC clients in accessing financial resources to grow and expand their operations, which reduced business start-up, and expansion initiatives.*

TOURISM SAULT STE. MARIE

- Worked with community groups to attract or host 29 meetings, conventions or sports tournaments, which drew:
 - Visiting delegates: 7,935
 - Direct visitor spending: \$6.7 million
- When factoring spin-off economic activity, one event alone, the 2012 CARHA Hockey World Cup, generated a total of \$13.3 million, according to the Canadian Sport Tourism Alliance.
- Successfully bid on a number of upcoming events, including the 2013 Telus Cup Midget AAA Championships, 2013 Crime Stoppers Conference, 2013 Ontario Basketball Association Championships, and 2013 Ontario Professional Firefighters Convention.
- Sold more than 5,720 attraction packages, most sales made on Tourism Sault Ste. Marie's new online reservation system, the first of its kind in Northern Ontario, which led to:
 - Visitor days: 11,419
 - Direct visitor spending: \$1.4 million
- Tourism website won 2011 marketing award from Economic Developers Association of Canada; Events Brochure won 2011 marketing award from Economic Developers Council on Ontario; and Visitors Guide won 2012 award from the Ontario Tourism Marketing Partnership Corporation.
- Helped develop a mapping brochure for the John Rowsell Hub Trail, an attraction that helps draw tourists while increasing the quality of life for local citizens.
- Hosted familiarization tours for travel writers, which generated nearly \$300,000 in unpaid marketing with stories various publications, including:
 - The Globe and Mail
 - The Toronto Star
 - Canadian Geographic Traveller
 - The Toronto Sun
 - Great Lakes Magazine
 - Dreamscapes Magazine
- Tourism Sault Ste. Marie Facebook page now has more than 15,000 fans, while its Northern Ontario page has over 30,000 fans.
- Working to establish a North Channel Lake Huron Bike Route between Sault Ste. Marie and Sudbury, along with product development surrounding the iconic Group of Seven artists.

CORPORATE SERVICES

- Initiated the OLG/SSM Modernization Project, designed to best position Sault Ste. Marie to take advantage of the modernizing of lottery and gaming in Ontario by:
 - Ensuring Sault Ste. Marie remains the head office of the OLG;
 - Establishing a Centre of Excellence for Lottery and Gaming with the Sault Ste. Marie Innovation Centre, OLG and private sector partners;
 - Developing a business case that demonstrates the community's advantages for private sector lottery and gaming operators; and
 - Retain employment in the city's lottery and gaming sector.
- Worked with regional cities and economic development partners to help ensure Sault Ste. Marie benefits from, and its priorities are in line with, the Provincial Government's Growth Plan for Northern Ontario.
- Worked with the new owners of the former St. Marys Paper property to develop multiple uses for the site, an initiative that will continue in 2013.
- Released an updated Strategic Plan 2012 - 2015, which highlights the direction the SSMEDC is heading and where it will be focusing attention.
- Provided due diligence on three applications for the City's Economic Development Fund, including:

• OLG/SSM Modernization Project:	\$ 100,000
• Smart Energy Strategy Implementation:	\$ 95,000
• Rural Agri-Innovation Network (RAIN) Pilot:	\$ 30,000
- Began a strategic Human Resources Review of the Corporation, set to be complete in early-2013.
- Developed a new website, www.sault-canada.com, designed to be more interactive and easier to navigate.
- Following the establishment of a partnership with Shaw TV to produce SSMEDC-related news segments, six feature stories were shot, edited and aired on the community programming channel.
- Produced and released 11 newsletters, called The Pulse, which is sent digitally to approximately 2,500 recipients around the community, region, country and world.
- Released 25 press releases, all of which generated media coverage in local and regional news outlets.
- Took part, with other SSMEDC divisions, in the planning of Celebrate 100!, the City's year-long commemoration of its 100th birthday.

4. Client Testimonials

“The SSMEDC helped us access funding programs and new markets around the world.”

- *Tony Porco, President of SIS Group*

“When I came here for my initial city visit, everyone went out of their way to make me feel welcome. I saw a real sense of community, which attracted me here. In the end, it was an easy choice.”

- *Dr. Rishi Ghosh, who was given a community tour by the SSMEDC when looking for a place to practice*

“Our solid partnership with the SSMEDC has helped us go after and host some big-name events, and we look forward to continuing this partnership for years to come.”

- *Mike Murphy, Co-Chair of the 2012 Ontario Midget AAA Championships and 2013 Telus Cup National Midget AAA Championships*

“The SSMEDC was extremely helpful with my start up. They’re a big part of the reason I’m operating my own business today.”

- *Lawyer Gary Knox, who opened a law firm in 2012*

“The SSMEDC was very helpful in coordinating with the local accommodations sector.”

- *Dave Zagordo, Co-Convener of the 2012 OFSAA Girls AA High School Basketball Championships*

“The SSMEDC’s assistance was a huge help. I couldn’t have done it without them.”

- *Jeannette Oraziotti, owner of Jeannette’s Custom Cakes, who appeared on the Slice Network TV show Cake Walk.*

“There were plenty of resources available. The SSMEDC was very helpful and supportive.”

- *Youth entrepreneur Calvin Young, owner of Vantage Boards*

“The SSMEDC provided a good listening ear and helped me with pricing and marketing ideas. They helped me realize the cost effectiveness of the business.”

- *David Greer, owner of Celebrate Your Day Your Way Party Centre*

5. Economic Scan

From October 1, 2011 to December 31, 2012, the Sault Ste. Marie economy remained relatively stable, despite continued economic turmoil around the world. This stability was reflected by:

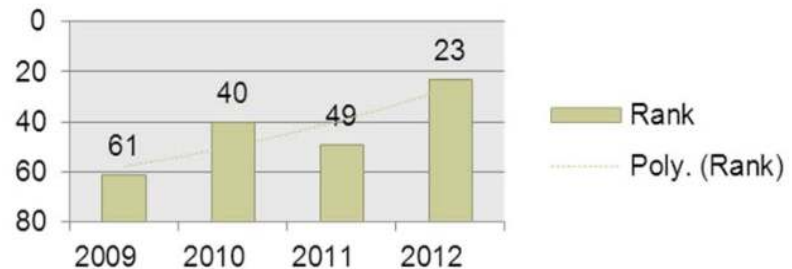
- Relatively low unemployment rates;
- Relatively stable municipal tax base;
- Stable population; and
- Continued business confidence.

BUSINESS CONFIDENCE

In a 2012 report on business confidence from the **Canadian Federation of Independent Business (CFIB)**, Sault Ste. Marie ranked second in Ontario. CFIB gathered data on things like business owner optimism, entrepreneur success, quality of life and the perception of Municipal government policy. In the report, the Sault scored particularly high on life satisfaction, with 91% of respondents very satisfied or satisfied in this regard. Equally significant, the community climbed in its entrepreneurial ranking since the 2011 CFIB survey, jumping from 49th to 23rd in Canada

CFIB: Sault Ste. Marie Ranking (all of Canada)

The report, titled *Communities in Boom: Canada's Top Entrepreneurial Cities*, was published in The National Post. Released in October 2012, it looked at 103 cities across the country with a population of 25,000 or more.

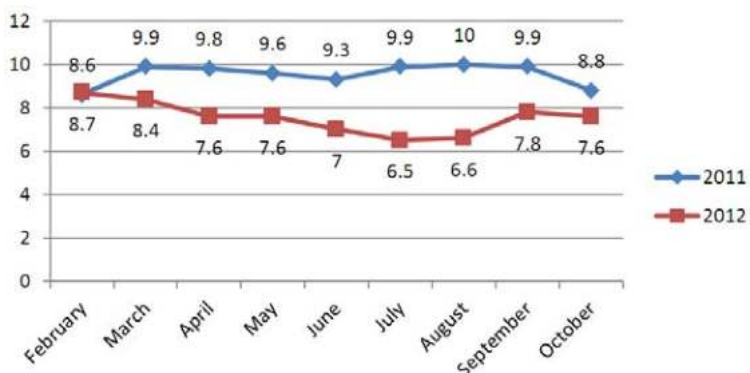


Source: Canadian Federation of Independent Business

EMPLOYMENT

Throughout 2011 and 2012, when much of the global economy remained in a period of turmoil, the Sault Ste. Marie economy held its own. Monthly comparative average unemployment rate lowered 2.1%, from 9.6% in 2011 to 7.5% in 2012.

Unemployment Rate (2011/2012 Comparison)



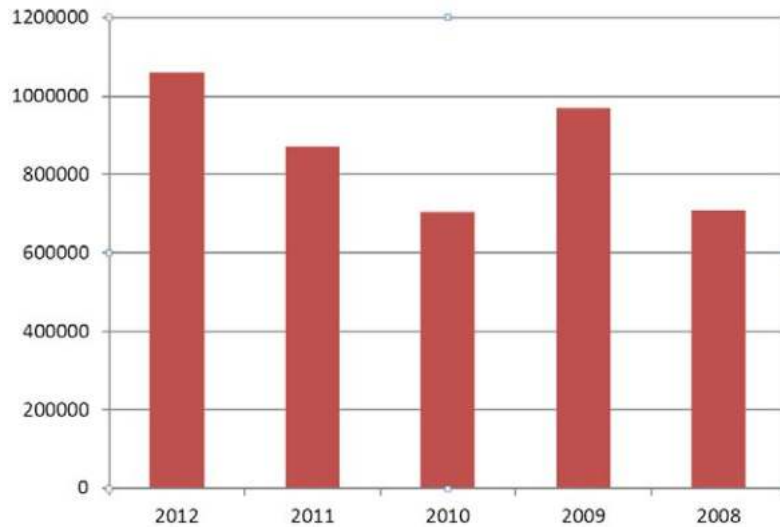
Note: No data was available for January 2012 or November 2012, so comparative only captures February to October.

Source: City Planning Division

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 on the rise for the past three years, reaching \$705,252 in 2010, \$870,846 in 2011, and \$1,059,399 in 2012.

Total Increase in Tax Revenue to the City

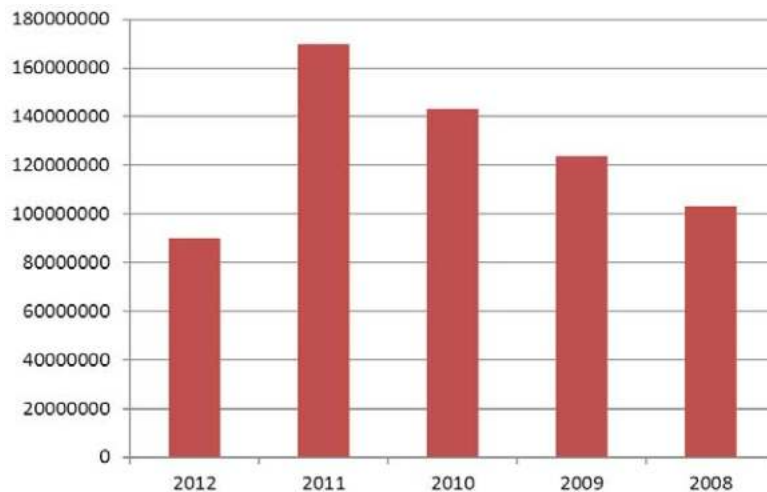


Source: City Finance Department

PRIVATE AND PUBLIC SECTOR INVESTMENT

In 2012, building permits were lower than in past years, caused by a decrease in institutional construction. In recent years, major public projects at new elementary and high schools, along with expansions to Algoma University and Sault College, significantly bolstered permit amounts. With new schools and a new bridge plaza slated for construction in 2013, values are expected to increase accordingly.

Total Value of Construction Based on City Building Permits



Source: City Building Division

6. MOU Deliverables - SSMEDC

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

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

SSMEDC MANDATE & MISSION

The mission described in the MOU is achieved through the Corporate mission and mandate, as outlined in the SSMEDC's 2012-2013 Strategic Plan.

Mandate

The Sault Ste. Marie Economic Development Corporation 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.

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.

The SSMEDC's Strategic Plan, Business Plans, operations, activities, initiatives and organizational structure are predicated on carrying out this mission. The Corporation's 2011 Annual Report and Strategic Plan 2012 - 2015 (both presented to Council in 2012) provide a clear description of how the SSMEDC is proceeding.

BEST PRACTICES

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

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

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

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

Governance

The SSMEDC has a Board of Directors consisting of 13 directors, including a City Councillor and the Mayor, along with liaison (non-voting) members representing the Community Development Corporation of Sault Ste. Marie & Area and the Presidents of Algoma University, Sault College and the Chamber of Commerce. The Board includes individuals from various private, public and non-profit sectors in the community. The skill sets and experience of the directors is diverse, which gives the SSMEDC a wide range of viewpoints and expertise, something required in the dynamic, ever-changing environment of economic development.

The Board abides by SSMEDC corporate bylaws as well as established corporate, administrative and financial policies. There are two permanent committees: the Executive Committee, chaired by the SSMEDC President, includes the Past-President, Vice-President, Treasurer and Secretary to the Board; and the Finance Committee, chaired by the Treasurer, includes committee members from the community with strong financial backgrounds.

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

Management

The senior management of the SSMEDC consists of the Chief Executive Officer (Tom Dodds) and Executive Directors for each of the Corporation's three divisions — Business Sault Ste. Marie (David Murphy), Tourism Sault Ste. Marie (Ian McMillan) and Corporate Services (Debbie LaFleur) — along with the SSMEDC's Financial Controller (Karen Madigan). The management team works closely with staff to deliver the programs, services and initiatives identified in the Corporation's Strategic Plan and Business Plans, under the direction and governance of the Board of Directors.

The SSMEDC is also very fortunate to have an excellent team of individuals from a variety of backgrounds who are pivotal to the success of the organization. In the summer of 2011, SSMEDC staff undertook independent, third-party surveys to assess the organization's leadership culture. The survey indicated that the Corporation has a strong and creative leadership culture, and that the organization is high-performing and wants to perform even better.

High-Performing Economic Development Organizations

In 2011, the International Economic Development Council released a report, entitled *High-Performing Economic Development Organizations*. SSMEDC staff undertook an evaluation of this study and assessed the success factors of high-performing EDOs in relation to their organization's performance. Staff concluded that they share the eight success factors typical of high-performing organizations. Collectively, staff identified having a strong Strategic Plan as the top priority, building strong alliances and networks is the second priority and measuring results is the third priority. All of those surveyed also indicated having passionate, strong capable leadership is absolutely critical to the success of the organization.

These eight success factors are reflected in the SSMEDC's 2012 - 2015 Strategic Plan Update. The Corporation continues to use this study as a means to ensure that it maintains a high-level performance to meet the economic development needs of the community.

Public Relations (Communications)

The Millier Dickinson Blais study also pointed out the need for more effective communications with City Council, funding partners and the public at large. Since that time, the SSMEDC has hired a full-time Communications Coordinator. This position has substantially assisted the Corporation in raising its profile and presence in the community and region. Methods and material used to reach local, regional, national and international audiences include a semi-monthly newsletter (The Pulse), routine press releases, Youtube videos, Shaw TV news segments, social media, and columns and stories published in various media outlets.

The SSMEDC is continuing to make communications and public relations a priority within the organization. It unveiled a new, more-user-friendly website in 2011 and will be preparing a more comprehensive Communications Strategy in 2013. This is in addition to regular, ongoing attendance at City Council meetings for a wide-range of topics and matters.

Financial Management

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

MOU Strategic Outcomes

The Memorandum of Understanding between the Sault Ste. Marie Economic Development Corporation and City of Sault Ste. Marie contains three strategic outcomes. They are:

- Job creation/retention;
- City tax assessment; and
- The completion of key economic development projects.

Positive Working Relationships in the Community

As outlined in the Memorandum of Understanding, the Sault Ste. Marie Economic Development Corporation works on a professional basis, in good faith and integrity with the Mayor, City Council, City staff, its community partners, businesses, clients and the general public. It focuses on remaining non-political, maintaining positive relationships with all individuals and strives to ensure a high standard of satisfaction for all people and parties it engages.

In reference to high-performing economic development organizations, and as referenced in its 2012 - 2015 Strategic Plan Update, the SSMEDC's Guiding Principles focus on:

- Leadership and collaboration;
- A competitive business environment;
- High quality of life;
- People come first focus;
- Integrity and trust; and
- Sustainability.

In 2013, the SSMEDC plans to continue its initiative to develop client satisfaction surveys to ensure that these positive working relationships are maintained and improved in the future.

7. MOU Deliverables - City of Sault Ste. Marie

In accordance with the MOU, the City shall, unless otherwise directed by Council:

- 1.) Work with the SSMEDC as the lead agency for economic development, strategic advice, policy, implementation projects, Economic Development Fund recommendations, etc. pertaining to economic development and private sector relations;
- 2.) Provide to the SSMEDC moral support and recognition for its efforts based upon positive strategic outcomes and success stories;
- 3.) Provide continued financial support for the operations of the SSMEDC, as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMEDC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development. These special requests could be in the form of applications to the City's Economic Development Fund or through other City financial tools; and
- 4.) Work in a lead role with SSMEDC as a partner on City infrastructure, regulations and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

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

8. Reporting and Monitoring Requirements

STRATEGIC PLAN & ANNUAL REPORTS

The SSMEDC's 2012 - 2015 Strategic Plan and 2011 Annual Report were presented to City Council in 2012.

FINANCIAL STATEMENTS

The latest full financial statement for the Corporation is available on Pages 24 and 25 of the its 2011 Annual Report.

CITY REPRESENTATION ON THE SSMEDC BOARD OF DIRECTORS

The City of Sault Ste. Marie is currently represented on the SSMEDC Board of Directors by Councillor Brian Watkins, who assumed the position in early-2013. Prior to this, Councillor Susan Myers served the position for several years. Finally, similar to her predecessor, Mayor Debbie Amoroso has also served on the Board in a non-voting, ex-officio capacity since her election in 2010.

SSMEDC RESPONSE TO CITY COUNCIL REQUESTS

Between the period of October 1, 2011 and December 31, 2012, the SSMEDC has regularly responded to requests or referrals from City Council. All have been responded to and addressed by various staff in a timely fashion.

CITY'S ECONOMIC DEVELOPMENT FUND – SSMEDC ROLE

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

Between October 1, 2011 and December 31, 2012, the SSMEDC reviewed and recommended approval for the following projects:

- | | |
|---|------------|
| • OLG/SSM Modernization Project: | \$ 100,000 |
| • Smart Energy Strategy Implementation: | \$ 95,000 |
| • Rural Agri-Innovation Network (RAIN) Pilot: | \$ 30,000 |

9. Key Performance Indicators (KPI)

KPI OVERVIEW

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

ECONOMIC & RELATED CONSIDERATIONS

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

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

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

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

CREATION OF NEW JOBS OR RETENTION OF ENDANGERED JOBS

The Sault Ste. Marie Economic Development Corporation has undertaken a conservative approach to identifying the creation of new jobs and the retention of existing jobs. The following figures only make reference to businesses and jobs where the SSMEDC has had a substantial role in assisting the organization, which led to the creation or retention of jobs.

From October 1, 2011 to December 31, 2012, SSMEDC work and consultations with small-to-medium-sized businesses and youth clients led to:*

- | | |
|-------------------------------|------------------|
| • Business start-ups: | 16 |
| • Business expansions: | 10 |
| • Job creation: | 96-100 positions |
| • Job retention: | 129 positions |
| • Total community investment: | \$15.5 million + |

Meanwhile, averaging between 20 and 30 consultations per month, the Business Sault Ste. Marie team is currently working with 18 companies that are considering expanding and 15 entrepreneurs who are looking to start-up.

CREATION OF NEW TAX ASSESSMENT THROUGH RETENTION OF ENDANGERED BUSINESSES

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

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

TAX ASSESSMENT GROWTH

During the past several years, there has been steady growth in the Municipal tax base in Sault Ste. Marie. This is caused by the construction of new residential, commercial and institutional buildings, coupled with tax assessment increases. The growth signifies a relatively strong economy. Tax increases to the City reached \$705,252 in 2010, \$870,846 in 2011, and \$1,059,399 in 2012 (See graph on Page 7 of this report).

BUILDING PERMITS

In 2012, construction activity, as identified in the issuing of building permits by the City of Sault Ste. Marie, was lower than previous years (see comparative graph on Page 7). The year saw just over \$90 million in permits issued. In 2011, the amount neared \$170 million. The lower total for 2012 was caused, in part, by a decrease in institutional construction. In recent years, major public projects at new elementary and high schools, along with expansions to Algoma University and Sault College, significantly bolstered building permit amounts. With new schools and a new Federal Bridge Plaza slated for construction in 2013, values are expected to increase accordingly.

ADDITION/RETENTION OF BUSINESSES THAT HAVE DIVERSIFIED THE CITY'S BUSINESS BASE

From October 1, 2011 to December 31, 2012, the SSMEDC worked with 26 small-to-medium-sized businesses. This activity generated more than \$15.5 million in direct investments for the community.

ATTRACTION OF MORE VISITORS AND/OR MORE VISITOR SPENDING DOLLARS

From October 1, 2011 to December 31, 2012, Tourism Sault Ste. Marie, working with community groups, attracted or hosted 29 meetings, conventions or sports tournaments. This activity drew 7,935 visiting delegates, which led to direct visitor spending of \$6.7 million. When factoring spin-off economic activity, one event alone, the 2012 CAR-HA Hockey World Cup, generated a total of \$13.3 million, according to the Canadian Sport Tourism Alliance.

During that same reporting period, Tourism Sault Ste. Marie was instrumental in the sale of more than 5,700 consumer packages, involving overnight accommodations and attractions such as the Agawa Canyon Train Tour, Searchmont Resort, Canadian Bushplane Heritage Centre and OLG Casino Sault Ste. Marie. The sale of these packages generated 11,419 visitor days in the community, which led to \$1.4 million in direct visitor spending.

ECONOMIC IMPACT

As reported in previous sections of this document, the economic impact to the community due to the efforts of the SSMEDC, in partnership with local businesses and other partners, for the reporting period is a combination of:

- The direct investment of approximately \$15.5 million;
- Approximately 225 jobs created or retained;
- More than \$8 million in direct tourism revenue with millions more indirect; and
- Increased tax revenue to the City of Sault Ste. Marie (see Page 7).

INVESTING IN PLANNING FOR LONG-TERM INITIATIVES THAT ARE MOST LIKELY TO LEAD TO GROWTH

The Sault Ste. Marie Economic Development Corporation, working its partner community organizations, is involved in a broad range of long-term initiatives designed to increase the growth and development of Sault Ste. Marie. Page 22 of the SSMEDC's 2012 - 2015 Strategic Plan (Strategic Priority Projects) highlights and describes these initiatives. Subsequent presentations to City Council in 2013 will provide much more precise detail and explanation of these initiatives.



**Memorandum of Understanding
between the
City of South Sea, Alaska (City)
and the
South Sea Area 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 (Project of agreement)
Schedule B	SSMEDC Reporting Template (Quarterly)
Schedule C	SSMEDC Annual Report (Previous Year)
Schedule D	City of South Sea, Alaska Budget for SSMEDC
Schedule E	Economic Development Fund (EDF) Criteria

Memorandum of Understanding
Between
the City of Saint St. Marie
and
the Saint St. Marie Economic Development Corporation
for Accountability

1. Purpose

- 1.1 The intent of this Memorandum of Understanding (MOU) between the City of Saint St. Marie (City) and the Saint St. 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 communication mechanisms on this understanding.

2. Program

- 2.1 In recognition of the vital role of economic development in Saint St. Marie and area to support job creation, attract new tax assessment, and 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

(a) In accordance with the terms and conditions in this MOU, the SSMEDC shall:

- 3.1 Carry out the following mission: The Saint St. 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 sponsoring 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., TSS&D, SSS&M, and DSS&M) that will aim to produce strategic outcomes (increased tax revenue, 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 dictated by the SSMEDC programs and

as well as Key Performance Indicators – see attached Report Template) and as required by City Council on specific aspects of economic development fund (Schedule E – EDPF 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 South St. Marie businesses and citizens.
- 3.6 Work with other community economic development agencies and partners (e.g., South St. 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 continue 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 South St. Marie, Enterprise Center South St. Marie, and Development South St. Marie) and Corporate Services), startup advice, policy, implementation of projects, economic development fund resource mobilization, etc. pertaining to economic development, (which is inclusive of secondary and private sector relations).
- 3.8. Provide to the SSMEDC moral support and recognition for its efforts based upon positive strategic approaches 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 2025). The City of South St. 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 regional 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 E – 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 advice, Parkour in 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 South St. 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 or receive the best price for items such as copy services, I.T. services, etc. and both sides of 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 for excessive City funding and provide notification and would work to resolving the overlap and waste of resources in providing resources, services, and development programs and services.

5. Reporting and Monitoring

- 5.1 In addition to the annual status reports (s) and Annual Report, SSMEDC will provide to City of South St. 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 South St. 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 South St. Marie will nominate a City Councillor for lifetime 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 indicator based 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. Attraction/retention of businesses that have diversified the community's business base.

- iv. Attraction of more tourists and/or more visitor spending dollars.
- v. Increasing its planning for long-term initiatives that are more likely to lead to growth.
- vi. Client satisfaction.

- 5.8 The City of Santa Fe, NM will maximize core and supplemental budget funding and appropriate annual adjustments to ensure that SEMEDC can cover its operational expenses. Schedule D (as attached) outlines the financial contributions commencing in 2019.

6. Promotion and Publicity

- 6.1 SEMEDC will cooperate with the City of Santa Fe, NM in appropriate promotions of the SEMEDC 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 Santa Fe, NM or the SEMEDC is of the opinion that there has been a breach by either party, both organizations agree to enter 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 Santa Maria and on behalf of the Santa Maria Economic Development Corporation by the proper signing authorities.

	<u>Sept 28 2009</u>
Mayor <u>James Stewart</u>	Date
	<u>Sept 28 2009</u>
Mayor <u>James Stewart</u>	Date
	<u>Oct 2/09</u>
Grace <u>Turiso</u> , President, SSMEDC	Date
	<u>Oct 7/09</u>
Dan <u>Mitchell</u> , Vice President, SSMEDC	Date

Schedule A

Schedule A

SSMEDC Business Plans by Division – Plans are in the process of being revised for 2010 and to 2011

i. Foxgrippe Centre South Ste. Marie

- <http://www.saultcanada.com/Files/Files/2008%20Foxgrippe%20Business%20Plan%20-%20version%31b-version.pdf>

ii. Forum South Ste. Marie

- <http://www.saultcanada.com/Files/Files/SSMForumReport.pdf>

iii. Development South Ste. Marie –

- <http://www.saultcanada.com/development/industry%20-%204%204%5>

Schedule B

SSMEDC Reporting Quarterly Reporting Template

Schedule C

SSMEDC Annual Report 2008 –

- Presented to City Council on August 24, 2009
- <http://www.saultcanada.com/Files/Files/EDC%202008%20AnnualRpt09/Report.pdf>

Schedule D

City of Sault Ste. Marie Dodge Fee SSMEDC

Schedule E

Economic Development Fund (EDF) Criteria