



REGULAR MEETING OF CITY COUNCIL REVISED AGENDA

Monday, February 3, 2014

4:30 a.m.

Council Chambers

Pages

1. ADOPTION OF MINUTES

15 - 33

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the Minutes of the Regular Council Meeting of 2014 01 20 be approved.

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

3. DECLARATION OF PECUNIARY INTEREST

4. APPROVE AGENDA AS PRESENTED

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the Agenda for 2014 02 03 City Council Meeting as presented be approved.

5. PROCLAMATIONS/DELEGATIONS

Proclamations

5.1 Bon Soo

Brett Lund, President of the Bon Soo Board of Directors and Mr. Bon Soo

Delegations

5.2 PUC Services Inc.

Dominic Parrella, President and CEO – details of preferred water quality improvement strategy

5.3 Graffiti Transformation Project

Lisa Vezeau-Allen, Executive Director - Arts Council of Sault Ste. Marie and District

Whereas the Arts Council of SSM and District and NORDIK Institute are preparing an collaborative Ontario Trillium Foundation funding application to research the role of graffiti/murals in youth engagement, labour force development and place making in the creative economy; and

Whereas the study will contribute to the community's current and future development strategies;

Now Therefore Be It Resolved that the City Council provide a letter of support for the funding application.

5.4 Economic Development Corporation - Innovation Centre Accountability Agreement

Tom Dodds, CEO – Economic Development Corporation and Tom Vair, Executive Director – Innovation Centre

5.5 2014 Budget

Shelley Schell, Manager of Finance and Budgets

5.6 Canada Post Resolution (Item 8.3)

Mark Barsanti, President - Chamber of Commerce, Don Edwards, Member - Seniors Health Advisory Committee, Wayne King, Chair - Accessibility Advisory Committee and Mike Doherty, President - Sault Ste. Marie Local - CUPW

5.7 Westray Amendments Resolution (Item 8.4)

Councillor Joe Krmpotich and Sylvia Boyce, D6 Health and Safety Co-ordinator - United Steelworkers

CONSENT AGENDA

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that all the items listed under date 2014 02 03 – Part One – Consent Agenda be approved as recommended.

6.1 Ontario Lottery and Gaming

34 - 36

Correspondence from Ontario Lottery and Gaming advising that the quarterly payment from October 1 to December 31, 2013 is \$313,779 is attached for the

information of Council.

- 6.2 Christmas Cheer** 37 - 37
- Correspondence from the Convener of Christmas Cheer is attached for the information of Council.
- 6.3 Staff Travel Request** 38 - 38
- A report of the Chief Administrative Officer is attached for the consideration of Council.
- Mover: Councillor S. Myers
Second: Councillor M. Bruni
- Resolved that the report of the Chief Administrative Officer dated 2014 02 03 concerning Staff Travel Requests be approved as requested.
- 6.4 CN Rail – Cancellation of Passenger Service from Sault Ste. Marie to Hearst** 39 - 43
- A report of the Chief Administrative Officer is attached for the consideration of Council.
- Mover: Councillor S. Myers
Second: Councillor F. Fata
- Resolved that the report of the Chief Administrative Office dated 2014 02 03 concerning CN Rail – Cancellation of Passenger Service from Sault Ste. Marie to Hearst be received as information and that City Council request the Federal government (Transport Canada) to continue financial support for the operation of passenger service between Sault Ste. Marie and Hearst for a further period of one year; that CN Rail be requested to continue to operate this service for that one year period so as to allow all stakeholders to come together and devise various options to ensure the continued viability of all aspects of the rail service well into the future. It is further recommended that all stakeholders having an interest in the future of this rail line be called to a meeting with the intent of forming a working committee similar to that which was formed in 2009 to deal with Huron Central Rail.
- a. Additional correspondence** 44 - 47
- 6.5 Corporate Strategic Plan – Progress Report** 48 - 76
- 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 2014 02 03 concerning 2011-2014 Corporate Strategic Plan – Progress Report be received as information.

6.6 Property Tax Appeals

77 - 79

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of City Tax Collector dated 2014 02 03 pursuant to Section 357 of the *Municipal Act* be approved and that the tax records be amended accordingly.

6.7 2014 Budget

The draft 2014 Budget is provided for the information of Council.

6.8 Walk of Fame

80 - 98

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 2014 02 03 concerning the Walk of Fame be received as information and that Option 3 of the Consultant's report be approved by City Council, subject to approval as a supplementary item in the 2014 or a subsequent budget.

6.9 Northern Community Centre – Snow Accumulation at Specific Exits

99 - 100

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

Mover: S. Myers

Seconder: M. Bruni

Resolved that the report of the Commissioner of Community Services dated 2014 02 03 regarding the Northern Community Centre – Snow Accumulation at Specific Exits be accepted as information.

6.10 Youth Friendly Community Application – Request for Funding

101 - 103

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Supervisor of Community Services dated 2014 02 03 concerning funding to support the youth friendly designation application process be received, and that \$13,500 be transferred from Grants – Youth Partnership to the Community Services Department, Recreation and Culture Division.

6.11 Update on Repairs to Bridges and Culverts – September 9/10, 2013 Flooding 104 - 109

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

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Director of Engineering Services dated 2014 02 03 concerning Update on Repairs to Bridges and Culverts – September 9/10, 2013 Flooding be received and that the recommendations therein to:

- apply the majority of the 2013 \$2.5M capital budget for bridges and aqueducts and any available surplus from the 2013 capital plan to the bridge structural and scour repairs to Bridges No. 8 – Fourth Line; No. 10 – Fourth Line; No. 31 – Old Goulais Bay Road; No. 7 – Old Garden River Road; No. 1 – Great Northern Road as well as scour and erosion issues on several other bridges and culverts;
- authorize Avery Construction to proceed with channel repairs and revetment construction to Bridge No. 8 on Fourth Line at a cost of \$330,940;
- authorize Palmer Construction Group to complete repairs to Bridge No. 7 on Old Garden River Road and five box culverts on Second Line and Third Line at a cost of \$159,943;
- retain Palmer Construction to complete the replacement of the cross culverts on Fourth Line near Backcountry Court and on Fish Hatchery Road at an estimated cost of \$287,351; be approved.

Further that the Engineering Division be requested to report back to Council for approval of remaining components when more detailed costs are known.

6.12 Additional Work to Forest Avenue Reconstruction 110 - 111

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

The relevant By-law 2014-36 is listed under Item 11 of the Agenda and will be read with all other by-laws under that item.

6.13 Demolition of 206 Cathcart Street 112 - 114

A report of the Chief Building Official is attached for the consideration of Council.

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Chief Building Official dated 2014 02 03 concerning Demolition of 206 Cathcart Street be received and the recommendation to hire Wright Time Contracting to demolish the building located at 206 Cathcart Street at a cost of \$27,493 +HST be

approved. Costs to be added to the taxes for the subject property.

6.14 Street Name Change – Fairview Avenue East of Peoples Road and a Portion of Sherwood Parkway 115 - 118

A report of the Engineering Intern is attached for the consideration of Council.

Mover: Councillor S. Myers

Seconder: Councillor M. Bruni

Resolved that the report of the Engineering Intern dated 2014 02 03 concerning Street Name Change – Fairview Avenue east of Peoples Road and a portion of Sherwood Parkway to be named St. Patrick Street be approved.

6.15 Canada Post New Delivery Policy 119 - 121

A report of the Engineering Intern is attached for the consideration of Council.

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of the Engineering Intern dated 2014 02 03 concerning Canada Post New Delivery Policy be received as information.

6.16 Authorization and Agreement for Disclosure Between the City and Algoma Bioseptic Technologies Inc. 122 - 124

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

The relevant By-law 2014-37 is listed under Item 11 of the Agenda and will be read with all other by-laws under that item.

6.17 Community Improvement Plan – Appeal 125 - 126

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of the City Solicitor dated 2014 02 03 concerning Community Improvement Plan – Appeal be received as information.

6.18 Procedure By-laws – Housekeeping 127 - 128

A report of the Solicitor/Prosecutor is attached for the consideration of Council.

The relevant By-law 2014-33 is listed under Item 11 of the Agenda and will be read with all other by-laws under that item.

6.19 Sale of City Owned Property at 384 Dovercourt 129 - 131

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

The relevant By-law 2014-40 is listed under Item 11 of the Agenda and will be read with all other by-laws under that item.

6.20 Homemakers and Nurses Services 132 - 133

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

The relevant By-law 2014-39 is listed under Item 11 of the Agenda and will be read with all other by-laws under that item.

6.21 Downtown Development Initiative – 2014 Downtown Community Improvement Plan 134 - 179

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of the Planning Department dated 2014 02 03 concerning Downtown Development Initiative – 2014 Downtown Community Improvement Plan be received and that City Council adopt the Downtown Community Improvement Plan; Further that staff proceeds with stage 2 funding applications to FedNor and NOHFC.

REGULAR AGENDA

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.2 COMMUNITY SERVICES DEPARTMENT

7.3 ENGINEERING

7.4 FIRE

7.5 LEGAL

7.6 PLANNING

a. Application No. A-22-13-Z – Rita Marie Sopha – 23 Ferris Avenue 180 - 186

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

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that the report of the Planning Department dated 2014 02 03 concerning Application No. A-22-13-Z – Rita Marie Sopha – 23 Ferris Avenue be received and that City Council approves the application by rezoning the subject property from “R2” (Single Detached Residential Zone) to “R2.S” (Single Detached Residential Zone with a Special Exception) to permit a second dwelling unit on the subject property subject to the following special provisions:

1. That the required parking for the property be reduced from 3 to 2 spaces;
2. That the required parking spaces may be provided in a stacked arrangement;
3. That only the northerly driveway be used;
4. That the front yard be landscaped including at least one tree;
5. That the existing storage structure located in the rear yard be removed and that no further buildings be constructed;
6. That the required side yard and rear yard building setbacks for the second unit in the garage be reduced as follows:
 - Side yard setback be reduced from 1.2 m (4 feet) to 0.9 m (3 feet)
 - Rear yard setback be reduced from 10 m (33 feet) to 1.5 m (5 feet);
7. That the required lot coverage be increased from a maximum of 40% to 43%.

a. Additional attachments and correspondence

187 - 203

7.7 PUBLIC WORKS AND TRANSPORTATION

7.8 BOARDS AND COMMITTEES

a. Economic Development Corporation – Innovation Centre Accountability Agreement Reports

204 - 346

The Economic Development Corporation and the Innovation Centre Accountability Reports and supporting information are attached for the consideration of Council.

Mover: Councillor S. Myers

Second: Councillor M. Bruni

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

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

8.1 2014 Olympics

Mover: Councillor S. Myers

Second: Councillor L. Turco

Whereas a number of athletes from Sault Ste. Marie and some with a Sault Ste. Marie connection will be competing in the 2014 Winter Olympic and Paralympic Games in Sochi Russia, including:

- Team Jacobs (Brad Jacobs, E.J. Harnden, Ryan Harnden, Ryan Fry, alternate Caleb Flaxey and coach Tom Coulterman) – curling
- Mac Marcoux and BJ (Billy Joe) Marcoux – para-Alpine racing
- Ted Nolan – coach, Latvian men's hockey team
- Jeff Carter (former Sault Greyhound player) – men's hockey
- Mike Smith (husband of Sault Ste. Marie's Brigitte Acton) – goaltender, men's hockey

And whereas the City of Sault Ste. Marie (and area) is immensely proud of these athletes and coach;

Now Therefore Be It Resolved that Sault Ste. Marie City Council, on behalf of the citizens of Sault Ste. Marie, extend best wishes and good luck in their respective competitions.

8.2 Dr. Ron Common

Mover: Councillor P. Christian

Seconder: Councillor S. Myers

Whereas Dr. Ron Common, President of Sault College has made an invaluable contribution to our community college through his vision and entrepreneurial approach which has led to unprecedented growth and campus expansion; and Whereas this growth has a direct economic and quality-of-life benefit to our community now and for generations to come; and

Whereas Dr. Common has been awarded the Order of Ontario, which was created in 1986 and recognizes the highest level of individual excellence and achievement in any field; and

Whereas nominations are made by members of the public,

Now Therefore Be It Resolved that City Council through the Mayor sends a letter of congratulations and thanks to Dr. Ron Common upon receiving the Order of Ontario and for his significant contribution to Sault College and this city.

8.3 Canada Post

The original motion proposed by Councillors Sheehan and Krmpotich (Notice – January 6, 2014; Postponement – January 20, 2014) has been withdrawn at the request of the mover and seconder and replaced with the following:

Mover: Councillor T. Sheehan

Seconder: Councillor J. Krmpotich

Whereas door-to-door home delivery of mail is a service that most Canadians have come to expect and have cherished for several generations; and

Whereas this very basic means of communication and doing business is still very heavily relied upon by Canadians, especially seniors, the disabled and frail, and young parents who are not able to easily leave their homes to pick up their mail, especially in inclement weather; and

Whereas Canada Post announced on December 11, 2013 that it intended to take significant steps "to rescue the Crown Corporation from the digital revolution and make it profitable by 2019"; and

Whereas this plan by Canada Post includes phasing out door-to-door mail delivery starting in 2015, cutting 8,000 postal jobs and increasing substantially the price of postage; and

Whereas 46 Canadian communities were consulted by Canada Post with little or no consultation from Canada Post employees, seeking input and suggestions

on how the Canadian postal business can remain sustainable and profitable in the face of technological modernization; and

Whereas there is conflicting information and opinion on the current and future financial viability of Canada Post and home delivery of postal products; and

Whereas no other "progressive" country in the world has taken steps to phase out existing door-to-door mail delivery, though many, like Canada continue to use communal boxes for new developments; and

Whereas the announcement of these steps comes in advance of the already scheduled 2014 Mandatory Review of Operations of Canada Post and the results of said review would better guide Canada Post and the government of Canada with respect to this very important decision,

Now Therefore Be It Resolved that Sault Ste. Marie City Council, very concerned about the significant loss of service and the local loss of jobs, urges Canada Post and the government of Canada to postpone moving forward on these steps announced by Canada Post on December 11, 2013, pending the outcome of the scheduled 2014 Mandatory Review of Operations of Canada Post and providing an opportunity to all Canadians, including Canada Post employees, to provide input and comments that would assist in clearly determining the future viability of door-to-door mail delivery in Canada and Canada Post as a Crown Corporation.

And Further that Canada Post be encouraged to expand and complement its traditional businesses with other opportunities such as, but not limited to, the banking business, as has been done in many other countries.

Mover: Councillor P. Christian

Seconder: Councillor S. Butland

Whereas Canada Post is a Crown Corporation of the federal government; and
Whereas Canada Post has recently announced drastic changes to the way it conducts its business, resulting in increased postal rates and, an undetermined number of job losses, a degree of uncertainty for those customers who currently have mail delivery, concern for the elderly and physically challenged who have mobility restrictions; and

Whereas various groups including the Canadian Postal Union and our local Chamber of Commerce have offered opposing views as to the process taken and the ultimate outcome of the Canada Post decision; and

Whereas postal services do not fall within the jurisdiction of municipal government, but will nevertheless impact many in our community; and

Whereas it is imperative that council make informed and reasoned decisions, based on all available information on matters before it; and

Whereas several issues regarding the Canada Post decision remain unanswered;

Now Therefore Be It Resolved that Council ask EDC staff to initiate discussions with appropriate Canada Post officials to seek answers to questions which include but are not limited to the following:

- How many local letter carriers will be displaced as a result of this decision?
- How many local postal workers will be reassigned as a result of this decision?
- What plans are in place to deal with customers who are elderly or physically handicapped?
- What private sector arrangements are planned to address reduced service

within affected communities?

- How many communal mail boxes are planned for Sault Ste. Marie?
- What considerations are being made or recommendations being offered to deal with public safety, theft, and snow removal within the immediate proximity of these boxes?
- Are there any plans in place to help local charities that rely on mail campaigns to solicit much needed donor funds?
- Is Canada Post considering pilot projects and/or joint partnerships with private sector businesses to address any of the above issues?

Further that the EDC be requested to report its findings to City Council at the March 3, 2014 meeting.

a. Additional correspondence

347 - 349

8.4 Westray Amendments – Workplace Fatalities

Mover: Councillor J. Krmpotich

Seconder: P. Christian

Whereas it has been more than two decades since the Westray mine disaster in Nova Scotia and a decade since amendments were made to the *Criminal Code of Canada* to hold corporations, their directors and executives criminally accountable for the health and safety of workers; and

Whereas police and prosecutors are not utilizing the Westray amendments, and not investigating workplace fatalities through the lens of criminal accountability; and

Whereas more than 1,000 workers a year are killed at work

Now Therefore Be It Resolved that this Council support a campaign to urge our provincial/territorial government, specifically the Attorney-General and Labour Minister, to ensure that:

- Crown attorneys and police are educated, trained and directed to apply the Westray amendments;
- Dedicated prosecutors are given the responsibility for health and safety fatalities;
- There is greater co-ordination among regulators, police and Crown attorneys so that health and safety regulators are trained to reach out to police when there is a possibility that Westray amendment charges are warranted.

a. Additional Correspondence

350 - 361

8.5 Possible Closure of Etienne Brule

Mover: Councillor R. Niro

Seconder: Councillor

Whereas a vibrant downtown is a major component of a healthy, prosperous, diverse and sustainable community; and

Whereas the City has recently completed a major Downtown Development

Initiative which resulted in more than \$20 million of private sector investment;
and

Whereas two major apartment buildings were constructed in the downtown as part of this very successful initiative; and

Whereas additional development is presently being developed at the former Sault Area Hospitals property, former St. Mary's Paper property and at the corner of Bay Street and East Street; and

Whereas the City will be providing additional incentives to encourage further development in the downtown as part of a second phase of the Downtown Development Initiative; and

Whereas the City will also be undertaking targeted capital improvements throughout the downtown to encourage a "sense of place" including streetscape improvements and park development to create a better residential environment; and

Whereas proximity to a school is a major consideration for many persons when choosing where to live; and

Whereas the Algoma District School Board has convened an Accommodation Review Committee to consider the future of Etienne Brule elementary school; and

Whereas Etienne Brule elementary school is the only remaining elementary school in the downtown area between West Street and Pine Street;

Now Therefore Be It Resolved that City Council request the Algoma District School Board to consider the negative effects on both the existing and future residential development in the downtown area associated with the possible closure of Etienne Brule public school as part of the accommodation review process.

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY- LAWS

Mover: Councillor S. Myers

Secunder: Councillor F. Fata

Resolved that all by-laws listed under item 11 of the Agenda under date 2014 02 03 be approved.

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

Resolved that By-law 2014-40 being a by-law to authorize the sale of surplus property at 384 Covercourt to Mary-Ann Borrelli in Trust be passed in open Council this 3rd day of February, 2014.

AGREEMENTS

11.1 By-law 2014-37

362 - 368

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

Resolved that By-law 2014-37 being a by-law to authorize the execution of an Authorization and Agreement for Disclosure between the City and Algoma Bioseptic Technologies Inc. for the release of necessary information for the completion of a Class Environmental Assessment be passed in open Council this 3rd day of February, 2014.

11.2 By-law 2014-39 369 - 374

A report from the Commissioner Social Services is on the agenda.

Resolved that By-law 2014-39 being a by-law to authorize the execution of an agreement between the City and Canadian Red Cross Sault Ste. Marie and District Branch with an annual budget up to \$125,000 for the delivery of Homemakers and Nurses Services for the 2014 calendar year be passed in open Council this 3rd day of February, 2014.

COUNCIL PROCEDURE

11.3 By-law 2014-33 375 - 375

A report from the Solicitor/Prosecutor is on the agenda.

Resolved that By-law 2014-33 being a by-law to repeal various by-laws that amend Procedure By-laws for the City of Sault Ste. Marie that have been repealed be passed in open Council this 3rd day of February, 2014.

PARKING

11.4 By-law 2014-38 376 - 379

Resolved that By-law 2014-38 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 3rd day of February, 2014.

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

PROPERTY SALE

11.5 By-law 2014-40 380 - 381

LOCAL IMPROVEMENTS

11.6 By-law 2014-23 382 - 384

Resolved that by-law 2014-23 being a by-law to authorize the construction of a concrete sidewalk on Queen Street East from Pine Street to the Golf Course Entrance under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read the first and second time in open Council this 3rd day of February, 2014.

Resolved that By-law 2014-36 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Simpson Street from Forest Avenue to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read the first and second time in open Council this 3rd day of February, 2014.

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

13. CLOSED SESSION

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that Council shall now go into Caucus to consider:

One labour relations matter concerning employee negotiations (section 239(2) Labour Relations or Employee Negotiations;

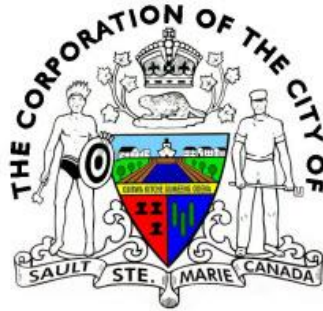
Further Be It Resolved that should the said Caucus meeting be adjourned, Council may reconvene in Caucus to continue to discuss the same matters without the need for a further authorizing resolution.

14. ADJOURNMENT

Mover: Councillor S. Myers

Seconder: Councillor F. Fata

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, January 20, 2014

4:30 p.m.

Council Chambers

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

Absent: Councillor F. Manzo (illness)

Officials: J. Fratesi, M. White, N. Kenny, L. Girardi, B. Freiburger, J. Dolcetti, D. Elliott, S. Hamilton Beach, M. Nadeau, C. Taddo, P. Tonazzo

1. ADOPTION OF MINUTES

Resolved that the Minutes of the Regular Council Meeting of 2014 01 06 be approved.
Carried

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

3. DECLARATION OF PECUNIARY INTEREST

4. APPROVE AGENDA AS PRESENTED

Resolved that the Agenda and Addendum #1 for 2014 01 20 City Council Meeting as presented be approved

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1. Margaret Bennett Retirement

Margaret Bennett, who has worked as a crossing guard at Wellington and Hugill Streets for 48 years was presented with a clock upon her retirement.

5.2. eSCRIBE Electronic Agenda

5.3. Elementa – Waste to Energy

Jason Zwierschke, President and CEO, Elementa and Dr. Steve Ricci, Lead Researcher, Battelle were in attendance concerning agenda item 6.17.

5.4. Microgrid Strategy

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Whereas over the past several years, the City of Sault Ste. Marie has built an internationally recognized reputation as the "*Alternative Energy Capital of North America*"; and

Whereas one of the main economic development directions that the City, the EDC and the Innovation Centre have vigorously pursued has been in the areas of green energy production and energy conservation, as recommended by the consulting firm of Parker Venture Management Inc. in the "*Sault Ste. Marie Smart Energy Strategy*", which was accepted by City Council on February 6, 2012; and

Whereas the Ontario Energy Board, through the *Green Energy Act* of Ontario, has mandated all Ontario LDC's, including Sault Ste. Marie's PUC, to proactively develop "smart grid" technology in electrical distribution systems, as a means of improving our systems and conserving electricity; and

Whereas a newly formed company with proven Sault Ste. Marie connections (Energizing Co. (ECo.) is proposing to enter into a partnership with PUC Distribution Inc., with a view to developing a utility distribution microgrid (UDM) project and a supporting combined heat and power (CHP) project in Sault Ste. Marie; and

Whereas encouraging discussions have already occurred with officials of the Ontario Ministry of Energy, as well as Natural Resources Canada; and

Whereas ECo. has retained the well known international engineering firm, Leidos Engineering, to complete a feasibility study of the proposed project, which is anticipated to have positive results; and

Whereas the Sault Ste. Marie Innovation Centre and Leidos Engineering have made an application to the Ontario Smart Grid Fund for \$.5 million towards this project to be developed in Sault Ste. Marie; and

Whereas ECo. and Leidos Engineering are of the firm belief that Sault Ste. Marie can be at the forefront of microgrid deployment in North America because of our recent successes in the development of alternative green energy and sustainability projects and our establishment as a centre of energy innovation on the Provincial, National and International stages; and

Whereas this substantial investment in our aging local electrical distribution system (approximately \$30 million) would see a significant improvement in our infrastructure resulting in: improved power reliability by reducing outage frequency and duration; more choice and greater control over electric bills by customers; cleaner and more efficient power sources integrated on the grid; increased power quality and improved resilience in the system in the event of severe weather events.

Now Therefore Be It Resolved, that Sault Ste. Marie City Council wholeheartedly supports and endorses this project to be undertaken by Energizing Co. and PUC Distribution Inc. for the development of a combined utility distribution microgrid and heat and power project in Sault Ste. Marie, as a logical next step in the furtherance of Sault Ste. Marie's "*Smart Energy Strategy*."

Carried

5.5. Planning Application No. A-2-14-Z

Peter and Jessica Schell, Brian Bonniferro and Connie Mazzuca were in attendance concerning agenda item 7.6.a.

CONSENT AGENDA

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

Resolved that all the items listed under date 2014 01 20 – Part One – Consent Agenda save and except item 6.17 be approved as recommended.

Carried

6.1. Stop the Great Lakes Nuclear Dump Inc.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Whereas Ontario Power Generation is proposing to construct an underground long-term burial facility for all of Ontario's low and intermediate level radioactive nuclear waste at the Bruce Nuclear Generating Station, some of which is highly radioactive and will remain toxic for over 100,000 years. This site is approximately one kilometre inland from the shore of Lake Huron and about 400 metres below the lake level; and

Whereas water is Canada's most important resource and should be protected and managed prudently; and

Whereas the Great Lakes are an irreplaceable natural resource, containing 21% of the world's, and 95% of North America's, fresh water vital to human and environmental health; and

Whereas the Great Lakes are vital to the economic and agricultural well-being to both Canada and the United States of America; and

Whereas Lake Huron and the connecting waters, including Lake St. Clair, are a source of drinking water for millions of people downstream in Canada, the United States of America and First Nations; and

Whereas concern has been expressed by individuals, citizen and environmental groups and municipalities and counties in both Canada and the United States; and

Whereas under the *2012 Protocol Amending the Agreement Between Canada and the United States of America on Great Lakes Water Quality*, the governments of Canada and the United States acknowledge the importance of anticipating, preventing and responding to threats to the waters of the Great Lakes; and

Whereas the Governments of Canada and of the United States share a responsibility and an obligation to protect the Great Lakes from contamination from various sources of pollution, including the leakage of nuclear waste from an underground nuclear waste repository; and

Whereas placing a permanent nuclear waste burial facility so close to the Great Lakes is ill-advised. The potential damage to the Great Lakes from any leak or breach of radioactivity far outweighs any suggested economic benefit that might be derived from burying radioactive nuclear waste at this site. The ecology of the Great Lakes, valuable beyond measure to the health and economic well-being of the entire region, should not be placed at risk by storing radioactive nuclear waste underground so close to the shoreline;

Now Therefore Be It Resolved that the City of Sault Ste. Marie, in order to protect the Great Lakes and its tributaries, urges that neither this proposed nuclear waste repository at the Bruce Nuclear Generating Station nor any other underground nuclear waste repository be constructed in the Great Lakes Basin, in Canada, the United States, or any First Nation property.

Further Be It Resolved that the City of Sault Ste. Marie urges the Government of Canada and the Government of Ontario to reject (and seek alternatives to) Ontario Power Generation's proposal to bury radioactive nuclear waste in the Great Lakes Basin.

Further Be It Resolved that copies of this resolution be provided to Ontario Premier Kathleen Wynne, Canada's Prime Minister Stephen Harper, and Canada's Federal Minister of the Environment Leona Aglukkaq.

Carried

- 6.2. Association of Municipalities of Ontario/Federation of Northern Ontario Municipalities**
Correspondence from AMO concerning AMO/LAS 2014 Education Calendar and Highlights of AMO'S 2014 Pre-Budget Submission and from FONOM – January Newsletter were received by Council.

6.3. Ontario Disaster Relief Assistance Program

Correspondence from Hon. Linda Jeffrey, Minister of Municipal Affairs and Housing was received by Council.

6.4. Northern Leaders' Forum

Correspondence from Hon. Michael Gravelle, Minister of Northern Development and Mines was received by Council.

6.5. Street Closings - Bon Soo

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

The relevant By-laws 2014-24 and 2014-25 are listed under Item 11 of the Minutes.

6.6. Staff Travel Request

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

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chief Administrative Officer dated 2014 01 20 concerning Staff Travel requests be approved as requested.

Carried

6.7. 2014 Budget Meeting

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Finance and Treasurer dated 2014 01 20 concerning 2014 Budget Meeting be received as information.

Carried

6.8. RFP for Waste Wood Grinding – Municipal Landfill (2014WB01P)

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the Report of the Manager of Purchasing dated 2014 01 20 be endorsed and that the proposal for the provision of Waste Wood Grinding at the Municipal Landfill, as required by the Public Works & Transportation Department, be accepted as recommended.

Carried

6.9. Conferences and Major Special Events – 2014 Events

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Chair, Conferences and Major Special Events Committee dated 2014 01 20 concerning Conferences and Major Special Events – 2014 be received as information and that Council authorize municipal financial support in the amount of \$5,000 for the 2014 Ontario Scotties Championship; \$10,000 for the 2014 Provincial Ringette Championships; and \$5,000 for the 2014 FONOM/MMAH Conference to be funded from the 2014 Conferences and Major Special Events fund.

Carried

6.10. 2014 Corporate Membership Fees

The report of the Deputy City Clerk and Manager of Quality Improvement was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2014 01 20 concerning 2014 corporate membership fees be received as information and the recommendation to proceed with payment of 2014 membership fees be approved.

Carried

6.11. Essar Centre – Memorial Tower Update

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

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Community Services dated 2014 01 20 concerning Essar Centre – Memorial Tower Update be received as information and referred to the 2014 Budget.

Carried

6.12. Municipal Capital Facilities Agreement – 433 Franklin Street

The report of the Acting Housing Programs Manager was received by Council.

The relevant By-law 2014-30 is listed under Item 11 of the Minutes.

6.13. Bike Park – Design Services

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

That the report of the Commissioner of Community Services dated 2014 01 20 concerning Bike Park design services be received and the recommendation that Kresin Engineering Corporation be retained to provide design and contract administration services for the project be approved.

Carried

6.14. Bellevue Locomotive

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

That the report of the Commissioner Community Services be received and that based on the information that the Bellevue Park Locomotive is not a fixture of real property, rather a chattel, that City Council direct the Sault Ste. Marie Municipal Heritage Committee to review the designation of the locomotive and report back to City Council.

Carried

6.15. Norgoma Exit Strategy

The report of the Commissioner of Community Services was received by Council. Correspondence from Bryan Hayes, MP was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Community Services dated 2014 01 20 concerning Norgoma Exit Strategy be received as information.

Carried

6.16. Steelton Seniors Centre – Canopy Roof and Roof on the East Wing

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

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Manager of Recreation and Culture dated 2014 01 20 concerning Steelton Seniors Centre – Canopy Roof and Roof on the East Wing be received as information and that the estimated cost to replace the roofs and repair the canopy structure of \$113,850 be referred to the 2014 budget.

Carried

6.17. Elementa – Lease Extensions & Assignment Agreement

The report of the Land Development and Environmental Engineer and reports of the Assistant City Solicitor were received by Council.

The relevant By-laws 2014-28, 2014-29 and 2014-31 are listed under Item 11 of the Minutes.

Moved by: Councillor S. Butland

Seconded by: Councillor P. Mick

Whereas on March 6, 2006 City Council passed By-law 2006-48, authorizing a lease between the City and Enquest Power Corporation Inc. (now Elementa Group Inc.) to lease a portion of the Fifth Line municipal landfill site for the purpose of a pilot project converting non-hazardous waste into syngas; and

Whereas on February 12, 2007 City Council passed a resolution accepting the report of the City Solicitor dated February 12, 2007 and approved the amendment of paragraph two of the lease by extending the term of the lease for a period of 365 days commencing at the date of the "commencement date of operation" as defined in page two of the Certificate of Approval of the Ministry of Environment #9050-6VYLXZI dated December 1, 2006; and

Whereas on February 9, 2009 City Council passed a resolution accepting the report of the Land Development and Environmental Engineer dated February 9, 2009 and authorized an extension of the lease for a term of six months beyond the allowable operating period of the Certificate of Approval(s) for the pilot project and further authorized a thirty day grace period; and

Whereas on February 22, 2010 City Council passed By-law 2010-37 authorizing execution of a Lease Extension agreement dated February 22, 2010 between the City and Elementa Group Inc. extending the lease in accordance with the City Council resolution of February 9, 2009; and

Whereas on October 24, 2011 City Council passed a resolution accepting the report of the Director of Engineering Services dated October 24, 2011 and approved an extension of the lease subject to the conditions stated in the aforementioned report for a 14 month period from February 22, 2012 to April 22, 2013; and

Whereas on April 22, 2013 City Council passed a resolution accepting the report of the Land Development and Environmental Engineer dated April 22, 2013 and approved an extension of the lease subject to the conditions stated in the aforementioned report for a six month period from April 22, 2013 to October 21, 2013; and

Whereas since October 21, 2013 Elementa Group Inc. has and continues to lease a portion of the Fifth Line municipal landfill site on a month-to-month de facto basis in accordance with the lease and the conditions stated in the report of the Land Development and Environmental Engineer dated April 22, 2013, with the City's consent given their ongoing negotiations related to their Energy from Waste project;

Now Therefore Be It Resolved that the report of the Land Development and Environmental Engineer dated 2014 01 20 concerning Elementa Waste Supply and Reformation Second Amending Agreement and Lease Extension be accepted and the request for a lease extension

from October 21, 2013 to April 1, 2014, subject to the conditions stated in the report, be approved.

Carried (read independently of Consent)

Moved by: Councillor S. Butland

Seconded by: Councillor P. Mick

Whereas the City of Sault Ste. Marie and Elementa have reached extensions on lapsed agreements; and

Whereas Elementa has reached a purchase of power agreement with the Ontario Power Authority; and

Whereas Elementa has partnered with the world's largest non-profit research and development organization, Battelle, which could provide impetus that would bring this waste to energy project to Sault Ste. Marie;

Now Therefore Be It Resolved that Council give full support to this new partnership and direction by Elementa and will continue to provide assistance required to facilitate this project to completion.

Carried (read independently of Consent)

6.18. Single Lane Bridge Rehabilitation – Four Shared Bridges with Prince – Consulting Engineering Agreement

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

The relevant By-law 2014-16 is listed under Item 11 of the Minutes.

6.19. Second Line Widening – Phase II – Consulting Engineering Agreement

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

The relevant By-law 2014-22 is listed under Item 11 of the Minutes.

6.20. Stormwater Policy and Inflow Infiltration Study

The report of the Land Development and Environmental Engineer was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Land Development and Environmental Engineer dated 2014 01 20 concerning Stormwater Policy and Inflow and Infiltration study be received as information, further that:

1. Cole Engineering be retained for purposes of the rainfall, and inflow/infiltration study and rain gauge equipment costs;
2. Two flow meters, and three level sensors as identified in the report, be purchased; at a total project cost of \$108,450, (with \$18,000 from the Green Committee Reserve, \$72,600

from the sanitary sewer surcharge account, and approximately \$17,850 in in-kind contributions), further that

After completion of the pilot study, the data management and transmission costs for the seven rain gauges and five flow meters (approximately \$6,000 per year) be funded from the sanitary sewer surcharge account.

Carried

6.21. Agreement with Shell Canada Limited and Suncor Energy Inc. for a Railway Siding and Underground Pipeline – McNabb Street

The report of the City Solicitor was received by Council.

The relevant By-law 2014-21 is listed under Item 11 of the Minutes.

6.22. Council Travel

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Councillor Lou Turco be authorized to travel to the FONOM Board meeting being held in Elliot Lake (two days in January) at no cost to the City; and the AMO Board meeting being held in Toronto (two days in January) at a cost of \$300.

Carried

6.23. Municipal Heritage Committee

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Mark Caruso be appointed to the Municipal Heritage Committee from January 20, 2014 to December 31, 2014.

Carried

REGULAR AGENDA

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1. ADMINISTRATION

7.2. COMMUNITY SERVICES DEPARTMENT

7.3. ENGINEERING

7.4. FIRE

7.5. LEGAL

7.6. PLANNING

a. Application No. A-2-14-Z – Peter, Shelley & Jessica Schell & Brian Boniferro

The report of the Planning Division was received by Council.

Additional correspondence/Amended Motion

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Planning Division dated 2014 01 20 concerning Application No. A-2-14-Z – Peter, Shelley and Jessica Schell and Brian Boniferro – 69 and 0 Rear Elmwood Avenue be received and that City Council accepts this report as information and rezones the subject properties ('Blocks A' and 'B') from "R2" (Single Detached Residential Zone) to "R3.S" (Low Density Residential Zone with a Special Exception) subject to the 4 provisions contained in the report and that the subject properties be deemed subject to site plan control.

Postponed

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Application A-2-14-Z be postponed until the applicants meet with the neighbours to discuss their concerns; and secondly to determine if Champlain Street is an option for access to the townhouse development.

Carried

7.7. PUBLIC WORKS AND TRANSPORTATION

7.8. BOARDS AND COMMITTEES

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

8.1. Council Code of Conduct

Moved by: Councillor S. Myers

Seconded by: Councillor P. Mick

Whereas on January 25, 2010 City Council passed a resolution to accept the first City Council and Local Boards Code of Conduct policy; and

Whereas it is the desire of this Council to maintain the highest level of transparency and accountability to one another and the public; and

Whereas since that time there have been a number of cases wherein the question of application of a Code of Conduct for members of City Council has been raised;

Now Therefore Be It Resolved that City Council strikes a committee to review the current City Council and Local Boards Code of Conduct and bring back a report with recommendations for any changes and

Further Be It Resolved that this committee consist of members of Council and that it be a committee open to the public for observation.

Recorded

Mayor D. Amaroso	Yes	
Councillor L. Turco	Yes	
Councillor S. Butland	Yes	
Councillor S. Myers	Yes	
Councillor M. Bruni	Yes	
Councillor J. Krmpotich	Yes	
Councillor B. Watkins	Yes	
Councillor R. Niro	Yes	
Councillor P. Christian	Yes	
Councillor F. Fata	Yes	
Councillor P. Mick	Yes	
Councillor T. Sheehan	Yes	
Councillor F. Manzo		Absent

Results	12	1
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Carried

8.2. Dr. Alex Sinclair

Moved by: Councillor P. Christian

Seconded by: Councillor R. Niro

Whereas the Sinclair family is well known in the City of Sault Ste. Marie, due in large part to the generosity and leadership of Dr. Alex Sinclair Sr, and Dr. Alex Sinclair Jr; and

Whereas, their legacy of philanthropy, leadership, and vision is self-evident throughout the community; and

Whereas, among his many contributions, Dr. Sinclair Sr. served as a councillor for the City of Sault Ste. Marie. He was also instrumental in establishing the facility that ultimately became the F.J. Davey Home, the Rotary Arch that welcomed international ferry passengers, and to this day, graces the entrance to the Civic Centre. Dr. Sinclair Sr. also served as past president of the Medical Association, and was appointed as the District Coroner for Algoma in 1917; and Whereas Dr. Alex Sinclair Jr. was recognized nationally as a leader in his profession, serving as Chief of Staff of the Plummer Hospital, as founder of the Children's Rehabilitation Centre Algoma and was recognized in 1985 as "one of the fifty MDs who stand out in history." by Canadian Doctor magazine. In addition, Dr. Sinclair Jr. donated the Sinclair family farm to the citizens of Sault Ste. Marie which is now the location of Strathclair Sports Complex; and Whereas the street in Sault Ste. Marie originally named in honour of Dr. Sinclair Sr. which

existed for almost 100 years has recently been decommissioned as a result of the International Bridge Plaza modernization;

Now Therefore Be It Resolved that City Council, on behalf of the citizens of Sault Ste. Marie, extend its sincere and heartfelt gratitude to the family of Dr. Sinclair Sr. and Dr. Sinclair Jr. in recognition of their outstanding achievements and commitment to our community;

And further, that the City of Sault Ste. Marie, at its earliest opportunity, names a city street in honour of both men, who exemplify what it means to be truly outstanding citizens of our community.

Carried

8.3. Canada Post

Correspondence from MP Bryan Hayes was received by Council.

Correspondence from Mark Barsanti, President, Sault Ste. Marie Chamber of Commerce was received by Council.

News articles, correspondence and emails from CBC News, Globe and Mail, CUPW-STTP and the Accessibility Advisory Committee were received by Council.

Moved by: Councillor T. Sheehan

Seconded by: Councillor J. Krmpotich

Whereas Canada Post is a vital communications link that helps connect our great country; and Whereas eliminating home delivery for urban customers in Sault Ste. Marie will unfairly impact seniors and people with disabilities; and

Whereas these planned cuts will mean the loss of up to 8,000 good-paying jobs across the Country including job losses for our community; and

Whereas drastically increasing postal rates will make life even more expensive for cash-strapped families, small businesses and charitable organizations; and

Now Therefore Be It Resolved that the Sault Ste. Marie City Council call on the Government of Canada to stop these devastating cuts to our postal service;

Further that copies of this resolution be forwarded to Prime Minister Harper; the Federal Minister of Transportation (responsible for Canada Post); MP Bryan Hayes; the Federation of Northern Ontario Municipalities and the Association of Municipalities of Ontario.

Postponed

Moved by: Councillor B. Watkins

Seconded by: Councillor S. Myers

Resolved that item 8.3 - Canada Post be postponed to the February 3, 2014 Council meeting.

Carried

8.4. Notice of Motion

Moved by: Councillor J. Krmpotich

Seconded by: Councillor P. Christian

Whereas it has been more than two decades since the Westray mine disaster in Nova Scotia and a decade since amendments were made to the *Criminal Code of Canada* to hold corporations, their directors and executives criminally accountable for the health and safety of workers; and

Whereas police and prosecutors are not utilizing the Westray amendments, and not investigating workplace fatalities through the lens of criminal accountability; and

Whereas more than 1,000 workers a year are killed at work

Therefore Be It Resolved that this Council support a campaign to urge our provincial/territorial government, specifically the Attorney-General and Labour Minister, to ensure that:

- Crown attorneys and police are educated, trained and directed to apply the Westray amendments;
- Dedicated prosecutors are given the responsibility for health and safety fatalities;
- There is greater co-ordination among regulators, police and Crown attorneys so that health and safety regulators are trained to reach out to police when there is a possibility that Westray amendment charges are warranted.

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY- LAWS

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that all by-laws listed under item 11 of the Agenda under date 2014 01 20 save and except By-law 2014-23 be approved.

Carried

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

AGREEMENTS

11.1. By-law 2014-16

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-16 being a by-law to authorize an agreement between the City and Tulloch Engineering Inc. for design and contract administration for the reconstruction of bridges 12, 13, 14 and 15 on Base Line and Town Line Road, for an estimated fee of \$321,000

with funds from the 2014 Capital Budget, Prince Township and the Municipal Infrastructure Investment Initiative (MIII) grant be passed in open Council this 20th day of January, 2014.

Carried

11.2. By-law 2014-21

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-21 being a by-law to authorize the execution of a Renewal Agreement between the City and Shell Canada Limited and Suncor Energy Inc. authorizing an extension to the Crossing Agreement between the City and Texaco Canada Limited dated April 26, 1973, which agreement was renewed on April 29, 1992 and assigned to Shell Canada Limited and Suncor Energy Inc. on August 17, 1992 be passed in open Council this 20th day of January, 2014.

Carried

11.3. By-law 2014-22

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-22 being a by-law to authorize an agreement between the City and Kresin Engineering Corporation for design and contract administration for the reconstruction and widening of the Second Phase of Second Line East from Pine Street to a point approximately 530 meters east of Pine Street be passed in open Council this 20th day of January, 2014.

Carried

11.4. By-law 2014-28

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-28 being a by-law to authorize a second extension agreement to the Waste Supply and Reformation Agreement dated October 26, 2009, as amended July 15, 2013 between the City and Elementa Group Inc. be passed in open Council this 20th day of January, 2014.

Carried

11.5. By-Law 2014-29

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-29 being a by-law to authorize an extension agreement, dated January 20, 2014 to the Agreement of Purchase and Sale dated July 15, 2013, between Elementa Group Inc. as the "Buyer" and the City as the "Seller" be passed in open Council this 20th day of January, 2014.

Carried

11.6. By-law 2014-30

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-30 being a by-law to designate 433 Franklin Street as a Municipal Capital Facility for the purpose of providing affordable housing be passed in open Council this 20th day of January, 2014.

Carried

11.7. By-law 2014-31

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-31 being a by-law to authorize an agreement between the City, Elementa Group Inc. and Elementa Algoma LP for an Assignment and Novation Agreement effective as of January 20, 2014 be passed in open Council this 20th day of January, 2014.

Carried

STREET ASSUMPTION

11.8. By-law 2014-26

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-26 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 20th day of January, 2014.

Carried

TAXES

11.9. By-law 2014-27

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-27 being a by-law to provide for interim tax levies be passed in open Council this 20th day of January, 2014.

Carried

TEMPORARY STREET CLOSINGS

11.10. By-law 2014-24

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-24 being a by-law to permit the temporary closing of Foster Drive from Elgin Street to Spring Street on February 7, 2014 to February 16, 2014 to facilitate the Bon Soo Winter Carnival be passed in open Council this 20th day of January, 2014.

Carried

11.11. By-law 2014-25

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-25 being a by-law to permit the temporary closing of Lake Street from Queen Street to Bellevue Park on February 16, 2014 to facilitate the Bon Soo Polar Bear Swim be passed in open Council this 20th day of January, 2014.

Carried

ZONING

11.12. By-law 2014-20

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-20 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 93 Lake Street (Stewart) be passed in open Council this 20th day of January, 2014.

Carried

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

LOCAL IMPROVEMENTS

11.14. By-law 2013-197

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2013-197 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on London Street from North Street to Tancred Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be passed in open Council this 20th day of January, 2014.

Carried

11.15. By-law 2013-198

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-198 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on March Street from Queen Street East to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be passed in open Council this 20th day of January, 2014.

Carried

11.16. By-law 2013-199

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-199 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on St. Andrew's Terrace from John Street to North Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be passed in open Council this 20th day of January, 2014.

Carried

11.17. By-law 2013-200

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2014-200 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Forest Avenue from The Crescent to Simpson Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be passed in open Council this 20th day of January, 2014.

Carried

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

13. CLOSED SESSION

13.1. Authorization

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Council shall now go into caucus to consider a matter involving a potential Council appointment to a community board of directors (section 239(2)(b))personal matters about an identifiable individual)Further be it resolved that should the said caucus meeting be adjourned, Council may reconvene in caucus to continue to discuss the same matters without the need for a further authorizing resolution.

Carried

14. ADJOURNMENT

Moved by: Councillor P. Christian

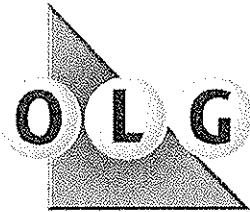
Seconded by: Councillor J. Krmpotich

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk



CONFIDENTIAL

ONTARIO LOTTERY AND GAMING CORPORATION (OLG)

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

Ph: 416-224-7047

Fax: 416-224-7002

Email: jpastore@olg.ca

Date: January 21, 2014

To: Mayor Debbie Amaroso
City of Sault Ste. Marie

Fax: 705-541-7171

Email: mayor.amaroso@cityssm.on.ca

From: Giacomo (Jake) Pastore
Director, Municipal & Community Relations

Message:

Please note that there will be a financial transaction to your municipality's account on January 21, 2014 in the amount of **\$313,779** for the October 1, 2013 to December 31, 2013 quarterly payment.

This amount represents your payment calculated from the funding formula in the Amended and Restated Municipality Contribution Agreement (MCA) for the operation of the **Casino Sault Ste. Marie**. This brings the total of your life to date hosting payments to **\$22,472,108**.

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

Thank you.

Casino Sault Ste. Marie**Municipality Contribution Statement**

for the quarter ended December 31, 2013

Unaudited results, subject to final reconciliation

Total Electronic Games Revenue (as per IFRS):

for the quarter ended June 30, 2013	6,276,404
for the quarter ended September 30, 2013	6,470,159
for the quarter ended December 31, 2013	5,665,993
for the quarter ended March 31, 2014	-
	<u>18,412,556</u>

Municipality Contribution on Electronic Games Revenue:

- 5.25% of Electronic Games Revenue that is less than or equal to \$65 M	966,659
- 3.00% of Electronic Games Revenue that is more than \$65 M and less than or equal to \$200 M	-
- 2.50% of Electronic Games Revenue that is more than \$200 M and less than or equal to \$500 M	-
- 0.50% of Electronic Games Revenue that is more than \$500 M	-
	<u>-</u>

Total Municipality Contribution on Electronic Games Revenue**966,659****Total Live Table Games Revenue (as per IFRS):**

for the quarter ended June 30, 2013	357,888
for the quarter ended September 30, 2013	422,090
for the quarter ended December 31, 2013	407,853
for the quarter ended March 31, 2014	-
	<u>1,187,831</u>

Municipality Contribution on Live Table Games Revenue:

- 4.00% of Live Table Games Revenue	<u>47,513</u>
-------------------------------------	---------------

Total Municipality Contribution on Live Table Games Revenue**47,513****Total Municipality Contribution - Year to Date****1,014,172**

Less: Municipality Contribution Paid - Q1

(343,827)

Municipality Contribution Paid - Q2

(356,567)

Municipality Contribution Paid - Q3

Total Municipality Contribution - Quarterly Payment to the City of Sault Ste. Marie**313,778****Net to be transferred****313,778**

Transferred via EFT



Prepared by OLG Corporate Accounting & Reporting

CASINO REVENUE SUMMARY

City of Sault Ste. Marie

CITY 5% SLOT REVENUE

	TOTAL	Increase over Previous Year
Total 1999	783,232	
Total 2000	1,292,709	65.0%
Total 2001	1,611,235	24.6%
Total 2002	1,926,143	19.5%
Total 2003	1,915,935	-0.5%
Total 2004	1,870,351	-2.4%
Total 2005	1,577,078	-15.7%
Total 2006	1,455,919	-7.7%
Total 2007	1,530,207	5.1%
Total 2008	1,517,040	-0.9%
Total 2009	1,472,299	-2.9%
Total 2010	1,463,082	-0.6%
2011		
January 1 to March 31, 2011	342,923	
April 1 to June 30, 2011	340,576	
July 1 to September 30, 2011	379,936	
October 1 to December 31, 2011	343,070	
Total 2011	1,406,505	-3.9%
2012		
January 1 to March 31, 2012	331,195	
April 1 to June 30, 2012	339,781	
July 1 to September 30, 2012	350,543	
October 1 to December 31, 2012	317,813	
Total 2012	1,339,332	-4.8%
2013		
January 1 to March 31, 2013	296,866	
April 1 to June 30, 2013	343,827	
July 1 to September 30, 2013	356,567	
October 1 to December 31, 2013	313,779	
Total 2013	1,311,039	-2.1%
Total Funds Received since 1999	22,472,106	

	Jan. to March	% Increase	April to June	% Increase
1999	0	0	0	0
2000	287,177	0%	317,240	0%
2001	320,150	11%	392,289	24%
2002	430,587	34%	490,694	25%
2003	445,897	4%	496,830	1%
2004	483,157	8%	498,329	0%
2005	393,120	-19%	403,218	-19%
2006	344,906	-12%	355,429	-12%
2007	358,727	4%	386,432	9%
2008	352,418	-2%	388,382	1%
2009	356,734	1%	372,517	-4%
2010	347,647	-3%	373,970	0%
2011	342,923	-1%	340,576	-9%
2012	331,195	-3%	339,781	0%
2013	296,866	-10%	343,827	1%
	July to Sept.	% Increase	Oct. to Dec.	% Increase
1999	475,421	0%	307,811	0%
2000	372,049	-22%	316,243	3%
2001	473,346	27%	425,450	35%
2002	534,131	13%	470,731	11%
2003	480,977	-10%	492,231	5%
2004	464,417	-3%	424,448	-14%
2005	408,222	-12%	372,518	-12%
2006	386,201	-5%	369,383	-1%
2007	418,484	8%	366,564	-1%
2008	399,403	-5%	376,837	3%
2009	404,405	1%	338,643	-10%
2010	394,017	-3%	347,449	3%
2011	379,937	-4%	343,070	-1%
2012	350,543	-8%	317,813	-7%
2013	356,567	2%	313,779	-1%

Prepared by W. Freiburger January 22, 2014



Mr. Don Scott
Mr. Sam Piraino,
Sault Ste. Marie Transit Services,
111 Huron Street,
Sault Ste. Marie, ON P6A 5P9

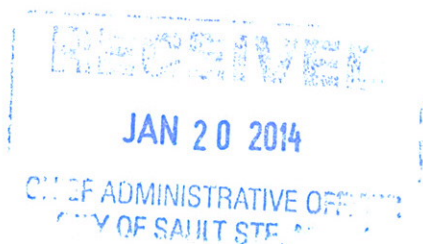
Dear Gentlemen: *Don*

The Transit System was our absolute life-saver! Learning forty-eight hours before Delivery Day that we did not have the use of a church for a depot definitely demanded some fast creative thinking. And creative we were! Having that bus as our depot was unbelievable. (It worked so well that I believe the recipients at the apartment building would like us to continue with the travelling depot—Being able to just walk out the door to pick up their boxes was so, so convenient!)

Thank you for your quick response to our rather unusual request. In the words of Rick Hanson you are “Difference Makers”, and our definitely part of the “magic” of Christmas Cheer.

Yours sincerely

Diane C. Marshall
Convener, Christmas Cheer



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



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

2014 02 03

Mayor Debbie Amaroso and
Members of City Council

RE: STAFF TRAVEL REQUESTS

Dear Council:

The following staff travel request is presented to you for approval:

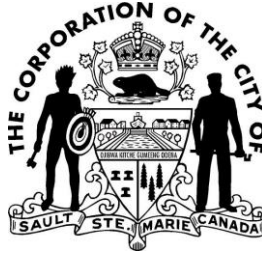
- 1. Nuala Kenny – Legal Department**
The Canadian Bar Association - Workshops
February 6 - 7, 2014
Toronto, Ontario
Estimated total cost to the City - \$ 820.00
Estimated net cost to the City - \$ 820.00

Yours truly,

JMF: bb

Joseph M. Fratesi
Chief Administrative Officer

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



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COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Joseph M. Fratesi, Chief Administrative Officer

DEPARTMENT: Chief Administrative Officer

RE: CN Rail – Cancellation of Passenger Rail Service from Sault Ste. Marie to Hearst

PURPOSE

This report is provided to City Council to advise of the impending cancellation of the passenger service operated by CN Rail between Sault Ste. Marie and Hearst and to recommend to Council a course of action.

BACKGROUND

On Friday, January 24, 2014 the Mayors of those communities between and including Sault Ste. Marie and Hearst were advised by officials of CN Rail that Federal funding for passenger service from Sault Ste. Marie to Hearst had been cut and that as a result the service provided by Algoma Central Railway between these two locations would cease to operate as of March 31, 2014. This service has been in operation for several generations and has provided transportation to a number of communities as well as a number of properties, including private cottages, hunting and fishing lodges and other tourist destinations. Most of these locations can only be accessed by way of rail.

ANALYSIS

Earlier this past year, CN Rail announced that it would no longer operate the winter Snow Train from Sault Ste. Marie northerly, notwithstanding the fact that recent efforts at promoting the newly refurbished train were providing promising results. The City of Sault Ste. Marie expressed its serious concern to CN about how this decision would not only impact the viability of winter tourism for Sault Ste. Marie, but also how it could impact the future viability of the Agawa Canyon

Page 2.

tour train and potentially the freight business along the same line as operated by CN Rail.

With the most recent announcement by CN Rail that the passenger service will no longer run, there is heightened concern that CN may next re-consider the freight operation along the same line. Information provided to the City has indicated that there has already been a recent and substantial hike in freight rates which are charged to local industries which use this line to ship and receive goods.

The rail line running north from Sault Ste. Marie is a vital transportation link to our community for many of our major industries and businesses. As well, this line has provided for Sault Ste. Marie an opportunity to be part of the proposed Ring of Fire development, with the transportation of either raw or processed material to/from that development. Sault Ste. Marie's proposed deep water port assumes that the existing rail transportation links both east and north of the City will continue to be available for the shipment of goods. Needless to say, it is imperative that this rail line operated by CN continue to operate and be viable as part of our community's basic economic infrastructure.

The stakeholders of Sault Ste. Marie and other affected communities have been given little to no notice of CN's intentions or of the Federal government's position with respect to continued financial assistance for the operation of this rail line. Council will recall that circumstances, not totally unlike these circumstances, were dealt with only a few years ago when CP Rail announced unequivocally that it and Huron Central Rail would cease to operate the line between Sault Ste. Marie and Sudbury because of the financial viability of such operations. A working committee representing all stakeholders was formed and was able to secure a one year "reprieve" as well as government funding for that one year, so that the stakeholders could consider all options, including possible other operators, for the longer term. The rest is history, as Council is aware. The stakeholders were successful in working with the government of Canada (Ministry of Transport) and the government of Ontario, as well as communities, industries, and other stakeholders along the rail line to ensure the continued viability of the rail line running easterly from Sault Ste. Marie to Sudbury.

It is recommended that the Federal government (Ministry of Transport) be requested to continue financial support for the operation of the passenger service between Sault Ste. Marie and Hearst for a further period of one year. This would allow all stakeholders involved in this passenger service, the regional tourism industry, as well as current and potential regional industries requiring freight service, to come together and look at various options which would ensure the continued viability of all aspects of rail service, well into the future.

Page 3.

IMPACT

As this is a very important issue to our community, staff resources and EDF financial assistance may be required to assist the working committee in developing possible alternatives for presentation to the Federal government and CN Rail.

STRATEGIC PLAN

This initiative is consistent with the City of Sault Ste. Marie's Corporate Strategic Plan. Strategic Direction # 1: Developing Solid Infrastructure under Objective 1 (b) – Transportation Network Improvements where specific reference is made to both the rail and harbour as part of Sault Ste. Marie's transportation hub for Northern Ontario.

RECOMMENDATION

It is recommended that Council receive this report as information and requests the Federal government (Ministry of Transport) to continue financial support for the operation of the passenger service between Sault Ste. Marie and Hearst for a further period of one year and that CN Rail be requested to continue to operate this service for that one year period, so as to allow all stakeholders to come together and devise various options which would ensure the continued viability of all aspects of the rail service, well into the future. It is further recommended that all stakeholders having an interest in the future of this rail line be called to a meeting with the intent of forming a working committee similar to that which was formed in 2009 to deal with Huron Central Rail.

Respectfully submitted,



Joseph M. Fratesi
Chief Administrative Officer

JMF:bb

January 30, 2014

Mayor Debbie Amaroso
City Of Sault Ste. Marie,
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

Re: Federal Rail Subsidy Termination and Cancellation of Northern Rail Service

Dear Mayor Amaroso:

The Sault Ste. Marie Chamber of Commerce is gravely concerned about the impending termination of rail service along the ACR line from Sault Ste. Marie to Hearst, Ontario.

We appreciate that businesses must be free to manage their affairs in a manner that generates, and in fact, maximizes profit. Similarly, the Chamber acknowledges that government must ensure the responsible and measured use of tax dollars. This is especially true whenever tax dollars are being used to support private business. The Chamber also believes that business and government have a duty to ensure that the decision making process in relation to issues with multiple stakeholders, must be conducted in a socially responsible manner.

In the case of the provision and subsidization of rail service, supporting remote populations, part of that duty includes the duty to engage in full and open dialogue with stakeholders prior to reaching a conclusion. This is particularly true where, as in this case, the decision would, in effect strand hundreds, if not thousands, of people from effectively accessing their property and in some cases their source of livelihood in a meaningful manner. The gravity of that duty is even more pronounced when one considers the adverse economic impact that could be brought to bear upon an entire region.

When confronted with crises and the need to change, people and business are resilient and can most often adapt to new environmental realities. However, they need to be given an opportunity to consider their options and engage with each other with a view to bringing matters such as this to a positive conclusion.

While it is regrettable that the termination of the northern rail service was announced without prior consultation, the Chamber believes that solutions can be found. We support the City of Sault Ste. Marie, the Sault Ste. Marie Economic Development Corporation and all of the other stakeholders in their request to the Government of Canada and to CN Rail for a one year extension of the subsidy and operation of this vital rail link so that all parties can work collaboratively toward a positive conclusion.

Continued...

We welcome the opportunity to serve in a manner that will affect a positive outcome.

Yours,

A handwritten signature in black ink, reading "Mark S. Barsanti". The signature is written in a cursive, flowing style.

Mark S. Barsanti
President, Sault Ste. Marie Chamber of Commerce

Cc: Joseph M. Fratesi, Chief Administrative Officer, City of Sault Ste. Marie
Bryan Hayes, Member of Parliament – Sault Ste. Marie
Hon. David Oraziotti, Minister of Natural Resources, Member of Provincial
Parliament – Sault Ste. Marie
Hon. Lisa Raitt, Minister, Transport Canada
Mayor Roger Sigouin, Hearst, Ontario
Mayor Linda Nowicki, Wawa, Ontario
Claude Mongeau, President and Chief Executive Officer, CN
Sault Ste. Marie Local Media

From: Chris West [mailto:chriswest@kwic.com]
Sent: Thursday, January 30, 2014 4:10 PM
To: Mayor Amaroso
Subject: VIA blitz and passenger rail service

Good afternoon Your Worship

We would appreciate the support of the City of Sault Ste Marie by way of a resolution or letter supporting VIA rail service. We have included, in the attached letter, some of the factors Save VIA considers important. We intend to forward resolutions and letters to selected MP's.

Thus far, Mayor John Williams (Quinte West), Mayor John McCharles (Petrolia), Waterloo Region Chair Jim Wideman, Mayor Gilles Forget (Iroquois Falls), Leamington (Kim Siddall, Deputy Clerk) have provided letters or resolutions.

Thanks, Chris West, Save VIA

Please find below a note regarding rail service from Sault to Hearst.

Hello CAPT supporters,

We have some shocking news. On Friday CN called the Mayor of Hearst to say that the Federal government has ended to subsidy that pays for the passenger service from the Sault to Hearst. As a result that service will end on March 31, 2014. Also on the 24th a CN representative flew to the Sault to inform the CN employees at the ACR station and Mayor Debbie Amaroso about this news. This happened in 1995, but the communities, businesses and other users of the passenger train successfully reversed the decision. Since Friday afternoon CAPT board members and supporters have been contacting the municipalities, First Nations, business owners, camp owners and other stakeholders to find out more about this decision and how we can have it reversed. If any of you would like to help with this effort, please reply with your name and contact information. We will keep you up to date on this urgent matter.
Save the ACR Passenger Train!!!!

We suggest that you write a letter or email Bryan Hayes, MP (bryan.hayes@parl.gc.ca) and Carol Hughes MP (carol.hughes@parl.gc.ca), and please copy it to CAPT at atinfo@captrains.ca or mail it to CAPT, c/o NORDIK, Algoma University, 1520 Queen St. East, Sault Ste. Marie, ON P6A2G4.
Here is a suggested message:

Dear Bryan Hayes, MP and Carol Hughes, MP:

I am writing to discuss a most serious decision by the federal government that I would like to see reversed—namely, the cancellation of the ACR passenger train effective March 31, 2014. We depend entirely on the train as we are in a remote area with no other transportation access.

Yours truly,

.....

cc info@captrains.ca

Chris West,
Downtown GMC Buick
449 Queen St. W
St. Marys, ON N4X 1B7
chriswest@kwic.com
www.downtowngmc.com
 **Tel: 519 284 3310**  **Fax: 519 284 3160**



January 31, 2014

It's time to allocate \$1.3 billion yearly to VIA rail for operating funds. A viable VIA network will generate three times this investment. Funding may be secured from a) allocating \$1.3 billion from other spending (we recommend other spending that does not produce GDP in Canada) or b) adding a 1 per litre tax on gasoline, propane and diesel fuel.

We need the return of a rail network effectively linking Canadians and communities. Linking will provide significant benefits to the Canadian economy and, particularly in urban areas, will provide more constituent support.

Benefits include:

1. Providing economic support for an effective agricultural community and its suppliers.
2. Linking families.
3. Facilitating access to hospitals for enhanced health.
4. Supporting business people with appropriate timetables. Conducting business drives GDP, provides added employment and expands the tax base.
5. Fulfilling needs of visitors to Canada and Canadian tourists. Revenue that visitors and tourists spend increases GDP, employment and drives tax revenue.
6. Attracting workers. Successful businesses require workers. Workers buy homes, autos and other goods and pay income, property and sales taxes.
7. Meeting student needs to attend classes and visit family. Educated Canadians will drive future GDP, ensure a bright future for Canada and through taxes, provide funding for social programs.
8. Mobilizing Canadians. Customers that have mobility issues need trains to provide room for luggage and for easy access and egress.
9. Reduction of congestion in major cities. The benefits are more efficient transportation, improvements in the environment and improvements in health.

How do we get there:

1. We need all levels of government to raise the issue of linking communities and Canadians.
2. We need to recognize government officials that have "stepped up to the plate" or made a commitment to raise the VIA issue. Elected officials must speak on behalf of constituents; today is the time to act! Following is a list of MP's that have chosen to "step up to the plate".
3. Support the "Walker resolution".
4. Support and expansion of car pooling to reduce congestion and improve the environment.

Jean-Francois Fortin
Alexandre Boulerice
Olivia Chow
Tyrone Benskin
Irene Mathysen
Robert Chisolm
Ted Hsu
Mike Sullivan
Hong Mai
Jean Crowder
John McKay
Isabelle Morin

Christine Moore
Bruce Hyer
Françoise Boivin
Carolyn Bennett
Rathika Sitsabaiesan
Frank Valeriote
Yvon Godin
Elizabeth May
Philip Toone
Robert Aubin
Brad Butt
Sylvain Chicoine

5. The VIA Rail Act creates a Crown Corporation with government responsible to fund VIA properly. Attempts by Minister's staffs have continuously been made to deny this obligation, and mislead Canadians about the control the Privy Council and Cabinet has in funding and operating.

What's next:

We would appreciate a meeting with you to discuss VIA. Please provide times, dates and locations that would be appropriate for you.

Yours sincerely,

Chris West, president

Cc: The Right Honourable Stephen Harper
The Honourable Jim Flaherty, MP
The Honourable Lisa Raitt, MP
The Honourable Denis Lebel, MP
The Honourable Kathleen Wynne, premier
The Honourable Glen Murray, MLA
Gary Schellenberger, MP, Perth Wellington
Bill Walker, MLA
Randy Pettapiece, MLA, Perth Wellington
Carey Pope, councillor, town of St. Marys
Peter Crosthwaite, PAPM Inc.



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Rachel Tyczinski, Deputy City Clerk & Manager of Quality Improvement

DEPARTMENT: City Clerk's Department

RE: 2011-2014 Strategic Plan – Progress Report

PURPOSE

Please find attached a copy of the 2011-2014 Corporate Strategic Plan as updated.

BACKGROUND

The 2011-2014 Corporate Strategic Plan was approved by Council on June 26, 2011. A mid-term update of the Plan was approved by Council on June 10, 2013.

IMPACT

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

STRATEGIC PLAN

This is the second progress report since the mid-term refresh of the Strategic Plan.

RECOMMENDATION

That the report of the Deputy City Clerk and Manager of Quality Improvement dated 2014 02 03 concerning 2011-2014 Corporate Strategic Plan – Progress Report be received as information.

Respectfully submitted,

Rachel Tyczinski
Deputy City Clerk &
Manager of Quality Improvement

Recommended for approval,

Malcolm White
City Clerk

Recommended for approval

CITY OF SAULT STE MARIE

CORPORATE STRATEGIC PLAN

2011-2014

As at December 31, 2013

Dated February 3, 2014



Message from Mayor Debbie Amaroso



Thank you for taking the time to review the City of Sault Ste. Marie 2011-2014 Strategic Plan. This plan captures the priorities of City Council and charts the course of the Corporation over our current Council term.

City Council continues to work diligently to develop solutions and pursue opportunities to make our community a place of respect, dignity and integrity. We are committed to working in harmony with all levels of government, local businesses, and residents to ensure the provision of efficient, affordable and quality municipal services supporting a progressive and sustainable community.

City Council recognizes the importance of a caring and inclusive community. Our Strategic Plan aims to capitalize on opportunities that will develop solid infrastructure, deliver excellent services and, above all, ensure a sustainable quality of life for all citizens now and in the years to come.

As our community grows, we too will continue to develop, strengthen and positively adapt in order to address the needs of our community. This Strategic Plan is a testament to both Council’s and City staff’s dedication to providing the citizens of Sault Ste. Marie with an exceptional quality of life.

Message from CAO Joe Fratesi



I am pleased to present this update of the City of Sault Ste. Marie’s 2011-2014 Corporate Strategic Plan. The Plan guides the activities of the nine departments reporting to City Council through the Chief Administrative Officer.

It is the foundation of the organization’s planning process, setting out strategic directions and articulating specific activities under each direction.

The City of Sault Ste. Marie is built on strong values and commitment to its citizens. Each employee contributes to achieving our mission to provide quality and cost-effective services in a responsible and supportive manner.

The work we all do each day makes a difference! Thank you to our dedicated staff, City Council and the citizens of Sault Ste. Marie for working collaboratively to achieve our goals.

Mayor and City Council



Debbie Amaroso

Mayor
mayor.amaroso@cityssm.on.ca
(705) 759-5344



Stephen Butland

Ward 1 Councillor
s.butland@cityssm.on.ca
(705) 542-0546



Pat Mick

Ward 3 Councillor
p.mick@cityssm.on.ca
(705) 254-6914



Frank Fata

Ward 5 Councillor
f.fata@cityssm.on.ca
(705) 942-6630



Paul Christian

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(705) 989-7173



Brian Watkins

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Marchy Bruni

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Lou Turco

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Joe Krmpotich

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Terry Sheehan

Ward 2 Councillor
t.sheehan@cityssm.on.ca
(705) 949-1130



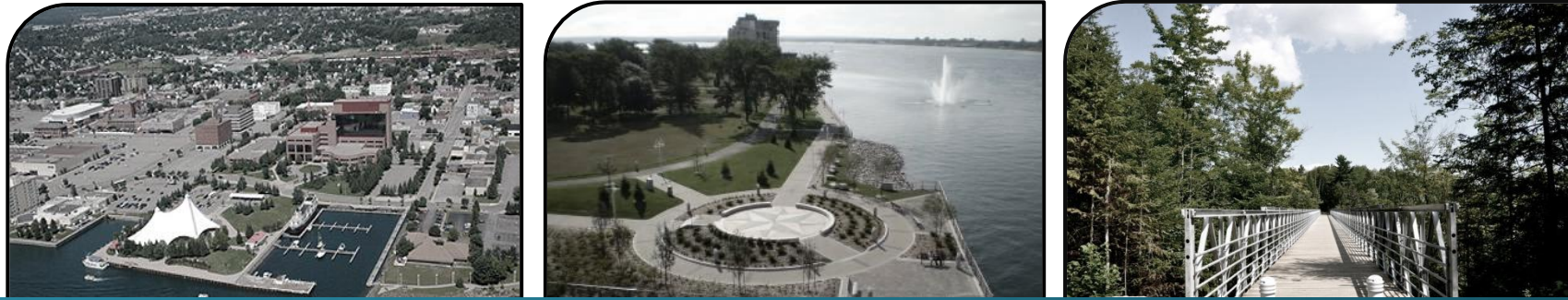
Rick Niro

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(705) 949-7750



Frank Manzo

Ward 6 Councillor
(705) 945-9971



The City of Sault Ste. Marie

As the third largest city in Northern Ontario, Sault Ste. Marie is strategically located at the heart of the Great Lakes, on the U.S. border and at the centre of Canada.

From its pristine waterfront to its bustling arts community, Sault Ste. Marie has a high quality of life that's second to none. With a diverse population of approximately 75,000, the community is a four-season wonderland, offering a vibrant and healthy lifestyle for everyone. All the amenities of a large urban centre in a safe and clean environment, Sault Ste. Marie is home to excellent schools, malls, stores, restaurants, cinemas, galleries, museums, sports facilities, and sites of interest. Serving as an international port of entry to the United States, the city has recently experienced unprecedented growth economically and culturally.

From its rich history and quality-of-life benefits, to its growing economy and competitive advantages for businesses, Sault Ste. Marie is a great place to live, learn, work and play.

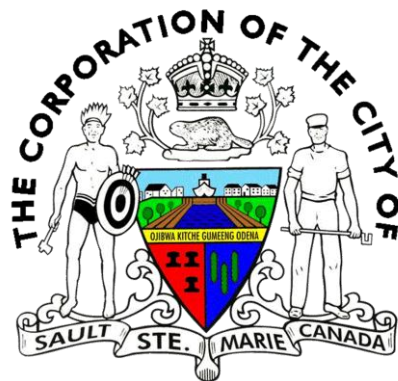


VISION

“The Corporation will be a leader in the provision of efficient, affordable, and quality services supporting a progressive and sustainable community”

MISSION

“To provide quality and cost-effective municipal services in a responsible and supportive manner”



CORPORATE VALUES

Integrity and honesty

We will demonstrate honesty, sincerity and fairness in carrying out our responsibilities.

Accountability and transparency

We will be accountable to our citizens and transparent in our decision-making processes.

Commitment to citizens and the community

Putting people first is a hallmark of success. We are committed to working together to provide inclusive and accessible services to protect, support and enrich quality of life in our community.

Respect and appreciation of employees

We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

Fiscal responsibility

We will manage municipal finances in a responsible and prudent manner to provide quality and affordable services. We pursue best practices to lower costs and ensure best value in service delivery.

Environmental stewardship

We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.

Strategic Plan Framework

STRATEGIC FOCUS AREAS

1 Developing Solid
Infrastructure

2 Delivering Excellent
Services

3 Enhancing Quality
of Life

STRATEGIC DIRECTIONS

1.A. Environmental Leadership

1.B. Transportation Network Improvements

1.C. Property Management and Development

2.A. Communications

2.B. Process Improvement

2.C. Leadership and Staff Development

2.D. Technological Innovation

3.A. Recreational/Cultural Infrastructure

3.B. Planning for the Future

Strategic Direction 1: Developing Solid Infrastructure
Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Solid waste management - Bio-solids management study - Implementation of bio-solids facility - Design - Construction - EA for solid waste disposal	2007	Underway	Reduction in waste/refuse	D. Elliott	Engineering PUC PWT Consultants	\$65,000	\$65,000	Sewer Surcharge Operations Budget + Sewer Surcharge	Approved	2010-2011	Study scheduled for completion fall 2014
	2006	2014 2014 2014	Increased capacity			\$12 m \$975,000	\$12 m \$975,000	Capital Budget Waste Disposal Site Reserve	Approved	2005 to unknown	Scheduled for completion in 2014
Wastewater Infrastructure West End Sewer Investigative Study - Upgrades to west end sewage plant - Infiltration reduction projects	2010	2014	Study to guide improved wastewater quality and operations	D. Elliott	Engineering PUC PWT Consultants	\$120,000	\$120,000	Sewer Surcharge Capital Budget	Approved	2009	Scheduled for completion in 2014
			Reduce costs, reduce by-passes and overflows to river (\$100,000 annually)			TBD	TBD				
						\$400,000	\$400,000	Sewer Surcharge Capital Budget	Approved	2011-2014	Ongoing initiative
Major pump stations Clark Creek Pump Station – valves and sluice gates	2012	2014	Replace aging equipment	D. Elliott	Engineering, Consultants	\$2.4 m	\$2.4 m	Sewer Surcharge	Approved	2012-2013	Underway – anticipated completion spring 2014
Rehabilitation of aqueducts / open channels - Fort Creek - Central Creek - Review sanitary sewer construction – sewers not associated with roadways	2012	2021	Improved storm water management and flood protection;	D. Elliott	Engineering, PUC, PWT, Consultants, Conservation Authority	\$13.6 m	\$13.6 m	Capital Works (Urban Only) Budget			Phase 1 construction underway
	2012	2018	extend life of flood control facilities			\$7 m	\$7 m				Phase 1 construction underway
	2006	Ongoing	\$100,000 annually	D. Elliott	Engineering	\$400,000	\$400,000	Sewer Surcharge Capital Budget	Approved	Ongoing	

Strategic Direction 1: Developing Solid Infrastructure
 Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Reconstruction of small pumping stations - Fort Creek - Tallack Boulevard - Pine Street - Muriel Drive	2012 2012 2012 2012	2014 2014 2014 2014	Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott	Engineering PWT Consultants	\$650,000	\$650,000	Sewer Surcharge			Contract awarded – construction underway
Underground fuel tank replacement PWT (Sackville) – new above ground tanks and new fuel management system	2012	2014	Reduce liability	L. Girardi	PWT	\$221,750	\$250,000	Capital from Current	Approved		Scheduled for completion in 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Long Range Capital Road Construction Environmental Assessments for - Third Line East and Black Road – hospital to Second Line - Black Road widening – Second Line to McNabb - Northern Avenue extension Connecting link reconstruction - Miscellaneous resurfacing - Second Line – Old Garden River Rd to Gt. Northern and Great Northern – Second Line to Third Line - Second Line – Pine to Strathclair - Second Line – Strathclair to Black	2010	2014	Improved pedestrian and vehicular traffic flow	D. Elliott	Engineering Consultants	\$55,000	\$55,000	Miscellaneous Construction Budget	Approved	2010-2011 2013-2014	To be completed 2014 (blended both into one EA)
	2013	2014				\$50,000	\$50,000				
	2015	2016				\$50,000	\$50,000				
	2013	2013	Improved pavement surface Extend longevity	D. Elliott	Engineering Consultants		\$6m	Capital Works budget + connecting link funding			Provincial program cancelled in early 2013 Submitted letter through Mayor's office to Transportation Minister for consideration of funding assistance
	2013	2013				\$980,000	\$2.4 m				
	2014	2014				\$1.02 m	\$3.15 m				
	2015	2015				\$930,000	\$3.25 m				
Capital Works Road Reconstruction - Maretta – Wallace Terrace to Henrietta - Kohler – Queen to Wellington - Queen Street – Pine to Gravelle - Forest Ave – Putney to Upton - St. Andrew's Terrace – John to North Street - London St – North to Tancred - March – Queen to Wellington	2013	2014	Improved longevity of infrastructure	D. Elliott	Engineering Consultants	\$7.9m	\$16.8m	Capital Works Budget; Federal gas tax; sewer surcharge urban capital			Completion – fall 2014
						\$11.6m	\$11.6 m				
	2014	2015									Completion – fall 2014
	2014	2014									Completion – fall 2013
	2014	2015									Resurfacing – 2014
	2014	2014									Completion – fall 2014
	2014	2014									
	2014	2014				\$11.6 m	\$11.6m				Completion – fall 2015
	2014	2014									Completion – fall 2015
											Completion – fall 2015

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Bridge improvements (all shared with Prince Township) - Base Line #14 and #15 - Town Line #12 and #13 Preliminary design Construction	2011	2013 2015	Improved longevity Removal of load restrictions Contingent upon Prince obtaining funding	D. Elliott	Engineering Consultants Prince Twp.	\$72,000 \$2m	\$144,000 \$4 m	Misc. construction; 50% cost share with Prince Capital Works Budget	Approved	2012	MIII funding approved. Completion 2015
Improved transportation systems – assume lead role as transportation hub for Northern Ontario (Northern Ontario Growth Plan) Rail	2011	2014	Monitor finalization of capital improvement approved in 2010	J. Fratesi							Underway
Harbour – Implementation and funding for expansion / construction	2011	2014	Shipping access to expedite ingress of raw materials and egress of finished products (SSM and Northern Ontario)	Transportation Committee	EDC Consultants Essar Ports	TBD	\$121 m	Funding from federal, provincial and private industry			Study for business case complete. Co-ordinate with Essar priorities for capital expansion. Design and implement Project Management framework Facilitate funding applications
Air	2011		Improve air service	Air Services Committee							Ongoing efforts with Airport Development Corporation
Transportation master plan update	2012	2014	Transportation master plan for capital forecasting	D. Elliott	Engineering Consultants PWT	\$200,000	\$200,000	Capital Works Budget	Approved	2012	Underway – completion – spring 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Development of Asset Management Plan • Report	2012 2013	2014 2013	Financial plan to maintain municipal assets	B. Freiburger J. Dolcetti J. Bruzas D. Elliott		\$250,000	\$250,000	Facility Reserve	Approved Report	2012-2014	Awaiting final reports April 2014
PWT Equipment Program Review • Adding public works, landfill and cemetery equipment to 10 year capital plan • Review credit system	2010	2014	Report with recommendations for financing equipment renewal /replacement	S. Schell	L. Girardi M. Blanchard M. Pinder J. King J. Bruzas				Report only		To be completed in 2014
PWT – Traffic • Uninterrupted traffic signal power supply • Traffic light LED installations	2012	2014	\$50,000 annually for 3 years			\$82,000 \$150,000	\$82,000 \$150,000	Capital from Current Capital from Current	Approved Approved		Ongoing and subject to funding Completion - 2014
PWT – Buildings • Cold storage building • Sand storage • Enhance internal communications • Power washer equipment cleaner • Separate welding shop • Demolish pipe plant • Re-roof north garage	2013 2014 2013 2013 2014 2014	2013 2014 2013 2014 2014	Equipment storage	L. Girardi M. Blanchard		\$250,000 \$550,000 \$50,000 \$50,000 \$140,000 \$230,000 \$300,000	\$250,000 \$550,000 \$50,000 \$50,000 \$140,000 \$230,000 \$300,000	Equipment Reserve Capital from Current	Approved Approved	2013	Completion by 2013 Subject to funding Completion by 2014 Completion by 2013-14 Subject to funding Completion by 2014
Fire – Vehicle replacement • 55' Quint (pumper/aerial apparatus)	2013	2014	Replace 15-year old apparatus	M. Provenzano	J. St. Jules F. Brescacin	\$812,000	\$812,000	Fire Capital Equipment Reserve	Pending	2013-2014	Apparatus ordered with completion – Nov. 2014
Transit • Replace roof – vehicle storage building (Huron Street)	2013	2014	Maintain building integrity	D. Scott	Transit	\$550,000	\$550,000	Capital from Current			Completion by 2014
Waste management – surface treatment of landfill roadways	2013	2014				\$40,000	\$40,000	Landfill Reserve	Approved		Completion by 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Civic Centre - Flooring upgrade - Council Chambers refresh (A/V etc.) - Service elevator upgrade - Asbestos abatement - Window replacement	Underway Underway 2014 2013 2015	2014 2013 2015 2014 2015	Building upgrades to maintain integrity \$50,000/year from 2011-2013	J. Dolcetti R. Caron	Engineering Clerk's	\$150,000 \$50,000 \$225,000 \$25,000 \$25,000	\$150,000 \$50,000 \$225,000 \$25,000 \$25,000	Capital from Current Capital from Current	Approved Approved	2011-2013 2013 2014 2013 2015	Co-ordinating with other renovations Complete. Scheduled for 2014 Scheduled for 2014 Scheduled for 2015
Fire - Resurface parking lot Station 1 - Electronic fuel card lock dispensing system - Energy upgrades	2014 2014 2014	2014 2014 2014	Enhanced tracking system Reduce carbon footprint and costs	M. Provenzano J. St. Jules J. St. Jules	J. St. Jules	\$250,000 \$50,000 \$10,550	\$250,000 \$50,000 \$10,550				2014 budget request 2014 budget request 2014 budget request
Fish Hatchery Building demolition				N. Apostle		\$114,000	\$114,000				Subject to sale/development of Gateway site
Downtown development initiative Part 2	2013	2015	Revitalization of downtown area	D. McConnell S. Turco	Planning Downtown Association	\$300,000	\$2,535,000	FedNor, NOHFC		2014-2016	Recommendations for Council approval – February 2014
Rooftop Solar photovoltaic systems	2009	2014 2014	Review feasibility West End Community Centre for SmallFIT solar project Review feasibility for municipal facilities for MicroFIT systems (10 kW)	M. Zuppa	Engineering CSD Legal Finance	\$21,000		Capital			Lease agreement with PUC – WECC 2012 Application to OPA January 2013 denied – reapplied Consultation underway for potential FIT 4.0 locations

Strategic Direction 2: Delivering Excellent Services
Objective 2A – Communications

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
External corporate communications strategy - Citizen satisfaction survey and other methods to receive client/stakeholder input i.e. Internet surveys, feedback forms - Community engagement	2012	2014	Integrate with website refresh	M. White	Clerk's IT						
Refresh website - Determine if existing hardware/software suitable - Design, including mobile site - Expand use of My Sault Ste. Marie	2013	2013 2014		IT Clerk's							Underway – scheduled to go live May 2014
Improved communications/relationships with employees Communication of policies and procedures to staff	Underway	2013	Posting of human resources policies on corporate intranet	F. Coccimiglio P. Niro	Clerk's IT Human Resources						Policies & procedures updated – proceeding to SMT for review in 4 th ¼. Manuals to be updated & made available online.
Accredited municipal coat of arms	2012	2014	Development of a municipal coat of arms accredited by the Canadian Heraldic Authority	Clerk's							Description of symbols approved – preliminary artwork underway

Strategic Direction 2: Delivering Excellent Services
Objective 2B – Process Management

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Review of corporate programs and services on a departmental basis to ensure effective and efficient delivery	Underway	2014	Improved efficiencies Cost savings	B. Freiburger J. Fratesi	Finance Committee						All Departments report as to cost reductions and cost avoidance
Customer service/Best Practices Pilot projects to be undertaken by each department annually to improve service Presentations to Council Clerk’s: Accessible elections; Social media, Twitter CSD: Day care (curriculum); Community Centres digital information system; online swimming registration; Best for Kids pilot summer program; Clean Marine Engineering: Environmental Initiatives Map; Building permit tracking system developed in-house with IT; purchase of recycled Police Service vehicles for use by building inspectors and by-law enforcement officer Finance: On-line tax inquiry system. IT assisted other departments with automation best practices. Fire: Smoke Alarm; IV Therapy programs; revised fire suppression deployment strategy HR: Corporate training calendar; Employee life insurance beneficiary re-enrolment Legal: Flyers explaining routine legal processes (lane closures, Freedom of Information requests); Early Resolutions initiative; Remote Interpretations PWT: Traffic calming; inventory control; pothole repair process; compost production; defensive driving Social Services: Cultural sensitivity training	Ongoing	2014	Improved customer service; adoption of best practices	J. Fratesi	All Depts.			Costs absorbed in existing operational budgets			
Corporate records management - Updated records retention by-law - Document management system - Phase 1 Building Division	2012	2014	Revision of by-law, review of records management issues. Precise identification of records; who holds actual corporate record.	M. White F. Coccimiglio	All Depts.			n/a			In progress
	2013	2014				\$100,000	\$100,000	Building Permit Reserve	Approved	2013	

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Succession planning		2013	Updated annual report to Council	P. Niro					Report only		Draft prepared – implementation by fall 2014
Staff training plans to address specific training needs on a departmental basis			Analysis of individual training needs	All Depts.	Human Resources						Ongoing
CSD: Providing training required by legislation Engineering: Spills response training provided by Pinchin Environmental Ltd. Fire: Training is ongoing and regularly monitored and reviewed Social Services: Training sessions developed. Standardized orientation for new staff. Mental Health and Addiction training											
Develop and implement annual employee and management development training to include: • Customer service excellence • AMCTO workshops • Excellence Canada (NQI) • In-house policy/procedure training • Leadership Development • Attendance Management and Accommodation orientation • Orientation – Employee Assistance Plan • Legal issues (facility liability, risk management, etc.) • Workshops to update staff after collective agreements ratified • Use of video-conferencing; “virtual” classroom – webinars	2012 As available 2013	2013 2013	Corporate-wide training Departmental training absorbed through existing operational budgets	P. Niro	Legal						Clerks delivering Municipal Administration Program Draft complete – rollout in 2014 Group 1 complete. Group 2 – fall 2013 Scheduled for completion in fall 2014 Complete
Wellness program	Ongoing		Health promotion; disease prevention/ management	P.Niro	SMT A. Iacoe L. Bell			Absorbed through HR training budget			Activities to improve health “Lunch and Learn” wellness sessions

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Healthy Workplace Initiatives (NQI) - Physical exercise options available to staff - Employee recognition program e.g. perfect attendance - Inspire camaraderie	2011	Ongoing		P. Niro	SMT A. Iacoe						Fitness classes, walking challenge, etc. Scheduled for completion fall 2014

Strategic Direction 2: Delivering Excellent Services
Objective 2D – Technological Innovation

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Council administration software - Phase 1 – electronic agenda - Software - Hardware - Phase 2 –webstreaming Council meetings	2013	2013 2014	Increased accessibility to staff and public Better archiving capabilities	M. White R. Tyczinski	IT Clerk's Legal	\$15,000 \$15,000 \$75,000	\$15,000 \$15,000 \$75,000	Cost savings offset initial cost General levy	Approved	2013 2014	Implementation underway Subject to budget approval
Election technology review – Election 2014	2013	2014	To ensure most efficient and appropriate use of technology	M. White	IT Clerk's				Report only		Scheduled for completion in 2014
Electronic filing; e-commerce	2012	ongoing	Enhanced capabilities (e-commerce, virtual City hall), including credit card interface Report to Council re: extent of improvements and costing	F. Coccimiglio L. Ballstadt	IT Clerk's	\$15,000	\$15,000	General Levy			Underway
Phone system upgrade, VOIP – investigate VOIP technology as alternative to traditional phone system	Underway	June 2014	Ensure most cost effective and up-to-date technology with minimal capital cost	R. Caron F. Coccimiglio					Report only		Assessment report for 2014 Budget to follow

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
West End Community Centre • Phases 1 and 2 enhancements • Phase 3 – Review – rehabilitation/ reconstruction of McMeeken Centre	2013	2014 2016	Portable floor, fencing, canopy, marquee sign Arena and ice surface	N. Apostle N. Apostle		\$300,000 \$4 m	\$12 m	Invest Ontario grant + debt issue + NOHFC Senior levels of government	Report only	2011-2012	CIIF (FedNor) appl'n submitted Design development drawings completed Currently no funding programs available
McMeeken Centre score clock replacement				N. Fera		\$18,000	\$18,000				Subject to budget approval
Essar Centre • Fire-rated blackout panels • Electrical surge protection	2013 2013	2014 2014		N. Fera		\$20,000 \$18,000	\$20,000 \$18,000	Capital from Current	Approved Approved		Completion – spring 2014
John Rhodes Community Centre upgrades – condensor replacement and controls	2013	2014		N. Fera		\$175,000	\$175,000	Capital from Current	Approved		Completion – spring 2014
Ermatinger•Clergue National Historic Site – Heritage Discovery Centre	2013	2014	Visitor Centre, summer kitchen redesign, site accessibility improvements	Historic Sites Board N. Apostle	B. Freiburger Historic Sites Board K. Fisher	\$850,000	\$4m	NOHFC \$1m; Cultural Spaces \$1.779m 1812 \$140,000			Construction underway – completion – Feb 2014 –to be open June 2014.
Bellevue Park locomotive – site upgrade				J. Cain		\$50,000	\$50,000				Subject to budget approval.
Waterfront Walkway decking replacement	Ongoing			PWT							Ongoing
Bicycle Pump Park at Esposito Park			Report confirming scope of project	N. Apostle					Report only		Preparing RFP for professional services. Continuing to scope funding and engineering requirements.
Hub trail construction (as part of future construction) • Queen Street – Simpson to	2013	2014	25 km multi-use trail	D. McConnell D. Elliott	Planning & Engineering PWT	\$50,000	\$50,000			2013-2016	Design work currently underway Under construction

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Churchill Blvd • Finnish Rest Home connection – Fort Creek extension • Strathclair connection – Second Line crossing • International Bridge area – Albert to Huron Street section	2013 2013 2014	2015 2016 2015	Cost is \$1m but not noted as a net cost in this activity as the work takes place as part of other construction	S. Turco	STAC						Design work complete Review in 2014 Part of international bridge reconstruction
Implement cycling master plan • Completion of Hub Trail to Hwy 17 E; Hub Trail to Hwy 17 N; Hub Trail to West End Community Centre – design phase	2013		Design in tandem with hub trail funding	D. McConnell D. Elliott S. Turco	Engineering & Planning PWT STAC				Design approved	2013	Design work currently underway
Parks upgrades • Queen Elizabeth “A” field – bleachers • Pointe des Chenes				T. Reid		\$25,000	\$25,000	Subdividers’ Reserve	Report		Completion 2014 Ongoing
Strathclair field lighting	2012	2013	Lighting of slo-pitch field “A”	N. Apostle	J. Cain T. Reid/Parks	\$90,000	\$240,000	Capital from Current 5% subdivider fees, user groups			No new funding has been identified. Actively seeking funding opportunities.
Bellevue Park duck pond engineering study	2012	2014	Proper water circulation	C. Taddo	S. Hamilton Beach	\$\$20,000	\$\$20,000	Capital from Current	Approved	2012	Funding for engineered study approved in 2012 budget. Completed second year of monitoring.
Adult-oriented fitness equipment in parks	2012	2013	Report identifying cost/location of equipment	J. Cain	V. McLeod PRAC	\$37,500	\$37,500	Capital from Current			Report submitted December 2013. Referred to 2014 budget.
MacDonald Park upgrades	2013		Playground equipment	N. Apostle PRAC		\$15,000	\$20,000	Funds from private donor			Equipment received – to be installed spring 2014

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Master Strategy Plan – Parks, Recreation and Culture	2011	2013	Replace 1986 plan	N. Apostle	J. Cain Cultural Advisory Bd PRAC, PWT AAC	\$25,000	\$25,000	5% subdividers reserve account	Approved	2012	Presented to Council – fall 2013. Proceeding with short-term objectives.
Environmental awareness – reduction in CO2 emissions											
• Green fleet plan	2010	2012	Action plans and strategies for improved environmental leadership	M. Zuppa	Green Committee				Report		Green Transportation Show – May 2013
• No idling policy	2011	2014	Establish targets	M. Zuppa					Report		Consultation underway
• Comprehensive property management plan linked to energy audits to identify efficiencies	2011	2013	\$20,000/audit – target 1 to 2 buildings/year	J. Dolcetti	Engineering	\$40,000	\$60,000	Ontario Power Authority, Union Gas, Environmental Initiatives project budget	Approved	2011-2014	Bellevue Park – final funding applications approved
• Corporate energy management plan (as mandated by Ontario Regulation 397/11)	2011	2014		J. Dolcetti	PWT, Fire, Finance						
• Report facility energy consumption	2011	2014		All Depts							
• Develop three year conservation plan	2012	2013		All Depts							Completed template provided to province
• Energy management software	2011	2014									Scheduled for completion in 2014
											Consultation underway
Cultural attractions and activities; tourist attractions (Gateway)	2000	2014	Feasible development opportunities	Gateway Steering Committee	Engineering & Planning, Legal, Council	\$21,000		\$5m NOHFC grant, balance unknown, City to recover \$2m	Report only		.
Update industrial land strategy	2013	2014	Review industrial land strategy to ensure adequate supply for future development	D. McConnell EDC	Engineering & Planning Legal, EDC				Report only		

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Long term municipal housing plan (DSSAB responsibility)	2011	2014	Housing plan per MMAH legislation	M Nadeau	R. Cobean D. McConnell			DSSAB			Draft plan completed. And submitted to MMAH
Local immigration partnership plans (including: encouraging racial/ethnic tolerance, developing a welcoming community)	2012	2014	Community partnership to develop range of services to attract and retain new immigrants \$150,000/annually	D. Krmpotich	IT Social Services	\$0	\$600,000	Federally funded	Approved		Developing new strategies, regional model implemented in September 2013.
Official Plan – 5 year comprehensive review	2011	2014	Official Plan that reflects provincial and local trends	D. McConnell P. Tonazzo		n/a	n/a			n/a	Final approval – summer 2014
Comprehensive signs By-law	2012	2014	Simplified by-law balancing various community needs	D. McConnell P. Tonazzo		\$45,000	\$45,000		Approved	2013	RFP issued
Canal District Master Plan	2013	2014	Comprehensive public realm plan for Gateway/St. Mary's Paper, Gore Street area	D. McConnell S. Turco	EDC	\$40,000	\$40,000		Approved	2013	Underway – anticipated completion – April 2014
OLG Modernization			Continuation of meaningful head office presence for OLG post modernization. Ensure any private sector spinoffs of previous OLG activities and accompanying employment remains in SSM	J. Fratesi EDC							

Strategic Direction 3: Enhancing Quality of Life
 Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to December 2013
Northern Ontario Growth Plan	2012	Ongoing	Ensure that Sault Ste. Marie (and other 4 major N. Ontario cities) is as prominent in implementation as in the base growth plan document	J. Fratesi							Northern Mayors and CAOs are collaborating.
Age-Friendly Community Attaining World Health Organization designation		2014	Report outlining next steps required to obtain designation	Mayor's Office							Phase 4 – report to Council spring 2014 Final report to WHO spring 2014

CELEBRATING OUR SUCCESSES! COMPLETED PROJECTS/ACTIVITIES

Completed Activities – December 2013

Strategic Direction	Activity	Results	Lead Role
<i>Developing Solid Infrastructure</i>			
	Wastewater Infrastructure Implement SCADA system to monitor operations of waste water facilities - System construction / installation / commissioning - System improvements (check valves, removal of overflows) Reconstruction of small pumping stations - Lake Stret - McGregor Avenue	Improved operations and communications Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott D. Elliott
	Underground Fuel Tank Replacements - Fire –#1 Station - Cemetery		J. St. Jules S. Hamilton Beach/J. King
<i>Transportation Network Improvements</i>	Long Range Capital Road Construction Environmental Assessments - Great Northern Road – Second Line/Third Line - Second Line – Old Garden River Road to Black Road Pine Street extension – Northern Ave to Second Line (Phase 1 & 2)) Connecting link reconstruction - Miscellaneous resurfacing: Second Line – Great Northern Road to Pine - Root River bridges McNabb/South Market connection Third Line extension Capital Works Road Reconstruction - John Street – Wellington to Elm - Queen Street – Pim to Simpson - Queen Street – Simpson to Pine - Euclid Road –Wemyss to Pim - Glenholme Drive/Arthur Street - White Oak Drive – North to John St. - People’s Road – Everett to Third Line (resurfacing)	Improved pedestrian and vehicular traffic flow Improved traffic flow Improved traffic flow at McNabb/Boundary/Adeline Improved traffic flow Improved longevity	D. Elliott D. Elliott D. Elliott

Strategic Direction	Activity	Results	Lead Role
Property Management and Development	Transit – 40-foot transit buses (four)		L. Girardi
	Corporate fuel adjustment	Mitigate volatile fuel prices	S. Schell
	Fire • roof replacement – Station 4 • Lighting fixture upgrades – Stations 1, 2, 3 • Direct capture exhaust systems – Stations 2, 3 • Office reconfiguration – Station 1 • Energy upgrades – Station 1 stall heating system (Design) • Security fencing • Platoon Chief’s vehicle	Eliminate leaks Cost saving, reduce carbon footprint Improved health and safety Optimize efficiency Security for staff vehicles	M. Provenzano
	PWT • Admin building energy retrofit HVAC • Admin building window replacement • Lighting retrofit • Shop exhaust • Replace overhead doors (26) • New gate operators • Nitrogen monoxide sensors • Separate welding shop rom mechanic shop	Improved energy conservation Health and safety	L. Girardi Green Committee
	Jessie Irving roof replacement		C. Ferguson
	Ontario Works building Carpet replacement		R. Caron
	Transit • Replace one parabus • One 40-foot bus	Transit vehicles replaced on a managed timeline	
	Cemetery – Mausoleum Phase XIII	Increased capacity	J. King
	PWT – parts for vehicles – transit addition	Budget for increasing costs of replacement	B. Freiburger
	Downtown Development initiative	Revitalization of downtown area	D. McConnell
	Parking lot reconstruction – Jessie Irving Centre		

Completed Activities – December 2013

Strategic Direction	Activity	Results	Lead Role
	Civic Centre – accessible doors		
Communications			
	Council-to-Council communications (blogs, etc.) External communications – Twitter Electronic message board for employees Video screens for Council Chambers	Review of technology and report Social media presence to disseminate information	M. White L. Ballstadt F. Coccimiglio
	911 Central Emergency Reporting Bureau Infrastructure Upgrade		
Process Management	Transit operational review	Improved efficiencies	B. Freiburger
	Customer service/Best Practices	Ongoing	J. Fratesi
Leadership and Staff Development	Succession planning – 2012 report		J. Luszka
	Wellness program		J. Luszka
	Healthy Workplace initiatives		J. Luszka
Technological Innovation	Electronic commerce – online swimming registrations; online process for issuing open air burning permits	Improved customer service	F. Coccimiglio
Recreational/Cultural Infrastructure	West End Community centre – Phase 1	Indoor turf, library	N. Apostle
	Hub trail construction		S. Turco
	Roberta Bondar pavilion – exterior fabric replacement		
	Pools • Greco Pool mechanical • Manzo Pool mechanical • Manzo Pool roof replacement		
	Celebrate 100! Anniversary celebrations		
	Pilot Project Children’s Recreation Programming at Greco Pool/Etienne Brule Playground		
	Bellevue Marina – building and landscape upgrade		J. Cain
	Community improvement plan to create new rental housing	Incentives to encourage new rental housing	D. McConnell
			D. McConnell
Planning for the Future	Implement plan for Community Archaeological Assessment		D. McConnell
	Environmental awareness – reduction in CO2 emissions • Green fleet plan – report • Comprehensive property management plan linked to energy		

Completed Activities – December 2013

Strategic Direction	Activity	Results	Lead Role
	audits		
	Digital signage section of signs by-law		D. McConnell
	Extensive review of the City By-laws regulating Minimum Standards for buildings and Property Standards for yards		
	Rooftop solar – West End Community Centre		



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Peter Liepa, City Tax Collector

DEPARTMENT: Finance

RE: Property Tax Appeals

PURPOSE

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

BACKGROUND

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

ANALYSIS

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

IMPACT

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

STRATEGIC PLAN

Not applicable

RECOMMENDATION

That the report of City Tax Collector dated 2014 02 03 pursuant to Section 357 of the Municipal Act be approved and that the tax records be amended accordingly.

Respectfully submitted,

Peter A. Liepa
City Tax Collector

Recommended for approval,

William Freiburger
Commissioner of Finance & Treasurer

Recommended for approval

Joseph M. Fratesi,
Chief Administrative Officer

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

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

DATE: 2014 02 03
PAGE: 1 of 1

			2012			CANCELLATIONS		TOTAL
ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	TAXES	INTEREST	ADJUSTMENT
060-001-001	00000 Wallace Terrace	Essar Steel Algoma Inc.	LT	D	12-052	3,325.98	373.39	3,699.37
060-001-001	00000 Wallace Terrace	Essar Steel Algoma Inc.	LT	D	12-053	6,001.23	224.58	6,225.81

Certified Correct:

REPORT TOTAL	9,327.21	597.97	9,925.18
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Peter A Liepa
Tax Collector

- A. REALTY TAX CLASS CONVERSION (COMMERCIAL TAX CLASS TO RESIDENTIAL TAX CLASS)
- B. BECAME EXEMPT AFTER RETURN OF ROLL
- C. RAZED BY FIRE AFTER RETURN OF ROLL
- D. DEMOLISHED AFTER RETURN OF ROLL
- E. OVERCHARGED BY REASON OF GROSS OR MANIFEST CLERICAL ERROR
- F. REAL PROPERTY THAT COULD NOT BE USED FOR A PERIOD OF AT LEAST 3 MONTHS DUE TO REPAIRS OR RENOVATIONS

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

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

DATE: 2014 02 03
PAGE: 1 of 1

2012							CANCELLATIONS		TOTAL
ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.		TAXES	INTEREST	ADJUSTMENT
060-001-001	00000 Wallace Terrace	Essar Steel Algoma Inc.	LT	D	12-052		3,325.98	373.39	3,699.37
060-001-001	00000 Wallace Terrace	Essar Steel Algoma Inc.	LT	D	12-053		6,001.23	224.58	6,225.81
2013									
010-058-018-01	00226 River Road	Thompson Earl Edwin	CT/RT	A	13-019		194.31		194.31
010-070-115	00224 Dacey Road	Alvez Investments Inc.	RT	D	13-020		74.16	1.27	75.43
020-022-084	00009 Poplar Avenue	Spina Brothers Inc.	RT	D	13-021		246.88		246.88
020-024-102	00049 Oakwood Drive	Syrette Anthony Edward	RT	D	13-022		451.89		451.89
020-042-114	00350 Queen Street East	Hellir Holding Inc.	CT	A	13-023		1,664.99	161.11	1,826.10
020-043-158	00186 East Street	Georgina Foods Limited	CT	A	13-024		5,610.72		5,610.72
040-011-012	00103 St. George's Avenue E.	Jennings Vernon Howard	RT	C	13-025	Jennings Bonnie Jean	320.87		320.87
040-022-001-02	00080 Hudson Street	Essar Steel Algoma Inc.	CT	D	13-026		1,086.24		1,086.24
050-002-074	00631 Shafer Avenue	Stay At Home Renovations Services Inc.	RT	D	13-027		154.74	2.96	157.70
050-025-038	00883 Peoples Road	Hill Margaret	RT	D	13-028		222.27		222.27
060-001-001	00000 Wallace Terrace	Essar Steel Algoma Inc.	CT/LT/LU	D	13-029		22,950.48	2,289.89	25,240.37

Certified Correct:


Peter A Liepa
Tax Collector

REPORT	TOTAL	42,304.76	3,053.20	45,357.96
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- A. REALTY TAX CLASS CONVERSION (COMMERCIAL TAX CLASS TO RESIDENTIAL TAX CLASS)

B. BECAME EXEMPT AFTER RETURN OF ROLL

C. RAZED BY FIRE AFTER RETURN OF ROLL
- D. DEMOLISHED AFTER RETURN OF ROLL

E. OVERCHARGED BY REASON OF GROSS OR MANIFEST CLERICAL ERROR

F. REAL PROPERTY THAT COULD NOT BE USED FOR A PERIOD OF AT LEAST 3 MONTHS DUE TO REPAIRS OR RENOVATIONS



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nicholas J. Apostle, Commissioner of Community Services

DEPARTMENT: Community Services Department

RE: Walk of Fame

PURPOSE

This report is in response to the May 27, 2013 Council resolution:

“Whereas the Walk of Fame program was established in 2002 to provide recognition of citizens or former citizens who have demonstrated outstanding achievements; and Whereas recognition is provided in the form of granite maple leaves embedded in the sidewalk in the downtown area adjacent to Essar Centre; and Whereas the existing granite maple leaves have been adversely impacted by weather and other conditions; Now Therefore Be It Resolved that appropriate staff be requested to review options to remediate the situation (including investigating relocation of the leaves) and report back to City Council with recommendations and associated costs.”

BACKGROUND

An interim report was provided to Council on November 4, 2013. The highlights of that report were:

- Separate meetings were held with the Commissioner of Public Works and Transportation and the architect for the Essar Centre, Mr. Franco Pastore of EPOH Inc.
- Currently the granite maple leaves that identify each inductee are embedded in the sidewalk. In order to remediate the adverse

- impact of the weather and other conditions on the maple leaves, the recommendation is to identify each inductee on the exterior wall of the Essar Centre.
- Staff in conjunction with the EPOH Inc. would develop various options for the displaying of the Walk of Fame inductees on the Essar Centre exterior wall.

ANALYSIS

The existing displays are not able to be salvaged for installation onto the Essar Centre exterior wall.

The analysis by EPOH Inc. is attached. Three options are identified that utilize the same location on the Essar Centre exterior wall. It is noted in all of the options that, depending on the number of inductees each year, space will eventually run out and a new recognition strategy will need to be developed.

- Option 1 – Precast Concrete Masonry Unit – estimated cost for 66 units is \$175,000.
- Option 2 – Etched Granite Plaque – estimated cost for 66 units is \$70,000.
- Option 3 – Cast and Etched Aluminum Plaque – estimated cost for 66 units is \$100,000. However, unlike the other options, this approach allows for the plaques to be manufactured as needed resulting in an initial cost of \$56,520 to replace the 36 current inductees.

Option 1 and 2 should only be implemented in one phase (in their entirety) due to product variation and mobilization cost efficiency. Option 3 can be implemented in phases with the first phase involving only 36 plaques for current inductees whereas subsequent stages would be implemented annually to coincide with the number of inductees.

A fourth option would be to continue with the present way of honouring the inductees as originally approved by Council.

IMPACT

Funds have not been identified for this project. A Council resolution is required in order to have it included in this year's budget or to bring it forward to a future budget.

STRATEGIC PLAN

This matter is not specifically mentioned in the Corporate Strategic Plan.

RECOMMENDATION

That the February 3, 2014 report of the Commissioner of Community Services concerning the Walk of Fame be received as information and that Option 3 of the Consultant's report be approved by City Council, subject to approval as Supplementary Item in the 2014 Budget or a subsequent budget.

Respectfully submitted,



Nicholas J. Apostle
Commissioner of Community Services

attachment

council/2014/walk of fame feb3

cc: B. Freiburger, Commissioner of Finance

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer

Scoping Analysis

Alternate Solutions for the Sault Ste. Marie Walk of Fame

Prepared by:
EPOH INC.
architects and consulting engineers



January 22, 2013

Overview

The city of Sault Ste Marie has commissioned a Project Scoping Analysis to assess the feasibility of implementing an alternate solution for the Sault Ste. Marie **“Walk of Fame”**. This report identifies alternate design solutions that are compatible with the architectural design of the Essar Centre, provides a scope of work, implementation strategy, and anticipated construction costs. The report is organized in the following sections:

- Needs Assessment
- Proposed Location for the New Display
- Proposed Alternate Solutions
- Estimate of Capital Costs
- Appendix

Needs Assessment

Background

The City of Sault Ste. Marie currently has a “Walk of Fame” exhibit that is currently located along Queen Street, at the front of the Essar Centre. This display involves a maple leaf design constructed in granite, complete with an engraved inscription. The granite leaf is set into a pre-cast concrete paver that is coloured to accentuate the leaf icon. As is the case with all “Walk of Fame’s” this one too, is located at the ground level forming part of pedestrian walkways in a well-travelled pedestrian area. After many years of trial, it has been determined that the existing display can and should be improved upon for reasons of maintenance and visibility. The existing display is covered in snow much of the year and has sustained damage due to maintenance activities etc. The City has indicated that the “Walk of Fame” display should be relocated to a wall display, rather than a ground display, somewhere on the Essar Centre.



Program Needs

The stated desired needs for this project are to relocate the existing display, which consists of 36 units, and to allow for the introduction of new inductees, based on an annual event that adds approximately 2 to 4 per year. The projected number of inductees, as extrapolated from historical data is as follows:

2013:	Current Inductees:	36
2015:	Estimated Inductees:	44
2020:	Estimated Inductees:	64
2025:	Estimated Inductees:	84
2030:	Estimated Inductees:	104

The proposed location for the new display is described in the following section. This location accommodates approximately 66 wall mounted units. If the existing displays are to be relocated to the proposed location, then this strategy is suitable to accommodate your needs up to the year 2020. Beyond this projected date, a new strategy will need to be implemented. Alternatively, if the existing 36 units were to remain on the ground and only new inductees placed on the wall, than this alternate strategy is suitable to accommodate needs up to 2030. Beyond this projected date, a new strategy will need to be implemented.

Proposed Location for the New Display

The Essar Centre is seen as an iconic and important community facility. As such, the city of Sault Ste. Marie has acknowledged the desire to maintain the Walk of Fame display within the proximity of the existing building. The first step in the Planning Process was to identify potential sites for the new display. Given that the new displays are to be wall mounted, five potential sites were considered:

1. Essar Centre Queen Street Facade (North)
2. Essar Centre Bruce Street Facade (East)
3. Essar Centre parking lot Façade (West)
4. Essar Centre Bay Street Facade (South)
5. Essar Centre Interior Wall Display

The five sites were analysed based on a criteria involving; accessibility, visibility, maintainability, architectural congruence, and aesthetic impact. After careful evaluation the following are recommended as the proposed location for the new display:

1. Essar Centre Queen Street Facade (North)
 - a. Grey masonry band
 - b. Face of concrete stairs
2. Essar Centre Bruce Street Facade (East)
 - a. Grey masonry band (north entrance only)

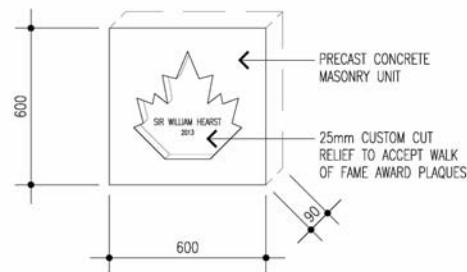
North elevation panorama – proposed location for new wall mounted “Walk of Fame” displays



The new displays will be placed along the grey masonry band at the Essar Centre façade. This band is approximately 24 inches high. The bottom is at 5 feet above finished grade, while the top is at 7 feet above finish grade. Given that the displays must be viewed from adjacent sidewalks at a pedestrian level, the display will begin on the Bruce Street north east corner and extend chronologically left to right, across the north façade of the Essar Centre. A total of approximately 66 units can be accommodated in this strategy.

Proposed Design Solutions for the new Displays

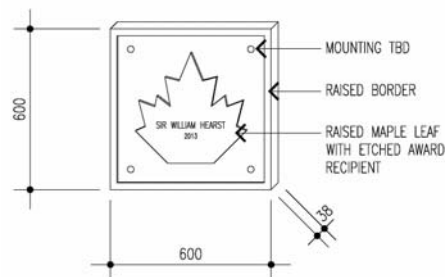
Three design options have been developed to give the City a variety of acceptable solutions for the project. All of them involve a 24 inch square module to be placed within the 24 inch masonry band located at the building façade. Whereas Option 1 replaces the grey masonry band, because it is installed within the masonry wall; the other two options are applied on top of the existing masonry band (stood off with hardware). Option One requires a construction project, while options Two and Three, can be manufactured off site and installed by the supplier with very little effort. On the other hand, Option One provides the most permanent, durable, and vandal proof solution of them all.



Option 1

Precast Concrete Masonry Unit

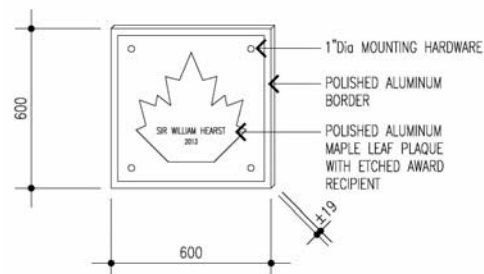
- Award displays will be modular masonry units custom-manufactured to accept custom-made maple leaf “Walk of Fame” award plaques.
- Existing masonry grey band must be removed to accommodate this
- Masonry units must be installed flush with existing wall assembly.
- Existing masonry wall must be structurally supported throughout construction.



Option 2

Etched Granite Plaque

- Award displays will be modular polished granite slabs custom-manufactured to “Walk of Fame” specs.
- Plaques will be installed 1” proud of the existing masonry wall to have no impact on the existing masonry wall assembly.
- Displays will be secured to base structure (behind masonry) with Mounting Hardware TBD



Option 3

Cast & Etched Aluminum Plaque

- Award displays will be modular custom-manufactured Cast Aluminum “Walk of Fame” plaques.
- Plaques will be installed 1” proud of the existing masonry wall to have no impact on the existing masonry wall assemblies.
- Displays can be secured to masonry wall (tbd) - Mounting Hardware by manufacturer Gemini Sign Letters

The architectural drawings show the East Elevation of the North Wing from three perspectives:

- East Elevation - North:** This elevation shows a building with a brick wall on the left and a large glass wall on the right. Dimensions include a total width of 9000, a brick section width of 4500, and a glass section width of 4500. A human figure is shown for scale. The elevation is 11 modules high.
- North Elevation - East:** This elevation shows a building with a brick wall on the left and a large glass wall on the right. Dimensions include a total width of 9000, a brick section width of 4500, and a glass section width of 4500. A human figure is shown for scale. The elevation is 25 modules high.
- North Elevation - West:** This elevation shows a building with a brick wall on the left and a large glass wall on the right. Dimensions include a total width of 9000, a brick section width of 4500, and a glass section width of 4500. A human figure is shown for scale. The elevation is 25 modules high.

Construction Cost Estimate

The Cost Estimate is intended to provide a realistic assessment of the total project costs associated with the proposed new “Walk of Fame” display. Costs were obtained by consulting with various manufacturers and suppliers capable of producing the design options identified in this report. A total project cost was developed that is inclusive of design, manufacturing, supply, installation, contingency, and construction where applicable. The estimates are exclusive of taxes. These estimates are expressed as an “order of magnitude” and are considered to be within 10% accuracy.

Total Construction Cost associated with each option (66 units):

OPTION 1: approximately \$175,000

(Precast Concrete Masonry – approx. \$2,735 per unit)

Notes: Costs assume construction of all 64 units to be implemented in one phase. Option 1 should not be phased over time - due to possible variations in product and increased mobilization, and escalation costs.

OPTION 2: approximately \$70,000

(Etched Granite Plaques – approx. \$1,095 per unit)

Notes: Costs assume construction of all 64 units to be implemented in one phase. Option 2 should not be phased over time - due to possible variations in product and increased mobilization, and escalation costs

OPTION 3: approximately \$100,000

(Cast Aluminum Plaques – approx. \$1,563 per unit)

Notes: Costs assume construction of all 64 units to be implemented in one phase. Option 3 can be phased over time. Should the City wish to implement only the current Inductees (36) the total cost would be approximately \$56,520.

More detailed Cost Estimates are attached herein for further reference.

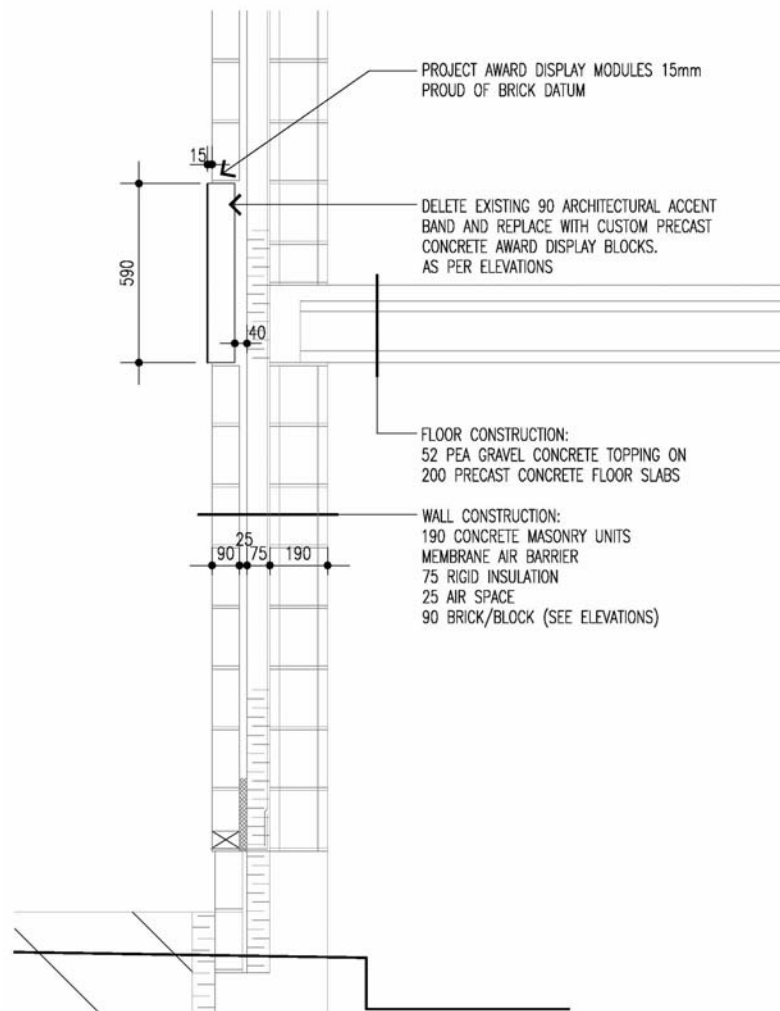
Next Steps

Our recommendation following this study is that the city of Sault Ste. Marie engage each manufacturer to provide a full scale mock-up for each option, to be further evaluated on site before a final decision is made.

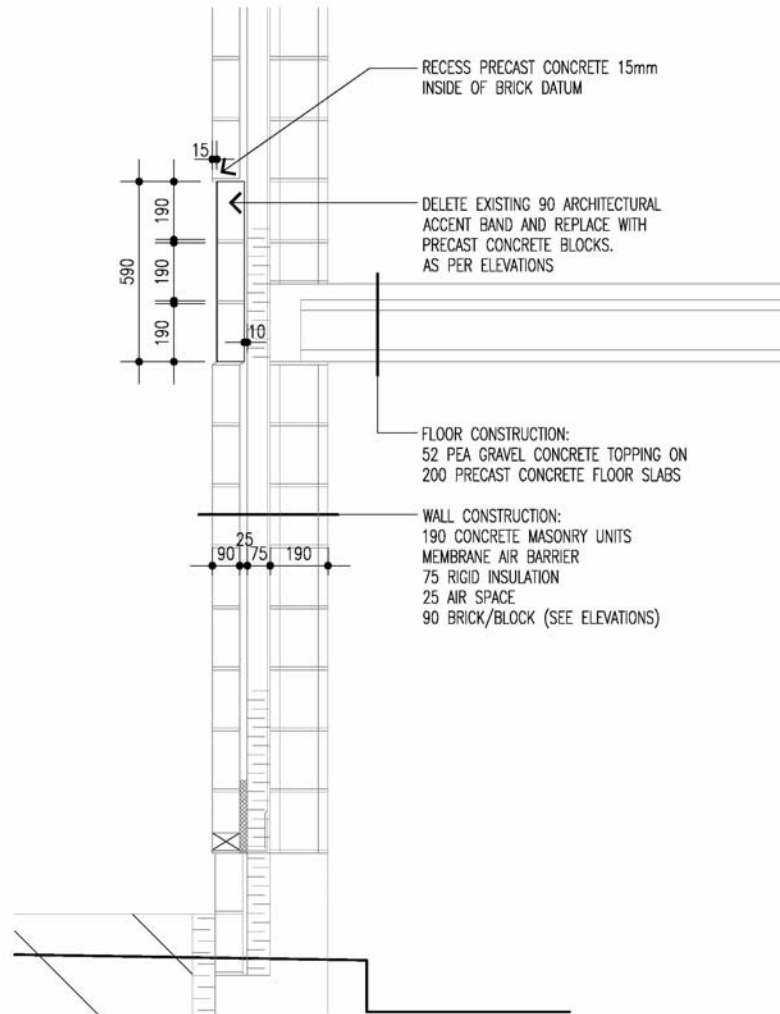
Appendix

The following appendix material consists of:

- Additional Drawings
- Class C Construction Estimates

Wall Section Construction Details for Option 1:

Wall Section A – Precast Concrete Masonry Units



Wall Section B – Standard Masonry Infill

Project: **Sault Ste. Marie Walk of Fame**22-Jan-14
1330**OPTION 1 - Precast Concrete Masonr Units**

	Element	uantit	Unit Rate	Element Subtotal	Amount Total
A	DEMOLITIONS				40,000
	Removals				
	Existing Masonry Wall (sq.ft.)	375	80	30,000	
	Temporar Shoring				
	Allowance (includes steel lintels)	1	10,000	10,000	
B	SUPPL				1, 00
	Precast Concrete Units				
	600x600x90 (Rainbow Concrete)	66	500	33,000	
	New Masonry (sq. ft.)	110	20	2,200	
	Granite Pla ues				
	300x30x10 Inserts (Eternal Monuments)	66	400	26,400	
	Mounting Hardware				
	None			0	
C	INSTALLATION				45,800
	New Masonr Construction				
	New Masonry (sq. ft.)	375	100	37,500	
	Sealing Allowance	1	5,000	5,000	
	Pla ue Installation				
	Secure Granite in Concrete Unit	66	50	3,300	
	NET CONSTRUCTION COST				14 ,400
D	GENERAL RE UIREMENTS ALLOWANCES				,0 0
	General Re uirements Fees				
	General Requirements (2%)			2,948	
	Contractor's Fee (8%)			11,792	
	Allowances				
	Design & Pricing Contingency 3.5%			5,675	
	Construction Contingency 3.5%			5,675	
	TOTAL CONSTRUCTION ESTIMATE				1 3,4 0

Notes: The above estimates are exclusive of HST and escalation beyond 2014

The above estimates do not account for premiums associated with partial implementation

Project: **Sault Ste. Marie Walk of Fame**

22-Jan-14
1330

OPTION - Etched Granite Plaques

	Element	Quantity	Unit Rate	Element Subtotal	Amount Total
A	DEMOLITIONS				0
	none			0	
B	SUPPL		80		4 , 00
	Etched Granite Plaques				
	Standalone Plaques (Eternal Monuments)	66	700	46,200	
	Mounting Hardware				
	Stand Off Brackets	66	included	0	
C	INSTALLATION				1 ,800
			20.00		
	New Masonry Construction				
	none			0	
	Plaque Installation				
	Design and Mount Plaques to Existing Mason	66	300	19,800	
	NET CONSTRUCTION COST				,000
D	GENERAL REQUIREMENTS ALLOWANCES				4, 0
			100.00		
	General Requirements Fees				
	None			0	
	Allowances				
	Design & Pricing Contingency 3.5%			2,310	
	Construction Contingency 3.5%			2,310	
	TOTAL CONSTRUCTION ESTIMATE - INCLUDING ALLOWANCES				0, 0

Notes: The above estimates are exclusive of HST and escalation beyond 2014

The above estimates do not account for premiums associated with partial implementation

Project: **Sault Ste. Marie Walk of Fame**

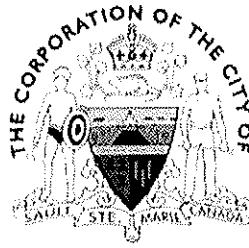
22-Jan-14
1330

OPTION 3 - Cast Aluminum Plaques

	Element	Quantity	Unit Rate	Element Subtotal	Amount Total
A	DEMOLITIONS				0
	none			0	
B	SUPPL		80		,300
	Precast Concrete Units				
	none			0	
	Polished Aluminum Plaques				
	Plaque Manufacture and Shipping (Gemini)	66	1,000	66,000	
	Mounting Hardware				
	Stand Off Mounting Hardware (Gemini)	66	50 20	3,300	
C	INSTALLATION				13, 00
	New Masonry Construction				
	none			0	
	Plaque Installation				
	Mount Plaques to Existing Masonry Wall	66	200	13,200	
	NET CONSTRUCTION COST				8 ,500
			100.00		
D	GENERAL REQUIREMENTS ALLOWANCES				14, 03
	General Requirements Fees				
	General Requirements (2%)			1,650	
	Contractor's Fee (8%)			6,600	
	Allowances				
	Design & Pricing Contingency 3.5%			3,176	
	Construction Contingency 3.5%			3,176	
	TOTAL CONSTRUCTION ESTIMATE - INCLUDING ALLOWANCES				,103

Notes: The above estimates are exclusive of HST and escalation beyond 2014

The above estimates do not account for premiums associated with partial implementation



Sault Ste. Marie > City Hall > City Departments > City Clerk's Department > Walk of Fame > Past Walk of Fame Recipients

PAST WALK OF FAME RECIPIENTS

2013

Team Brad Jacobs: Brad Jacobs, Ryan Fry, E.J. Harden, Ryan Harden
Sir William Hearst (posthumously)

2012

Ross Mervyn
Walter Newman
Brian Vallee
Tony Van Den Bosch

2011

Trixie Hardy
Tanya Kim
LCol. Walter Wallace

2010

Eric Alessandrini
Dr. Peter Black
Douglas Bradford
Jo Forman

2009

Doreen Hume
Edie Kerr
Russ Ramsay
Master Corporal Scott Vernelli

2008

John Barker
Angelo Bumbacco
Joni Henson
Dr. David Walde.

2007

Phil Esposito and
Tony Esposito
Harry Graham
John Rhodes
Darren Zack

2006

Roberta Bondar
Francis H. Clergue
Ken Danby

2006 cont

Ron Francis
Gary and Joanie McGuffin
Ted Nolan
Kevin Scott
Morley Torgov
Treble Charger
Jessica Tuomela

"The Corporation of the City of Sault Ste. Marie will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community."

The Corporation of the City of Sault Ste. Marie
P.O. box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 759-2500 ~ Fax: (705) 759-2310
www.cityssm.on.ca



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nicholas J. Apostle, Commissioner of Community Services

DEPARTMENT: Community Services Department

RE: Northern Community Centre – Snow Accumulation at Specific Exits

PURPOSE

The purpose of this report is to provide Council with information on the effects of the accumulation of snow at specific exits at the Northern Community Centre.

BACKGROUND

During the Design Phase of the project the design of the roof was changed from a flat roof (more expensive) to a sloped roof (less expensive) as a result of budget constraints.

At the time the facility was built, the snow accumulation and subsequent release (falling) of the snow from the peaked roof was dealt with by way of snow fencing, also known as snow dams. The winter of 2012-13 was the first year of full winter operation. The accumulation of snow on the roof was great enough to dislodge the snow fencing, resulting in snow accumulating along the exterior north and south sides of the facility exits (two on the south side and one on the north side) and subsequently being blocked from use. The falling snow from the roof was continual all season.

Staff met with the design team to review the issue. The analysis is detailed further in the report.

The same issue is present this winter season.

ANALYSIS

The situation was reviewed with the Design Team and staff, and it was determined that until a permanent solution could be implemented that the exits should remain closed for the winter season.

The review, which took into consideration all relevant Codes, noted that with the closing of the three exits safety would not be affected as long as the occupancy load was reduced from 2,500 to 1,023. The remaining working exits support travel distance requirements for the occupancy load. The Fire Department reviewed the analysis and was in agreement with the temporary solution.

The capacity of 2,500 is for major events which we are looking to attract. Present programs have dramatically less attendance, approximately 100 – 200 people.

The two south exits need to have canopies constructed to permit winter egress. Having these two exits functioning will increase the occupancy load to 2,151.

The north side exit will not be an issue in Phase 3 of the project (addition of an ice arena) as this area will connect to the new facility. Not using this exit until Phase 3 is constructed reduces the occupancy load by 349 which allows for a total occupancy load of 2,151 during the winter months.

IMPACT

Presently the Consultant is preparing a cost estimate for the construction of canopies on the two south exits to permit winter egress.

Once the estimated cost for the exit canopies is received from the consultant staff will prepare a funding strategy for Council's consideration.

STRATEGIC PLAN

The Northern Community Centre is specifically mentioned in Strategic Direction 3: Enhancing Quality of Life, Objective 3A – Recreational/Cultural Infrastructure.

RECOMMENDATION

That the report of the Commissioner of Community Services regarding the Northern Community Centre – Snow Accumulation at Specific Exits be accepted as information.

Respectfully submitted,

Recommended for approval



Nicholas J. Apostle
Commissioner Community Services



Joseph M. Fratesi
Chief Administrative Officer

jb/council/2014/NCC snow exits

cc: W. Freiburger, Commissioner of Finance and Treasurer



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Virginia McLeod, Supervisor of Community Services

DEPARTMENT: Community Services Department

RE: Youth Friendly Community Application – Request for Funding

PURPOSE

The purpose of this report is to request funding to support the re-application of the youth-friendly designation in response to the Council resolutions dated October 7, 2013 and November 18, 2013:

“Whereas the City of Sault Ste. Marie won a very prestigious Gold rate Youth Friendly Community Recognition in 2008 from Play Works, an independent third party provincial organization; and
Whereas this Youth Friendly Community designation is current for five years and it is now time to reapply; and
Whereas a Youth Friendly Community is one that actively supports and provides opportunities for the growth and development of youth (ages 13 to 19) through play; and
Whereas play is defined as any non-school activity that has elements of choice, leads to satisfaction and encourages progressive learning and enjoyment; and
Whereas these activities can include, but are not limited to, recreation, sport, leisure, arts, drama, dance, civic engagement, youth activism, volunteerism, social clubs and youth leadership; and
Whereas a Youth Friendly Community provides the following benefits to the entire community:

- Provides an expression of support of and commitment to the youth in our community
- Helps to avoid the migration of young people to other communities by encouraging local youth to help guide the future of their own community
- Families are attracted to communities that provide the kind of programs and services for their teenagers that say, “We like young people here!”

Now Therefore Be It Resolved that City Council authorizes the Commissioner of Community Services to reapply to Play Works for this very important Youth Friendly Community designation.

November 18, 2013:

“Resolved that the Commissioner of Community Services be requested to report to Council as to how a youth forum to identify the needs of Sault Ste. Marie’s current and future youth, and offer possible solutions, could be undertaken”

BACKGROUND

The Youth Friendly Recognition Program works to acknowledge the great work that some communities are doing in ensuring their youth (ages 13 - 19) have continuous access to a diversity of 'play' (play being anything a young person does in his/her free time which could include: sport, recreation, drama, dance, music, the arts, volunteerism, leadership development, service leadership and/or civic engagement).

The Sault Youth Association was responsible for preparing the application in 2008 and Sault Ste. Marie received a gold youth friendly designation. The designation is good for a period of 5 years.

The Sault Youth Association is not currently operating and as a result the Community Services Department will be preparing the application for 2014.

ANALYSIS

In order to conduct youth engagement sessions and prepare the application additional part-time staffing is required. The current budget for the Recreation and Culture Division does not support the additional costs. Presently the Recreation and Culture staff is working on the initiative but require additional support for research, information gathering and conduct workshops with local youth. It is estimated that this will require 700 hours of part-time staffing time based on an analysis of other communities. The total estimated wages, benefit costs, materials and supplies, printing is \$13,500. The Community Services Department would like to request \$13,500 be transferred from the Grants – Youth Partnership account which has \$27,500 budgeted for 2014. Previously the funds in this account were allocated to the Sault Youth Association

IMPACT

The 2014 budget has allocated \$27,500 to Grants – Youth Partnership which could support this project.

STRATEGIC PLAN

This matter is not specifically identified in the Corporate Strategic Plan.

RECOMMENDATION

That the report of the Supervisor of Community Services concerning funding to support the youth friendly designation application process be received, and that \$13,500 be transferred from Grants – Youth Partnership to the Community Services Department, Recreation and Culture Division, be approved.

Respectfully submitted,



Virginia McLeod
Supervisor of Community Services

Recommended for approval,



Nicholas J. Apostle
Commissioner Community Services

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

File: B-13-05

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Don Elliott, P. Eng., Director of Engineering Services

DEPARTMENT: Engineering and Planning Department

**RE: Update on Repairs to Bridges and Culverts – September 9/10, 2013
Flooding**

PURPOSE

The purpose of this report is to update Council on repairs to bridges damaged in the September 10 flooding event, and obtain approval for the next steps. Approval is sought to sole source the required work to contractors and consultants.

BACKGROUND

At the 2013 11 04 meeting, Council approved several recommendations related to the bridges and culvert crossings damaged in the September 10, 2013 flooding. Three bridge structures were significantly damaged and others experienced considerable erosion problems. While the work on the bridges is not complete, all bridges are now open to the public with no load restrictions. Tulloch Engineering was retained to prepared designs for repair, and that work is ongoing.

The list of flooding damage by structure is attached, with costs shown where known. At this time, design is not complete for the required work at the Root River Bridge on Great Northern Road and the Canon Creek tributary bridge on Old Goulais Bay Road, so only budget estimates are shown. Council will be advised when accurate costs are known.

ANALYSIS

Work on the bridges has progressed as follows:

Bridge No. 8: Fourth Line at Root River: Repairs to the bridge itself are complete and the bridge is open to two lanes of traffic. There is considerable work required in the river itself, involving realignment, channel work and construction of revetment side slopes for erosion protection for the structure. The construction value was quoted as \$330,940. Approval is sought to award the work to Avery Construction.

Bridge No. 10: Allen's Side Road at West Davignon Creek: This bridge has been completely replaced with a twin barrel concrete box culvert crossing. It is complete and in place, and the road is open to two lanes of traffic. Considerable work remains at the inlet and outlet for erosion protection, and the road requires vertical realignment for proper road geometrics over the new crossing. The work has already been approved.

Bridge No. 31: Old Goulais Bay Road at a Branch of the Canon Creek: This bridge failed, but its concrete arch components can be salvaged. A temporary single lane by-pass bridge is now in place and open to traffic with no load restriction. The precast concrete arches will now be exposed to confirm there is no damage to them. Design of replacement footings and protective sheet piling is complete and a construction price is being finalized.

Bridge No. 1: Great Northern Road over the Root River: This bridge experienced the loss of a storm drain on the upstream side, and slope failure on the downstream side. It has proved to be a very difficult design for slope protection measures, due to steepness of slope and limited access. Many options were considered here by our sub-consultant including the possibility of re-alignment of the river to flatten the slope. The designers have settled on a pre-cast concrete block and stone rip rap slope protection system. Design is underway. The preliminary budget cost is shown at \$400,000.

This structure was formerly a connecting link, and capital works were funded 75% by the Ministry of Transportation. Unfortunately, this unforeseen cost must be covered 100% by the City, unless the Province will contribute.

Bridge No. 7: Old Garden River Road over the Root River, and Box culverts 11, 21, 35, 39 and 41 on Second and Third Lines: These facilities experienced minor erosion and the construction quote for repair is \$159,943. Approval is sought to award the work to Palmer Construction.

Rosedale Ravine Box Culvert: The Rosedale ravine box culvert has experienced severe erosion at the inlet and outlet, and it has been repaired.

Cross Culverts: Two road cross culvert have been identified as needing replacement. One is located on Fourth Line near Back Country Court and the other is on Fish Hatchery Road. Replacement cost for both is quoted at \$287,351 and approval is sought to award the work to Palmer Construction.

Driveway Culvert and Shoulder Repairs Completed by PWT: Public Works and Transportation completed numerous driveway culvert and shoulder repairs at many locations. Although not finalized to date, the estimated additional cost of these repairs to PWT budgets is \$180,000, and it is shown here with all flood damage costs.

Orthophotography: Due to re-alignment of some of our rivers, new orthophotography and contours are required for the Conservation Authority to produce new floodplain mapping. The City's share of that \$80,000 cost is estimated to be \$20,000.

IMPACT

The City does not have emergency funding for capital repairs to these facilities; however, at the 2013 11 04 meeting, Council approved that the 2014 capital plan allowance of \$2.5M for bridges and aqueducts be used for repairs. The intended purpose of this was to cover the City share of the four bridges we share with Prince, which is \$194,000, and the remainder was going to be applied to the next phase of the Fort Creek aqueduct rebuild. It was recommended and approved that this capital allowance be diverted to the necessary bridge structural and scour repairs, and that the second phase of the Fort Creek aqueduct be deferred to 2015.

The revised estimates for bridge repairs is close to \$3M which exceeds the \$2.5M allowance, however, the emergency repairs must proceed. In the near future, staff will be reconciling the 2013 capital plan, which may result in a surplus of funds that can be used for these repairs. It is therefore recommended that Council approve the ongoing repairs, and staff report back to Council when all costs are finalized, to ensure the 2013 and 2014 capital budgets are not exceeded.

Quotes for the work are based on unit prices and estimated quantities. Actual final costs will be based on actual unit quantities.

STRATEGIC PLAN

Bridge repairs are linked to the Transportation Network Improvements objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

In response to the flood damage of September 9/10, 2013, it is recommended that:

Update on Repairs to Bridges and Culverts – September 9/10, 2013

Flooding 2014 02 03

Page 4

- The majority of the 2013 \$2.5M capital budget for bridges and aqueducts and any available surplus from the 2013 capital plan be applied to the bridge structural and scour repairs to Bridges No. 8 – Fourth Line; No. 10 – Allen's Side Road; No. 31 – Old Goulais Bay Road; No. 7 – Old Garden River Road; No. 1 – Great Northern Road, as well as scour and erosion issues on several other bridges and culverts,
- Avery Construction be authorized to proceed with channel repairs and revetment construction to Bridge No. 8 on Fourth Line at a cost of \$330,940,
- Palmer Construction Group be authorized to complete repairs to Bridge No. 7 on Old Garden River Road and five box culverts on Second and Third Lines for a price of \$159,943,
- Palmer Construction be retained to complete the replacement of the cross culverts on Fourth Line near Backcountry Court and on Fish Hatchery Road for an estimated cost of \$287,351,
- The Engineering Division report back to Council for approval of remaining components when more detailed costs are known.

Respectfully submitted,



Don J. Elliott, P. Eng.
Director of Engineering Services

Recommended for Approval:



Jerry D. Dolcetti, RPP
Commissioner
Engineering & Planning Department

DE/bb
Attach.

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer

September 013 Flood Damage to Bridges				
Date printed:	-Jan-14			
Bridge	Damage	Item	Cost (items in italics are preliminary budget estimates only)	Status budget, quote, approved, complete
No 8 Root River Bridge at Fourth Line	Severe scour all corners. Undermining of east approach slab. Timber piles exposed. Engineering required. Need to replace scour protection against all abutments. River requires re-alignment upstream of bridge	Road washout repairs	\$ 32,417	complete
		East abutment/approach slab rehab	\$ 165,594	complete
		Asphalt paving on Fourth Line	\$ 35,000	complete
		River realignment/channel work and revetment construction	\$ 330,940	quote
No 10 Allen Side Road	Bridge washed out. Channel cut to the south of the bridge. South abutment undermined. West side of bridge broken at widening of 1961 along construction joint.	Remove structure, Install new box culvert, restore road and approaches	\$ 521,979	approved
No. 31 Old Goulais Ba Rd	Severe abutment and footing scour. South side of bridge has slumped down. Some channel realignment to the east.	Temporary bridge for access	\$ 102,331	complete
		Removal of dead load from structure for inspection	\$ 16,000	approved
		Reinstate footing and re-set concrete arches, provide sheet piling	\$ 425,000	budget
No. 1 Great Northern Road at Root River	Rip rap placed on SE approach to address immediate concerns with bank stability. Expand rip rap to the south on the southeast approach. Recommend this be Engineered. Extent of remedial work is not known. NW approach lost storm drain. Bank eroded. Replace and install slope protection and CSP. Repair minor washouts behind NW curb and fix concrete spillway	Scour repair, bank stabilization at southeast toe, and pipe replacement on upstream side. Slope is very steep and access is a major problem. Mass concrete blocks proposed to stabilize toe of slope	\$ 400,000	Preliminary budget only
No. Old Garden River Road at Root River	Moderate scour northwest abutment/wing wall. Repair required. Shoulders and slope repair required.	Design of scour repairs	\$ 159,943	quote
Bridges (bo culverts) No s 11, 1, 35, 3 and 41	Erosion and scour repair.	Design of scour repairs	\$ -	Included in quote above for bridge no.7

September 013 Flood Damage to Bridges				
Date printed:	-Jan-14			
Bridge	Damage	Item	Cost (items in italics are preliminary budget estimates only)	Status budget, quote, approved, complete
Rosedale Ravine	Reset displaced concrete box sections, repair erosion.		\$ 54,663	complete
Fourth Line culvert near Back Country Court and Fish Hatcher Road	Major erosion and subsequent failure of two road crossing culverts	Replace two (2) failed road cross culvert	\$ 287,351	quote
PWT Repairs	Driveway culvert and Road washouts/shoulder repairs		\$ 180,000	All costs not tallied in yet
Engineering			\$ 185,000	Approved by Council. Engineering fees for Bridge no. 1 included in construction estimates shown
Cit share of orthophotograph			\$ 20,000	budget
		Sub Total	\$,8 , 18	
		Plus unrebatable tax	\$ 50,973	
		Total	\$, 4 ,1 1	



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Carl Rumiel, P. Eng., Design and Construction Engineer

DEPARTMENT: Engineering and Planning Department

RE: Additional Work to be Added to the Reconstruction of Forest Avenue

PURPOSE

The purpose of this report is to obtain approval to include a short block of Simpson Street from Forest Avenue to approximately 30m north of Wellington Street in the Forest Avenue reconstruction project.

BACKGROUND

At the 2013 06 10 meeting, Council approved the Reconstruction of Forest Avenue from The Crescent to Simpson Street be included in the 2014 Capital Works Program.

ANALYSIS

Now that we are well into the detailed design of the project it has been determined that the storm sewer that Forest Avenue discharges to on Simpson Street requires upsizing to facilitate the proposed improvements. Further, the PUC has indicated they would like to replace old cast iron watermain on Simpson Street as well.

This section of Simpson Street is approximately 80m in length. It would be wise to include the full reconstruction of this section with the Forest Avenue work to ensure that the downstream storm sewer is adequately sized to prevent surface flooding.

IMPACT

The proposed work on Simpson Street is estimated to cost \$287,000. At this time, our estimates indicate this can be covered under the approved 2014 Road Reconstruction Plan allowance of \$1.25M for Forest Avenue.

STRATEGIC PLAN

The addition of this block of Simpson Street is linked to the Transportation Network Improvements objective under the Developing Solid Infrastructure strategic direction.

RECOMMENDATION

It is recommended that Council approve the reconstruction of Simpson Street from Forest to Wellington Street be included in the Reconstruction of Forest Avenue project. By-Law 2014-36 that authorizes the local improvement for this work can be found elsewhere on this evening's Agenda.

Respectfully submitted,



Carl Rumiel, P. Eng.
Design and Construction Engineer

Recommended for approval,



Jerry D. Dolcetti, RPP
Commissioner
Engineering & Planning Department

CR/al

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Don Maki, Chief Building Official

DEPARTMENT: Engineering and Planning Department

RE: Subject of Report – Demolition of 206 Cathcart Street

PURPOSE

This is subsequent to a report which appeared before Council on December 2, 2013. The initial report was regarding a resolution dated November 18, 2013 which requested the status of enforcement activities on the property known as 206 Cathcart Street.

BACKGROUND

The previous report had outlined enforcement activities which ended at appeal of an Order to Remedy. Further to this, the order of the Property Standards Officer had been upheld and the appeal denied. The owner has not filed any further appeal with the Superior Court of Justice and consequently the deadline for filing an appeal has expired.

ANALYSIS

Our office upon request entered the building on January 13, 2014. No work has been conducted to remedy the order. A further evaluation of the building has also revealed that the rear roof and second floor assembly has suffered a structural failure which makes the building unsafe. Immediate action should be taken to render the building safe. Since the building has suffered past fire damage and is at present not structurally sound, the building should be demolished to make safe. A structural repair given the present state of the building would be cost prohibitive. The best solution from a cost standpoint would be the removal of the entire structure. Two quotes were received. The lowest quote was \$27,493 + HST.

IMPACT

The cost associated with the demolition can be recovered through taxes. There should be no financial impact when taxes are recovered through sale.

STRATEGIC PLAN

This is not an applicable strategic plan direction but rather an enforcement issue related to the Building Code Act.

RECOMMENDATION

It is recommended that the corporation hire Wright Time Contracting to demolish the building located at 206 Cathcart Street at a cost of \$27,493 +HST. The cost associated with this action will be added to the taxes for the subject property. A resolution to this effect will appear elsewhere in your agenda.

Respectfully submitted,

Recommended for approval,



Don W. Maki, CBCO
Chief Building Official



Jerry D. Dolcetti, RPP
Commissioner of Engineering and Planning

DWM/ds

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer





COUNCIL REPORT

February 3, 2014

File: 1.922

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Daniel Perri, EIT, Engineering Intern

DEPARTMENT: Engineering and Planning Department

RE: STREET NAME CHANGE – FAIRVIEW AVENUE EAST OF PEOPLES ROAD AND A PORTION OF SHERWOOD PARKWAY

PURPOSE

The purpose of this report is to request that Council support the name change of Fairview Avenue east of Peoples Road and a portion of Sherwood Parkway to St. Patrick Street.

BACKGROUND

On January 7, 2013 Council awarded Draft Subdivision Approval for the Sherwood Heights Subdivision. During the Subdivision Agreement preparation stage, it was discovered that Fairview Avenue east of Peoples Road, St. Patrick Street, and a portion of Sherwood Parkway (depicted on Figure 1 attached) will join to form one longer street.

ANALYSIS

A street name change may be considered when two or more existing streets are joined to form one longer street. As Fairview Avenue east of Peoples Road, a portion of Sherwood Parkway, and St. Patrick Street are joining to form one longer street, a street name change is warranted.

The Engineering Department generally recommends that the street or section with the majority of households keeps the same name. There are currently no households on the section of Fairview Avenue or Sherwood Parkway being considered. Therefore, changing the street name to St. Patrick Street (as depicted on Figure 2 attached) is recommended.

IMPACT

There is no budgetary impact as a result of this report.

**STREET NAME CHANGE – FAIRVIEW AVENUE EAST OF PEOPLES ROAD
AND A PORTION OF SHERWOOD PARKWAY**

2014 02 03

Page 2

STRATEGIC PLAN

This report is not linked to a Corporate Strategic Direction.

RECOMMENDATION

It is recommended that the report of the Engineering Intern concerning the street name change be received, and the recommendation that the renaming of Fairview Avenue east of Peoples Road, and a portion of Sherwood Parkway to St. Patrick Street be approved.

Respectfully submitted,



Daniel Perri, EIT
Engineering Intern

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

C: Don McConnell, Planning Director
Nuala Kenny, City Solicitor

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer

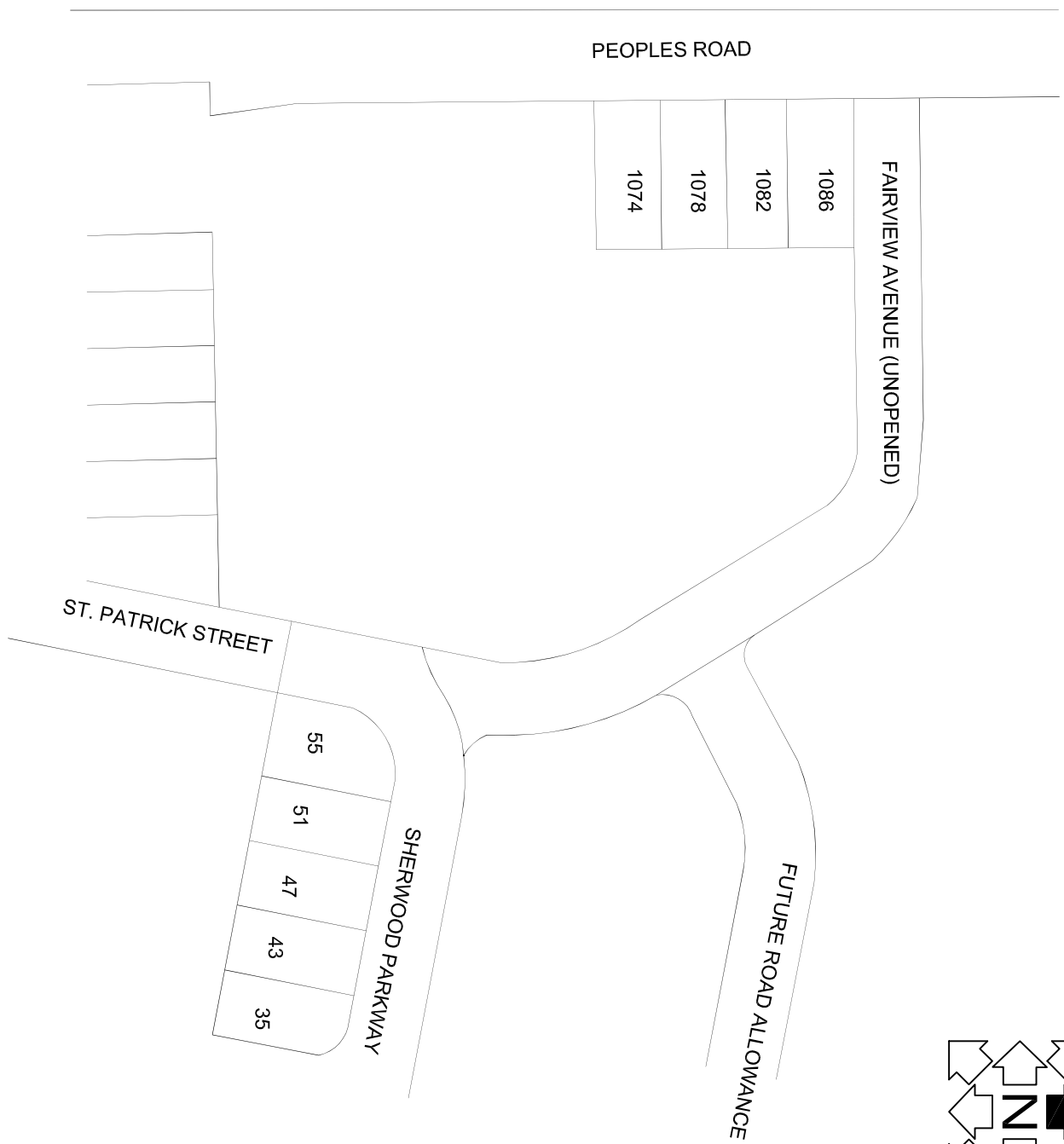


FIGURE 1: EXISTING STREET NAMES

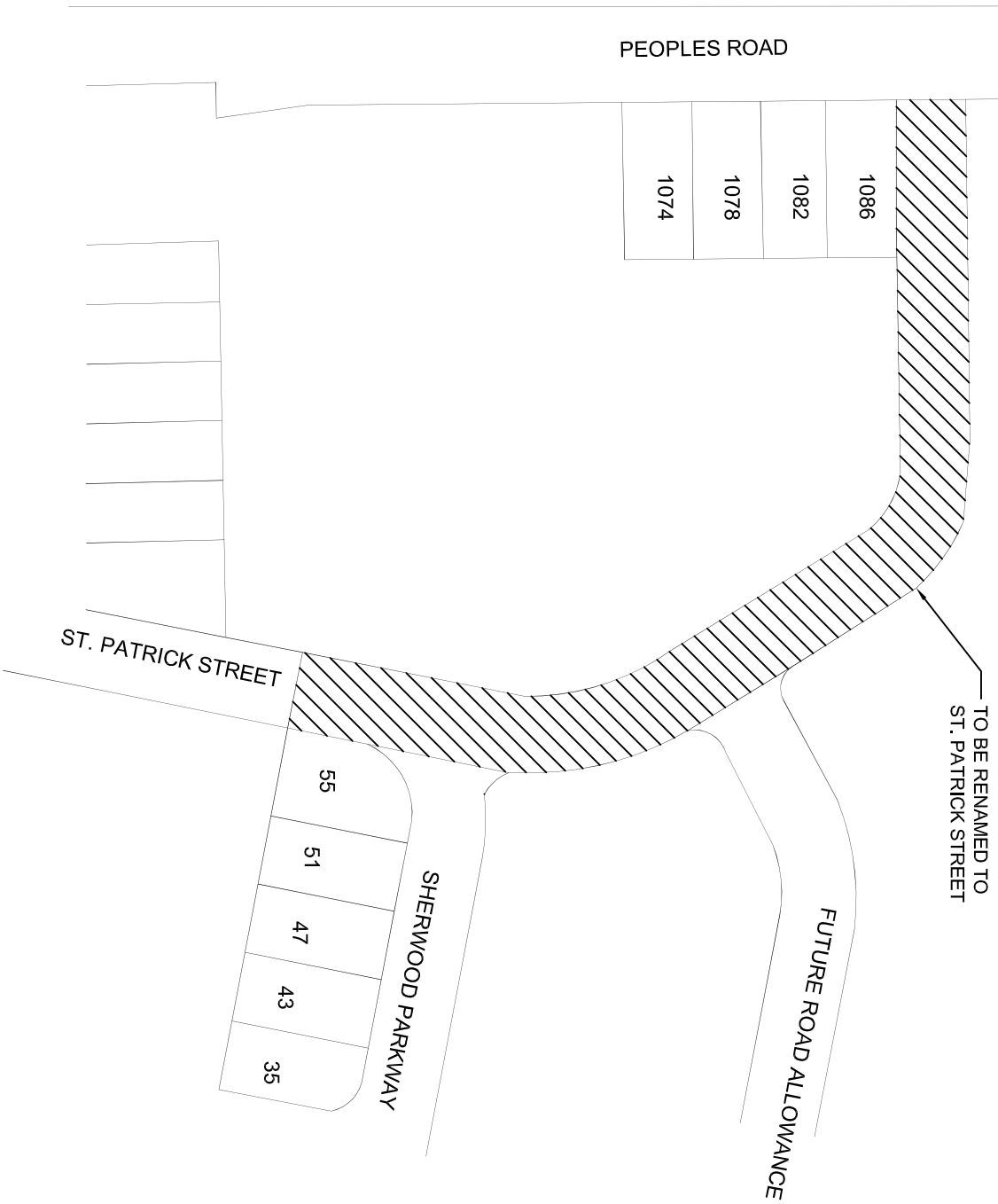
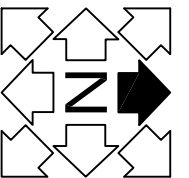


FIGURE 2: PROPOSED STREET NAMES



COUNCIL REPORT

February 3, 2014

File: 4.247

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Daniel Perri, EIT, Engineering Intern

DEPARTMENT: Engineering and Planning Department

RE: CANADA POST NEW DELIVERY POLICY

PURPOSE

The purpose of this report is to inform Mayor and Council of the potential issues associated with eliminating home mail delivery for urban customers in Sault Ste. Marie.

BACKGROUND

In a news release dated December 11, 2013, Canada Post unveiled their "Five-Point Action Plan" in order to return the system to financial sustainability by 2019. The first point in the Action Plan was to convert all door-to-door mail delivery to community mailbox delivery. The conversion is scheduled to begin in the second half of 2014 and the transition to community mailboxes nationwide is expected to take five years.

Currently, Canada Post requires that community mailboxes be used as the method for mail delivery in all new Subdivisions and they work closely with City staff and the developer to determine the best location for the mailboxes. There is no policy in place to determine the location of community mailboxes in neighbourhoods where door-to-door mail delivery has always been the practice.

ANALYSIS

This report divides the issues into two categories: Operations & Maintenance, and Planning & Design. It is anticipated that these categories will most greatly influence the City as a whole.

CANADA POST NEW DELIVERY POLICY

2014 02 03

Page 2

Operations & Maintenance:

- Community mailboxes are typically located next to a sidewalk. Winter maintenance for sidewalks is not City-wide. This may create a significant impact to the winter maintenance program if additional routes are added to accommodate the community mailboxes. Residents can now petition in support of, or against the maintenance of their sidewalk. This may require a policy change;
- Winter maintenance around the existing community mailboxes is currently performed by Canada Post. It is recommended that this continue; and
- Curb cuts will be required to improve access to the community mailboxes. It is recommended that this be the responsibility of Canada Post.

Planning & Design:

- In some parts of the City, such as older neighbourhoods and the downtown core, the distance from the back of the curb or sidewalk to the property line is not large enough to accommodate a community mailbox;
- Lighting and visibility in the immediate area of the community mailbox should be considered;
- Sight distances at intersections will need to be considered;
- Each community mailbox location will require an adequate and safe staging area for vehicles stopping to retrieve their mail and also ensure they don't impede traffic; and
- Municipal consent will be required for each community mailbox if they are to be located in the City's right-of-way. Increased pressures to staff to process a request of this magnitude should be expected.

The above noted issues can be addressed through consultation with Canada Post. Public input will be welcomed as this process has a community wide impact.

IMPACT

There is no budgetary impact as a direct result of this report, however the implementation of community mailboxes City-wide could result in increased costs due to expanded operations and maintenance requirements and increased staff time.

STRATEGIC PLAN

This report is not linked to a Corporate Strategic Direction.

RECOMMENDATION

It is recommended that the report of the Engineering Intern concerning Canada Post's new delivery policy be received as information.

CANADA POST NEW DELIVERY POLICY

2014 02 03

Page 3

Respectfully submitted,



Daniel Perri, EIT
Engineering Intern

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

2014 02 03

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor

DEPARTMENT: Legal Department

RE: Authorization and Agreement for Disclosure between the City and Algoma Bioseptic Technologies Inc.

PURPOSE

The purpose of this report is to seek Council's approval of an Authorization and Agreement for Disclosure ("Disclosure Agreement") between the City and Algoma Bioseptic Technologies Inc. ("Algoma Bio").

BACKGROUND

On May 28th, 2012, City Council passed By-law 2012-106 which authorized an Indemnity Agreement between the City and Algoma Bio for the provision of biosolids from the East End Plant for a pilot composting project. Council subsequently passed By-law 2012-177, which amended the Indemnity Agreement by extending the timeframes for the commencement and completion of the pilot composting project at the request of both the City and Algoma Bio.

Relevant to this pilot project, the City and Algoma Bio also entered into a Confidentiality Agreement. In accordance with Section 7.3 of the Confidentiality Agreement, the City agreed not to disclose the confidential information, intellectual property and business activities of Algoma Bio without the express written permission of Algoma Bio.

The City has retained AECOM to proceed with a Class Environmental Assessment ("CEA") under the *Environmental Protection Act*. The CEA must evaluate all proposed alternatives and therefore, the City must provide certain particulars relating to the pilot project to AECOM in order for the ABT pilot project to be evaluated in the CEA.

Report to Council – Authorization and Agreement for Disclosure between the City and Algoma Bio Septic Technologies Inc.

2014 02 03

Page 2

ANALYSIS

In accordance with Section 7.3 of the Confidentiality Agreement, the Disclosure Agreement provides the City with Algoma Bio's express written consent to disclose to AECOM the necessary information for the completion of the CEA. Algoma Bio further designates via the Disclosure Agreement the individuals who will liaise with the City and provide the necessary particulars on behalf of Algoma Bio.

IMPACT

Not applicable.

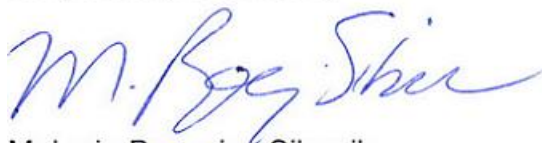
STRATEGIC PLAN

The Disclosure Agreement facilitates the inclusion of Algoma Bio's pilot project as an alternative in the CEA and is therefore consistent with the corporate value of environmental stewardship and fiscal responsibility.

RECOMMENDATION

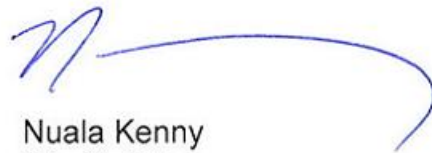
By-law 2014-37 is located elsewhere on your agenda and authorizes the Authorization and Agreement for Disclosure Agreement between the City and Algoma Bio Septic Technologies Inc. and is recommended for approval.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor
MBS/cf

Recommended for approval,



Nuala Kenny
City Solicitor

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: Community Improvement Plan - Appeal

PURPOSE

The purpose of this report is to advise Council that the Ontario Municipal Board has set a hearing date regarding By-law 2013-168 which is a by-law to implement the Rental Housing Community Improvement Plan.

BACKGROUND

On September 9, 2013 City Council passed By-law 2013-168. The purpose of the by-law is to implement the Rental Housing Community Improvement Plan.

ANALYSIS

An appeal was filed by Mr. Mark Brown, to the Ontario Municipal Board. The Ontario Municipal Board has set a hearing date of Wednesday March 12, 2014 at 10:00 a.m. in Council Chambers, setting aside one day for the hearing. The Legal Department will represent the City at the hearing.

IMPACT

Not applicable.

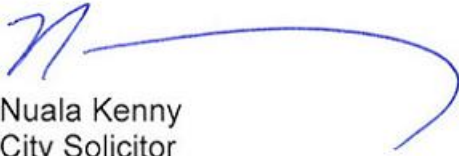
STRATEGIC PLAN

Not applicable.

RECOMMENDATION

This report is provided for the information of Council.

Respectfully submitted,



Nuala Kenny
City Solicitor

NK/cf

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

2014 02 03

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Matthew Caputo, Solicitor/Prosecutor

DEPARTMENT: Legal Department

RE: Procedures By-laws - Housekeeping

PURPOSE

The purpose of this report is to recommend that City Council pass By-law 2014-33. Due to an oversight, a number of amending by-laws have not been repealed. By-law 2014-33 cleans up this situation by repealing those amending by-laws.

BACKGROUND

The City Legal Department undertook a housekeeping review of the City's Procedures By-laws. On June 24, 2013, City Council passed By-law 2013-100 which repealed the previous Procedures By-law 99-100. Further, Procedures By-laws 95-100, 81-100 and 69-160 were previously repealed by the City. Collectively, these by-laws were repealed and replaced by a new Procedure By-law, and they each dealt with the procedures of City Council for The Corporation of the City of Sault Ste. Marie.

A further review has determined that there are a number of by-laws that remain which amend these repealed by-laws.

ANALYSIS

With the repeal of the aforementioned by-laws, any amending by-laws no longer serve any purpose and should be repealed.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

By-law 2014-33, which appears elsewhere on the agenda, is recommended for approval.

Respectfully submitted,

Recommended for approval,

Matthew Caputo
Solicitor/Prosecutor

Nuala Kenny
City Solicitor

MC/da

Recommended for approval

A handwritten signature in black ink, appearing to read 'J. Fratesi', with a stylized flourish at the end.

Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

2014 02 03

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: SALE OF CITY OWNED PROPERTY AT 384 DOVERCOURT

PURPOSE

The purpose of this report is advise Council of two offers received as a result of the advertisement requesting offers on the City owned property located at 384 Dovercourt, legally described as PT SEC 35 KORAH PT 4 1R2637 & AS IN T16101; SAULT STE. MARIE (PIN 31589-0095).

ATTACHMENT

Attached as Schedule "A" is a drawing, with the property shown as "Subject Property".

BACKGROUND

At its meeting on August 12, 2013 City Council declared the property at 384 Dovercourt surplus to the City's needs.

The Legal Department received an appraisal valuing the property at Fifty-Six Thousand (\$56,000.00) Dollars.

The property was advertised and a notice was put in the Sault Star on January 18, 2014 as well as the City web page indicating that bids would be received up until 12:00 on January 31, 2014. Two offers were received. One offer was for One Thousand Five Hundred (\$1,500.00) Dollars. HST was not mentioned. The second offer was for Twenty-five Thousand (\$25,000.00) Dollars, plus HST. The requested deposit of One Thousand (\$1,000.00) Dollars was received with each of the offers.

Bell Canada has advised they have cable lines running through the property. The easement will be formalized prior to completion of this sale.

ANALYSIS

Not applicable

IMPACT

If the City decides to dispose of the property it would be consistent with the City's plan to dispose of surplus property. There would also be a tax benefit to the City.

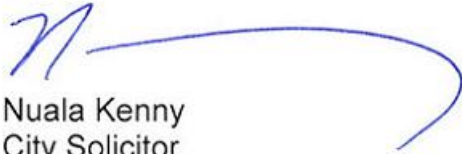
STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is recommended that the offer received from Mary-Ann Borrelli "In Trust" in the amount of Twenty-Five Thousand (\$25,000.00) Dollars plus HST for the property at 384 Dovercourt be accepted. By-law 2014-40 appears elsewhere on the agenda and is recommended for your approval.

Respectfully submitted,



Nuala Kenny
City Solicitor

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer

NK/da
Attachment

Part

Schedule "A"

CONNAUGHT AVE

NE1/4 OF NE1/4 OF SECTION 35

LOT 181

12' LANE

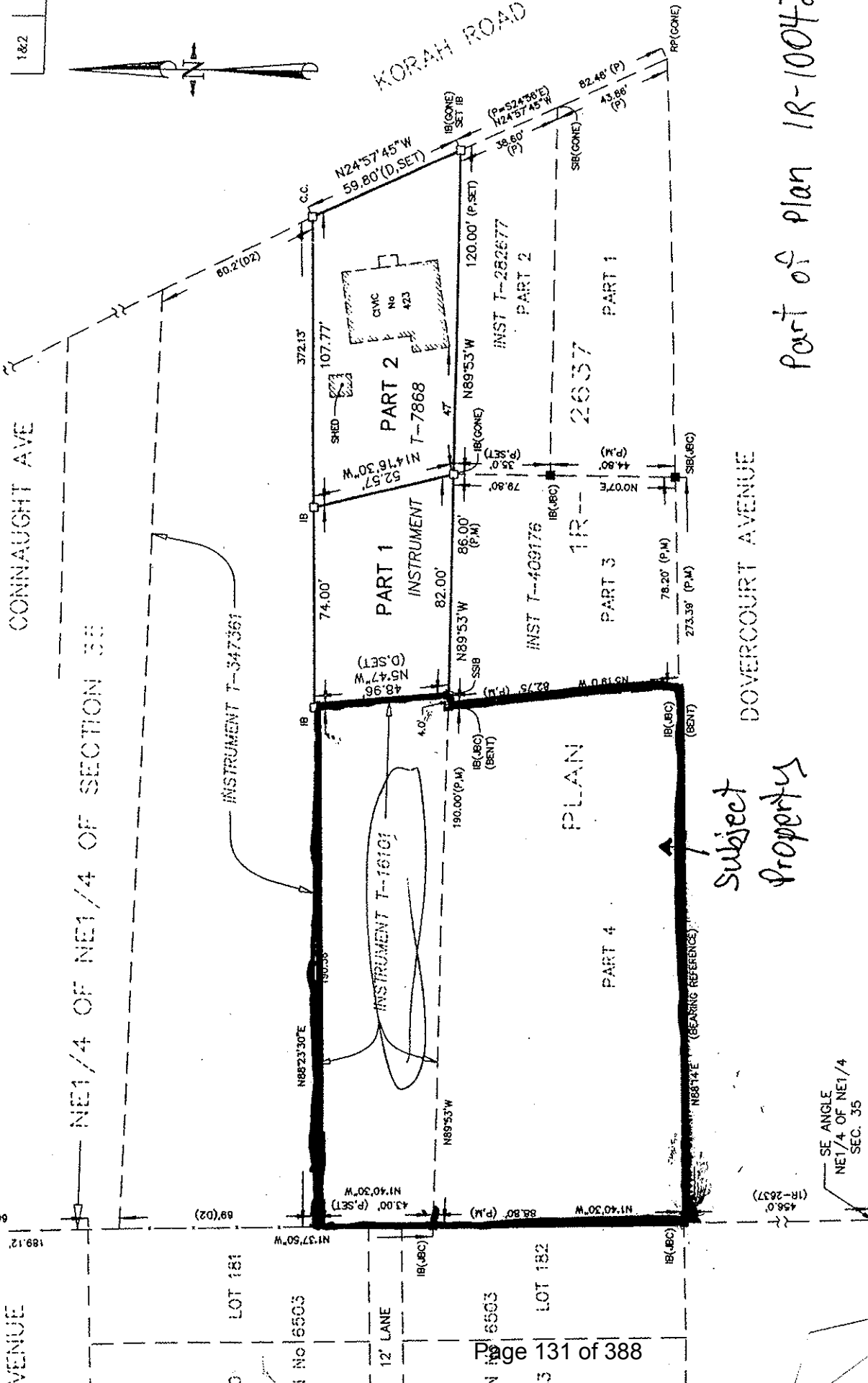
LOT 182

Part of plan IR-10042

DOVERCOURT AVENUE

Subject Property

SE ANGLE NE1/4 OF NE1/4 SEC. 35





COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Mike Nadeau, Commissioner of Social Services

DEPARTMENT: Social Services Department

RE: Homemakers and Nurses Services

PURPOSE

To have Council pass a by-law authorizing the corporation to enter into a service agreement with the local Red Cross to deliver Homemakers and Nurses Services (HMNS), in accordance with the Homemakers and Nurses Services Act (HNSA).

BACKGROUND

HMNS has the ability to provide homemaking services such as light housekeeping, snow removal, laundry, shopping, meal preparation, etc. to individuals who require assistance with household activities of daily living, and who have limited financial resources.

The homemakers and nurses services (HNS) program is used to assist people, who are elderly, ill or convalescing through a range of services to remain in their home. The purpose of the homemaking service under HNSA is to provide assistance before a family or a person's circumstances worsen, and/or help maintain a person in their own home for as long as possible. The City does not access the HMNS program and community members rely solely on the Community Care Access Centre for services, which are limited.

ANALYSIS

The City has provided the Red Cross with \$50,000 annually to assist seniors who have income and health barriers with snow removal to ensure safe access to their home. This service, and others, could be provided through the HMNS program for many lower income elderly, ill or convalescing community members.

HNS is a claims based program and municipalities delivering homemakers and nurses services must submit a claim for services each month for which reimbursement will be provided by the MOHLTC for the provincial share of eligible expenses. The province pays 80% of the eligible costs for services

provided by municipalities, while the city covers the remaining 20% of eligible costs. Accessing the HMNS program will allow the community to access increased services and supports at no new net cost to the corporation.

The City could contract with the local Red Cross to provide the full range of eligible HMNS services as per the HNSA. Preliminary discussion with the Red Cross, NELHIN and SAH indicates there is a service gap within the community for basic homemaking; light laundry, meal preparation, house cleaning, etc. for low income elderly, ill and convalescing community members.

IMPACT

A \$25,000 annual budget will allow the city to leverage up to \$100,000 of HMNS funding from the MOHTC; based on eligible claims and actual expenses and reduce the net cost to the City.

STRATEGIC PLAN

Age Friendly Community

RECOMMENDATION

Pass a by-law to authorizing the City to enter into a formal contract with the local Red Cross with an annual budget up to \$125,000 (net \$25,000 to the City) for the delivery of Homemakers and Nurses Services for the 2014 calendar year.

Respectfully submitted,

"Mike Nadeau"

Mike Nadeau
Commissioner of Social Services

Recommended for approval

A handwritten signature in black ink, appearing to read "J. Fratesi", with a small mark above the final "i".

Joseph M. Fratesi
Chief Administrative Officer

Jerry D. Dolcetti, RPP
Commissioner

Donald B. McConnell, MCIP, RPP
Planning Director



ENGINEERING & PLANNING DEPARTMENT

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2014 02 03

Mayor Debbie Amaroso and
Members of City Council

**RE: Downtown Development Initiative:
2014 Downtown Community Improvement Plan**

PURPOSE

The purpose of this report is to request Council's approval on a proposed Downtown revitalization strategy under the requirements of Section 28 of the Planning Act.

BACKGROUND

At the October 7th, 2013 meeting, Council received information on the City's proposed Downtown Community Improvement Plan (DCIP). This plan is a strategy framework, outlining a series of financial incentive programs and targeted capital works projects aimed at revitalizing this important area of the community. At the October meeting, staff requested Council's authorization to proceed with public open house sessions to gather input on the proposed DCIP, and to initiate funding applications to both FedNor and NOHFC.

Two individual open houses were hosted. The first, held in October 2013, was specifically aimed at business and property owners on Gore Street and the section of Queen Street between Dennis Street and Gore Street. This event was very well attended with the majority of business and property owners well represented at this meeting. At this meeting, there was positive support for the programs and strategies being presented, specifically the financial incentive programs, however, there was concern about that the vandalism issues being faced in that neighbourhood. Many believed that the vandalism and crime elements in this area will be a deterrent for many business and property owners to take advantage of the incentive programs being offered.

A second public open house was hosted for the Queen Street Downtown Association merchants, property owners and the general public, in November 2013. This open house also attracted a number of community residents from different parts of the City. Again, at this meeting, there was an overall positive response to the proposed financial

incentive programs. As well, there was much discussion on the range of commercial uses that many felt would add to the vibrancy of the Downtown, such as more cafes, pubs and general events, such as Downtown Days (hosted by the Downtown Association). In addition, there was considerable discussion of the role of transit in bringing more people Downtown, and that currently, the infrequency of service in the evenings and weekends, and the indirect routes does not provide efficient public transit connection to the Downtown.

As well, funding applications have been submitted to both FedNor and NOHFC. A Stage 1 funding application to FedNor has been submitted and FedNor has indicated that the City can proceed to a Stage 2 application. An initial application to NOHFC has been submitted and staff is awaiting comments from NOHFC staff before proceeding to a formal submission. Should the funding applications be successful, it is the City's expectation that all funding from senior levels of government will be in place by Spring 2014.

At this time, in an effort to support the funding requests to both FedNor and NOHFC, City staff is requesting Council's formal adoption of the DCIP to demonstrate the City's commitment and financial contribution to the plan. A copy of the DCIP is attached for Council's review. Although there are a number of priorities outlined in the strategy, staff is recommending moving forward on four key action items: Incremental Tax Rebates; Private Sector Assistance Grants; Public Realm and Streetscape planning; Public Realm and Streetscape improvements. To assist with implementation of this strategy, the funding requests to FedNor and NOHFC include project administration costs that will be used to retain a project coordinator.

Tax Increment-Equivalent Grant Program

A Tax Increment Equivalent Grant (TIEG) is generally delivered as a "pay as you go" grant - meaning the owner is responsible for the up-front remediation and redevelopment costs. Each eligible year, the owner must pay the property taxes in full. Grants are equal to a percentage of the municipal tax increment on a declining rate basis for a maximum 5 year period.

When an approved project is complete, a grant will be paid annually by the City to the eligible applicant following the full payment of property taxes. A minimum investment of \$500,000, and which will result in an increase in municipal assessment, will be required to be eligible for the tax grant.

Under the DCIP, two tax incentive zones are proposed: one targeting the Gore Street and west section of Queen Street East, and a second targeting the remainder of the Downtown. The incentive for each zone is outlined in the table below:

Time Period	Gore Street, west Queen Street East area.	Remainder of Downtown
Year 1	100%	100%
Year 2	100%	75%
Year 3	100%	50%
Year 4	100%	25%
Year 5	100%	

Building and Façade Improvement Grants

The Building Improvement Grant Program is a matching grant program for interior renovations to non-residential (commercially zoned) properties, to promote functional improvements or changes in use as permitted under the Zoning By-law. The grant is designed to promote the re-use of buildings, use of second floors for commercial or residential purposes, and to create sustainable buildings capable of providing a competitive location for commercial activity. Property improvements can include partial or full conversion to residential uses subject to the provisions of the Zoning By-law.

The Building Improvement Grant is based on a matching funds basis, and provides grants up to \$17,500 or a maximum of 50% of eligible costs, whichever is the lesser.

The Façade Improvement Grant Program is a matching grant program for exterior renovations to non-residential properties to promote aesthetic improvements consistent with established design guidelines prepared as part of the Community Improvement Plan. The grant is designed to promote additional improvements in façade treatment by property owners that otherwise may not occur due to cost premiums associated with these improvements.

The Facade Improvement Grant is based on a matching funds basis, and provides grants up to \$12,500 (minimum grant of \$2,000) or a maximum of 50% of eligible costs, whichever is the lesser.

A portion of either grant (\$2,500) or an individual design grant can be used to retain professional design consultants such as an architect or engineer. For the above-mentioned grants, if the property is sold or interest in the granted property is transferred (in part or in whole) within one year of the completed building improvements, full repayment of the grant will be required. The grant will be determined based on the overall investment, quality, and significance of the improvement to the Downtown Area.

Public Realm Planning and Implementation

To attract new private sector investment, it is recommended that targeted capital improvements throughout the Downtown encourage a “Sense of Place”. “Sense of Place” is often referred to as a place that is unique from other places or cities, authentic, or generally instills a certain positive feeling within people experiencing that place.

To cultivate a sense of place, it is recommended that streetscape improvements be implemented throughout the Downtown, specifically along Gore Street and Queen Street. In addition, it should be noted that a number of Downtown roads are slated for either reconstruction or resurfacing in the next five years. As part of these improvements, streetscape elements should be included in the overall works.

Included in the 2013 DCIP is an allowance to conduct streetscape planning and to initiate streetscape improvements along Gore Street and Queen Street. This initiative will build off of the Canal District Master Plan, which is a public realm improvement strategy currently being undertaken.

For Gore Street, it is envisioned that capital improvements be implemented within the boulevards, including such works as new curbs, wider sidewalks, landscape features, benches, bike racks, garbage bins, etc. For Queen Street, new streetscape furniture is proposed to modernize the pedestrian amenities and to address a lack of garbage and recycling bins, as well as the lack of resting and gathering areas along this corridor.

For all public realm improvements, the goal is to encourage age-friendly built form that promotes pedestrian travel, as well as opportunities for gathering or rest. In addition, these improvements will instill confidence in the private sector when making major investments into the Downtown.

Sense of place is also cultured by ensuring property standards are properly maintained. To this effect, the City is proactively enforcing property standards to ensure properties are maintained in a manner that aesthetically pleasing and do not pose a risk to the general public.

Other Priorities

There are five key sites identified in this plan which will benefit from the proposed incentives and targeted expenditures outlined in the DCIP. The overall goals for these sites include:

- Encourage adaptive re-use approach, reusing a site or building for a purpose other than which it was built or designed for;
- Promote post-secondary institution clusters in the Downtown (i.e. satellite campuses, residences, facilities, etc.); and
- Encouraging a high standard of urban design to ensure signature development along the City’s Waterfront and throughout the Downtown.

The five specific sites identified are: Blueforest Ventures Inc. (former St. Mary's Property) Redevelopment site; Gateway Site; Suncor Property; Former Sault Area Hospital (SAH) site; and the Former Northern Breweries site.

With the exception of the Gateway site, all of the above-mentioned development opportunities are on privately held property. For all five sites, the City will proactively work to facilitate the redevelopment or re-use of these sites.

IMPACT

Staff estimates that the total cost to implement the proposed 2013 DCIP is \$2,650,000, of which, \$600,000 is estimated to come from matching private sector investment. It is also anticipated that these initiatives will foster a tremendous amount of additional new construction and will result in increased tax revenue for the municipality.

To move forward on the implementation of the Downtown strategy, Planning staff is requesting \$300,000 from the Economic Development Fund (EDF). This funding will be used to lever additional funding from both NOHFC and FedNor. An application to the EDC to utilize the EDF will be submitted shortly.

As indicated, initial applications have been submitted to both NOHFC and FedNor. Council's formal adoption and financial commitment will greatly support the City's efforts in obtaining funding from senior levels of government. As well, the Downtown Association has committed \$35,000 towards the implementation of this program (see attached).

Below is the proposed funding partnership and associated program expenditures:

Downtown Development Initiative - 2.0 Proposed Funding Partnership							
Program		City	NOHFC	FedNor	Downtown Association	Private Sector	TOTAL
Incremental Tax Rebates		Forgone Revenue					
Private Sector Assistance Grants							
• Business Improvement Grant							
• Façade Improvement Grant			\$600,000				\$600,000
Public Realm and Streetscape Planning							
• Urban and public realm design elements							
• Street furniture identification							
• Streetscape Planning for Bay Street, Queen Street, March Street, etc.			\$50,000				\$50,000
Downtown Public Realm & Streetscape Improvements							
• Gore Street Streetscape Improvements							
• Queen Street Furniture and Tree Lighting Upgrades							
• Parkette Development							
• Public Art Installation		\$265,000	\$150,000	\$800,000	\$35,000		\$1,250,000
Project Management							
• Grant application coordination							
• Program monitoring and evaluation							
• Report writing, presentation to stakeholders		\$35,000	\$57,500	\$57,500			\$150,000
Private Sector Matching Investment						\$600,000	\$600,000
	TOTAL	\$300,000	\$857,500	\$857,500	\$35,000	\$600,000	\$2,650,000

STRATEGIC PLAN

It has been identified by the City of Sault Ste. Marie Corporate Strategic Plan, Strategic Direction 1: Developing Solid Infrastructure, Objective 1-C Property Management and Development, that phase two of the Downtown Development Initiative be prepared and implemented as an integral part of the strategic direction of Sault Ste. Marie.

SUMMARY

The current DCIP attempts to build on the success of the original 2007 Downtown plan by seeking to encourage private sector investment, and foster a sense of place that is unique and supports pedestrian and age-friendly design. Planning staff are submitting the Downtown Community Improvement Plan for Council's formal adoption. Initial funding applications to both FedNor and NOHFC have been submitted, and Council's formal adoption of the DCIP plan will provide a tremendous support for those applications.

Staff is recommending approval of the DCIP, and consent to proceed with stage 2 applications to both FedNor and NOHFC. In addition staff will be seeking an endorsement from the EDC to utilize the Economic Development Fund. Once all funding approvals are in place, staff will report back to Council and advise that the programs and projects outlined in the DCIP will commence.

RECOMMENDATION

That City Council adopts the Downtown Community Improvement Plan, and that staff proceeds with stage 2 funding applications to both FedNor and NOHFC.

Respectfully submitted,



Stephen Turco, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

ST/ps

attachment(s)

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Sault Ste. Marie

Downtown Community Improvement Plan

February 3, 2014
Enacted by-law number

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1.0 Introduction

Community improvement planning is one of the most effective sustainable community planning tools found in the Planning Act that can help municipalities address challenges. It provides a means of planning and financing development activities that effectively use, reuse and restore lands, buildings and infrastructure.

The following Downtown Community Improvement Plan (DCIP) has been prepared to allow the City of Sault Ste. Marie to use authorities legislated through section 28 (7) of the *Planning Act* and Section 365.1 of the *Municipal Act* to use grants, loans and tax increment financing to registered or assessed owners of lands and buildings within the designated area. This authority allows the City to develop innovative approaches and financial incentives to spark redevelopment, leverage private sector investment and strategically target municipal capital improvements.

1.1 Background

Over several years, Downtown's prominence as the main commercial centre has diminished due to growth and commercial investments elsewhere in the community. Specifically, with the introduction of large-format retail, and the relocation of the Sault Area Hospital from the Downtown to the northern part of the city, the Downtown has suffered to maintain itself as the business, administrative and cultural centre of the community.

The decline in the Downtown is economical, as seen with the falling assessment values, but also psychological, as community residents view the downtown as unsafe, and no longer the centre of attraction. Both of these phenomenon's serve to detract new investment into the Downtown area.

The current situation, however, brings forth a tremendous opportunity for the Downtown to evolve, not just into a thriving commercial centre, but into a vibrant and sustainable mixed use neighbourhood, where a variety of people live, and the commercial activity serves as a place for people to work, obtain services and socialize within close proximity of their homes. As part of this evolution, Downtown can transform itself, and regain its prominence as "the place to be" for the entire community and the region.

Like many other downtowns across North America, Downtown Sault Ste. Marie continues to struggle. Currently, there is little financial motivation to invest in the Downtown, given declining assessment values. This in turn, makes it less feasible for existing business and property owners to re-invest into established businesses and aging buildings.

And with newer forms of retail and offices throughout the community, Downtown continues to struggle with chronic vacancies, with large concentrations seen in the Gore

Street and west Queen Street area. The Downtown residential areas also struggle with a lack of varying income levels throughout the neighbourhood population.

The health of a downtown is a reflection of the overall well-being of a city. It is for this reason the Downtown core must be revitalized and restored to its full potential and serve as a community node for work, shopping and living as it was in past years.

To succeed the Downtown can no longer be thought as a “commercial centre” but more as a mixed use neighbourhood where living, working and leisure activities and uses are all intertwined in the urban fabric of the area. Uses and activities that are beyond the “9 to 5” must be encouraged to bring and keep people in the downtown during the day and evenings.

The hallmark of any successful downtown is a healthy, stable residential population that is made up a variety of household sizes and income levels. To this end, new, higher density residential must be encouraged to create a vibrant downtown. A healthy residential population animates the streets and sidewalks with activity and creates a critical market for the existing and new downtown businesses and services.

Residential development is essential for the long-term success of the Downtown. However, it is important for the Downtown business community to stay relevant and sustainable in order to serve the demands of a Downtown neighbourhood and the community as a whole. The success of the business community will serve many larger objectives. First, the commercial businesses will be a key source of goods and services for the downtown population, the City and the region. Second, expanded or new commercial establishments will generate economic activity that will sustain and create jobs in the Downtown and increase commercial assessment values for the City. Third, a thriving commercial downtown will foster the ability to support a neighbourhood where one can live and work within close proximity, reducing the need to utilize an automobile for employment purposes.

To spur both residential and commercial development, it is vital to cultivate a “sense of place” where the Downtown creates a unique feeling for those that experiencing the area. Elements that encourage the use of the public realm must be supported to ensure that the Downtown becomes a vibrant and safe environment; a place that allows people of all ages and abilities gather and socialize within the Downtown area.

The DCIP is meant to stimulate revitalization within the downtown and encourage renewal. The Plan also makes reference to a defined list of targeted revitalization areas to help investors in recognizing potential project areas that will nurture Downtown restoration.

The entirety of this plan is developed in coordination with the Sault Ste. Marie Official plan and Zoning By-Law. This plan also exercises the City’s authorities through Provincial

Planning Legislation to use grants, loans and tax increment financing made to registered or assessed owners of lands and buildings within the designated project area.

1.2 Legislative Authority

Section 28 of the Planning Act and Section 365.1 of the Municipal Act allows municipalities to issue grants or loans, or provide property tax assistance to registered owners, assessed owners or tenants of lands within a Community Improvement Plan (CIP) Project Area.

Section 28(2) of the Planning Act and Part VII (Implementation) of the City's Official Plan allows City Council to designate the whole or any part of the area covered by the Official Plan as a Community Improvement Project Area. On February 6, 2006 City Council approved By-law 2006-32 to designate the entire municipality as a Community Improvement Project Area.

Powers available to municipalities for community improvement purposes, as legislated by the Planning Act and the Municipal Act include:

- Acquiring, holding, clearing, grading or otherwise preparing land for community improvement (s. 28(3)).
- Constructing, repairing, rehabilitating or improving buildings on municipal land (s. 28(6)(a)).
- Selling, leasing or otherwise disposing of municipal land (s. (28(6)(b)).
- Providing grants or loans to owners, tenants and their assignees within the community improvement area to pay the whole or any part of identified eligible costs (ss. 28(7) and (7.1)).
- Providing property tax assistance for redevelopment purposes (s. 28(7.3) by reference to s. 365.1 of the Municipal Act, 2001)

This Downtown Community Improvement Plan has been prepared as permitted by Section 28(4) of the Planning Act and includes the authority for City Council to provide grants or tax rebates, in conformity with the Community Improvement Plan, to registered owners, assessed owners and tenants of lands and buildings within the Community Improvement Project Area for eligible costs as permitted by Section 28(7) of the Planning Act.

Public Notice of City Council's intent to adopt the Downtown CIP will be published in accordance with Section 28(5) of the Planning Act.

1.3 Enabling Official Plan Policies

The City of Sault Ste. Marie Official Plan places high priority on the enhancement of the Downtown. Specific community improvement policies are provided in Section 6.9 of the City of Sault Ste. Marie Official Plan. As an objective for community improvement, the Official Plan states that "Council may by By-law designate an area or areas within the municipality as a 'Community Improvement Area'. Within areas so designated, Council may carry out such improvements to the land or structures and/or administer grants or loans in

accordance with its adopted improvement strategy for that area". As a result of the previous community improvement plans, the Downtown Area, as defined in Policy C.3 (SECTION 2.2), is designated as Community Improvement Plan Area.

The Official Plan sections: Part III - Economic Development, Marketing; Part VI - Social Development, Housing; Part VI - Physical Development - Built Environment, Urban Design and Commercial Land Use; outline the specific policies relevant to the Downtown, and are outlined as follows;

Downtown's Regional Significance

MR.1: The City shall continue to develop and promote itself as an attractive, clean, culturally rich, friendly and safe community.

C.5: The Downtown area should be maintained as the primary administrative, business and cultural center of the community. Parks and other public facilities shall be permitted. Mixed use and high density residential development shall be permitted. Construction of major office buildings outside of the Downtown area shall be discouraged and new office buildings shall be encouraged to locate in the Downtown core.

Residential Development a key for Downtown

C.8: The Downtown area includes an established residential area. Substantial residential structures should be preserved. Existing residential development should be maintained and improved where practical. New residential development may be permitted on lands designated Commercial within the Downtown are subject to zoning By-law approval.

C.9: Existing residential building in the Downtown may be converted to permit additional units or for limited commercial uses where the abutting properties are of a similar use and adequate off street parking can be provided subject to Zoning By-law approval without an Official Plan amendment. Front yard parking shall be discouraged and removed where practical.

C.10: New development and redevelopment proposals should consider surrounding residential uses. Priority should be given to mixed land use projects.

Where new multi-storey residential development is proposed within the Downtown area, ground floor uses such as retailing and services will be encouraged within existing commercial areas.

H0.2: Innovative and alternative residential development standards supporting affordable housing and compact urban form shall be encouraged. However, climate and other local circumstances should not be neglected.

Improvements in the Design and Appearance of New and Existing Development

D.1: The physical form of the community shall be friendly and accessible to all users and development shall respect and reinforce the human scale. New development should be designed to integrate with the existing urban fabric. Development or redevelopment should replicate and/or respond to existing colour, texture, scale, and massing in order to harmonize with the existing streetscape rhythm and the relationship of uses.

D.2: Streetscape improvements and the upgrading of existing building facades, signage, sidewalk improvements, lighting, street furniture, parking areas and landscaping shall be encouraged.

D.6: A high standard of site design in strategic or prominent locations such as the downtown, along major arteries, at street intersections and at entrances to the City shall be promoted.

D.8: Site design shall consider the impact on street functions and pedestrian, cycling and vehicular access. The effects of traffic noise, vibration and odour shall be assessed.

D.15: Ground floors of buildings within the existing commercial areas of the Downtown will be used for retail or service uses wherever possible.

D.16: Built form, massing, scale, height and setbacks of new buildings or expansions will be compatible with the traditional physical character of the Downtown area. Wherever possible, uniform setbacks will be maintained.

D.17: Building densities which create higher density development will be encouraged in the Downtown area.

E.2: Infill development to maximize the use of existing services shall be encouraged.

E.3: Rehabilitation and retrofitting of existing buildings for improved energy efficiency shall be promoted.

1.4 Basis of the CIP

The 2013 Downtown Community Improvement Plan is based upon the success of the original 2007 Downtown CIP, which resulted in approximately \$20 million in private sector investment over the course of that program. Given the success of the original 2007 DCIP, Council, by way of resolution, has initiated staff to continue the revitalization efforts for the Downtown. Council has also passed a resolution regarding the on-going loss of occupied office space and has asked staff for strategies to encourage the re-use of Downtown vacant space.

The Growth Plan for Northern Ontario also provides an outline for the development of strategic core areas and states that; core areas should develop a revitalization strategy that includes targeted approaches to support the revitalization, intensification and the prioritization of opportunities for the redevelopment within the core areas.

This current DCIP builds on the successes of the original CIP, but also seeks to enhance residential development opportunities and address the overall public realm throughout the Downtown.

1.5 Purpose of the DCIP

The purpose of the DCIP is to establish consistency with the downtown vision for Sault Ste. Marie. The initiatives within the Downtown Community Improvement Plan are designed to attract private and public investment as well as promote upgrades and the restoration of existing buildings within the Downtown area.

Specifically the purpose of the DCIP is to:

- a) Establish a clear vision for the Downtown area with strategic goals and objectives for community improvement in the Downtown area;
- b) Define a set of financial incentive programs available to eligible property owners to stimulate and leverage private sector investment;
- c) Work with the companion Queen Street Urban Design Guidelines to ensure a high level of quality for development and restoration improvements;
- d) Develop an implementation and monitoring program for the Sault Ste. Marie Downtown Community Improvement plan.

1.6 Companion Urban Design Guidelines

The Downtown area, as defined in part VI – Physical Development – Built Environment, Section 2.32, Policy C.3, is an area of the community that is unique in terms of both built form and function.

To reflect this unique area, the Queen Street Urban Design Guidelines, will be enforced as a companion document to this CIP. The Guidelines are written as a tool to guide and evaluate future development, and to ensure that this development supports the community's vision for Queen Street and the Downtown.

The overall goal of the Queen Street Urban Design Guidelines is to support new residential and commercial development in a manner that is compatible with the physical form of Queen Street and the Downtown.

The purpose of the Urban Design Guidelines is to establish design principles and guidelines with respect to the built form, facades, streetscape, and open spaces, including, for example;

- Encourage the removal of contemporary finishes to uncover original building elements. The preservation and restoration of heritage features is the most direct way of preserving and maintaining Sault Ste. Marie's unique architectural characteristics along Queen Street;
- Continue the scale and form of the primary character buildings along Queen Street, through creating new commercial façades that are complementary to the character of the street;
- Celebrate a distinct Sault Ste. Marie through buildings and infrastructure which is authentic and reflects the City of Sault Ste. Marie's distinct character, recognizing the City's historical linkage between nature and industry including nautical, rail, and industrial heritage;
- Create physical and visual connections between existing activities or nodes and incorporate linkages to new amenities and Districts including both visual and physical connections;
- Promote green buildings and incorporate green infrastructure when investing public funds; and
- Ensure the proper design and effective use of the Downtown built environment to enhance the safety and well-being for all members of the community.

2.0 Sault Ste. Marie Community Improvement Strategy

2.1 Sault Ste. Marie's Critical Needs

One of the issues facing the Downtown is commercial vacancies. Many buildings within the Downtown area are being underutilized and are in need of redevelopment or re-use. The Downtown Community Improvement Plan aims to encourage new development and provide incentives for property owners to restore the condition of these once vibrant buildings. The restoration of the buildings within the Downtown area will create a catalyst for new development in the heart of the city and will help address the issue of declining assessment values in the Downtown.

A goal of the DCIP is to allow the Downtown to remain commercially viable for new businesses and to serve as a competitive commercial corridor, in light of big box development elsewhere in the community. The Downtown area thrives commercially because it provides a market place shopping “experience”. It serves as an authentic place which urban design balances between natural and built heritage. It has the ability to accommodate new development and possesses a unique retail ambience that appeals as a destination for both residents and visitors of the city.

Another aim is to foster a greater mix of higher density residential development. The purpose of residential units within the Downtown is to stabilize the neighbourhood population and allow more pedestrian traffic. Additionally, residents within the Downtown will serve as a primary customer base for businesses within the area. With a more dense population within the downtown, it will boost the Downtown economy and increase the rate of investment within the area.

As part of this current Downtown Development Initiative, a number of stakeholders, including the Downtown Association and City staff assessed the relevant issues facing the Downtown today. Overall the critical issues focus on:

1. Redevelopment of underutilized, derelict sites and areas
2. Deficiency of recreational and green spaces within the Downtown
3. Lack of new higher density residential development
4. Need to establish a sense of place within the Downtown
5. Loss of Downtown status as a competitive commercial area

2.2 Sault Ste. Marie Community Improvement Project Area

The City of Sault Ste. Marie Downtown Community Improvement Plan applies to the Downtown area defined under the City of Sault Ste. Marie Official plan. The downtown is defined as those properties bounded by or with frontage on;

The north by:

- Wellington St, including those properties on Bruce Street south of Huron Central Railway

The east by:

- Church St.
- Queen St. E.
- The easterly property line of the former hospital lands (969 Queen St. E)

The south by:

- St. Mary's River waterfront

The west by:

- North St.
- Cathcart St.
- Albert St. W.
- Huron St, including the former St. Mary's Paper property.

The following map is the defined Downtown Community Improvement Area:



2.3 Goals and Objectives for Community Improvement

The goal of the Downtown Community Improvement Plan is to establish the downtown as:

- An attractive, vibrant, multi-functional urban center
- A focal area for investment in residential, employment, retail, entertainment, recreational, arts and cultural and major infrastructure developments.

Objectives:

- a) Use municipal resources to demonstrate leadership and forward thinking in the design (or redesign) and development (or redevelopment) of public buildings, spaces, parks, streets and infrastructure within the designated Community Improvement Project Area;
- b) Establish a vibrant and safe atmosphere in the Downtown by encouraging new investment in residential development, business retention and business start-ups;
- c) Provide for building rehabilitation and improvements to enhance the Downtown, and encourage revitalization or redevelopment through private investment;
- d) Provide incentives to eligible property owners to encourage and stimulate the design or redesign, development or redevelopment, construction and rehabilitation of privately or publicly owned buildings or properties within the Community Improvement Project Area; and
- e) Monitor the performance of the Downtown Community Improvement Plan on an on-going basis to ensure that the goals of the Community Improvement Plan are being met.

3.0 Community Vision for Downtown Area

The Downtown Vision for the Sault Ste. Marie Community as outlined in the 2007 Downtown Improvement Study is as follows:

1. More than main street – A “true” neighbourhood:

The Downtown is more than a Main Street (Queen Street). It is more than a place to shop or work; it is a desirable place to live, a place to come from – it is a “neighbourhood” in the most traditional sense. The Downtown neighbourhood is home to many generations, young and old. It is a desirable and welcoming place for all demographics; families, young professionals and retirees.

2. An Authentic Place:

The Downtown neighbourhood is a showpiece in the community but it is an authentic place that embraces and balances its natural and built heritage/history while accommodating the changing needs and preferences of the community.

3. A “24/7” Neighbourhood:

The Downtown is a neighbourhood that lives beyond the office hours of its office towers; the streets are not “rolled up” after 5p.m. The new Downtown neighbourhood will be alive and active during the day, in the evening, on weekends and throughout all seasons.

4. The Entertainment and Cultural Centre of The City:

The Downtown neighbourhood is the place that the community and its visitors go to entertain and be entertained, The Downtown Is home to the community’s premier visitor/tourist and cultural attractions as well as a variety of complementary services, facilities and events to entertain and fulfill individuals, families or couples for an afternoon or evening.

5. A Market Place Shopping Experience:

The commercial offerings of the Downtown neighbourhood provide a reprieve from the flash and pace of the fast growing commercial strips. Shopping in the Downtown is an interesting and leisurely experience of exploration and indulgence.

6. A Well-Connected Place:

The physical and visual connections of the Downtown neighbourhood are prominent and easy to understand. There are logical and convenient means for pedestrians and vehicles to move into and within the Downtown and its various activity and land use nodes.

7. A Safe Place

The Downtown is neighbourhood in which you feel safe and are safe. The new Downtown neighbourhood is known for its low incidence of crime, accidents and injuries. It feels safe and is safe to be out at night, to cross the street and walk along side streets and alleyways.

3.1 Municipal Leadership Strategy

It has been identified by the City of Sault Ste. Marie Corporate Strategic Plan, Strategic Direction 1: Developing Solid Infrastructure, Objective 1-C Property Management and Development, that phase two of the Downtown Development Initiative by prepared and implemented as an integral part of the strategic direction of Sault Ste. Marie.

3.2 City Benefits

The Downtown area has the potential to reassert itself as the economic, recreational and cultural center of the City. The concentrated size provides a more comfortable and less

overwhelming environment compared to areas dominated by auto-centric, big box retail corridors. The smaller size also makes the downtown more walkable with shorter distances between destinations. With the proper attention paid to streetscape, design amenities, and economic activities, these features can lend to the establishment of a strong sense of place. The significance of the Downtown can be illustrated as follows:

1. The central business district is a prominent employment center in Sault Ste. Marie. The downtown area employs thousands of people and is one the largest concentration of employment in the community.
2. The Downtown represents 22.43% of the community's overall commercial tax assessment and generated over \$5,310,000 in tax revenue in 2013 (See Appendix E). When compared to the remainder of the City, the Downtown's per acre assessment value and 2012 property taxes is more than 10 times that of the remainder of the City. If this district declines, property values in this area will decrease and would subsequently increase the tax burden on other parts of the community.
3. The Downtown is the historic core of Sault Ste. Marie. Many of the buildings are historically significant and help highlight the community's rich waterfront history.
4. Downtown represents a vast amount of public and private investment. The costs to recreate all the public infrastructure and buildings already existing in the central business district would be immense. There is a substantial cost to the currently underutilized downtown.
5. The Downtown is a government center. It is where City Hall, the Courthouse, and main post office are located as well as a number of other provincial and federal offices. These centralized locations for government services are a notable feature of the Downtown area.

3.3 Downtown Association

The Downtown Association is a group of local business and commercial property owners within the defined Downtown who have collaborated with the City, and seek to create thriving, competitive and safe business area that will attract shoppers, diners, tourists and new businesses. By working together as a Business Improvement Area (BIA), local business have the organizational and funding capacity to be catalysts for civic improvement, enhancing the quality of life in their local neighbourhood and the City as a whole.

The Association is run by a volunteer Board of Management elected from its members at an Annual General Meeting. The Board works on behalf of its BIA and meets regularly to develop budgets, set priorities, implement capital improvements, plan festivals and promote its business area.

The Downtown Association BIA is committed to improving and promoting downtown Sault Ste. Marie through investment, advocacy and events to ensure the area is a great place to work, live, shop, dine and visit.

The BIA is funded through a special tax levy that is collected from all commercial and industrial property within the BIA's boundary by the municipality and passed on entirely to the BIA organizations. Calculation of this levy is based on the proportionate value of each property's commercial and/or industrial assessment.

3.4 Public Open House Results

A public open house session was hosted by the City in October 2013 for the business and property owners on Gore Street and the section of Queen Street between Dennis Street and Gore Street. This event was very well attended with the majority of business and property owners well represented at this meeting. At this meeting, there was positive support for the programs and strategies being presented, specifically the financial incentive programs, however, there was concern about that the vandalism issues being faced in that neighbourhood. Many believed that the vandalism and crime elements in this area will be a deterrent for many business and property owners to take advantage of the incentive programs being offered.

A second public open house was hosted for the Queen Street Downtown Association merchants and property owners in November 2013. This open house also attracted a number of community residents from different parts of the City. Again, at this meeting, there was an overall positive response to the proposed financial incentive programs. As well, there was much discussion on the range of commercial uses that many felt would add to the vibrancy of the Downtown, such as more cafes, pubs and general events, such as Downtown Days (hosted by the Downtown Association). In addition, there was considerable discussion of the role of transit in bringing more people Downtown, and that currently, the infrequency of service in the evenings and weekends, and the indirect routes does not provide efficient public transit connection to the Downtown.

As a result of this meeting, the City should investigate the possibility of increasing a police presence in the Downtown, particularly in the Gore Street area. In addition, Sault Ste. Marie Transit should examine the possibility of providing more direct and frequent transit service to the Downtown during evenings and weekends.

4.0 Financial Incentive Programs

4.1 Purpose

The City of Sault Ste. Marie Downtown Improvement Study identified a need for financial incentive programs to stimulate and leverage private sector investments. This DCIP outlines a framework for the several incentive programs offered in this plan. These incentive programs are meant to act as a catalyst to encourage private sector investment in the Downtown. The availability of these programs and incentives will be evaluated and decided upon by City Council.

This Plan outlines the following financial incentive programs:

- Tax Increment-Equivalent Grant Program;
- Building and Façade Improvement Grant
- Professional Design Grant

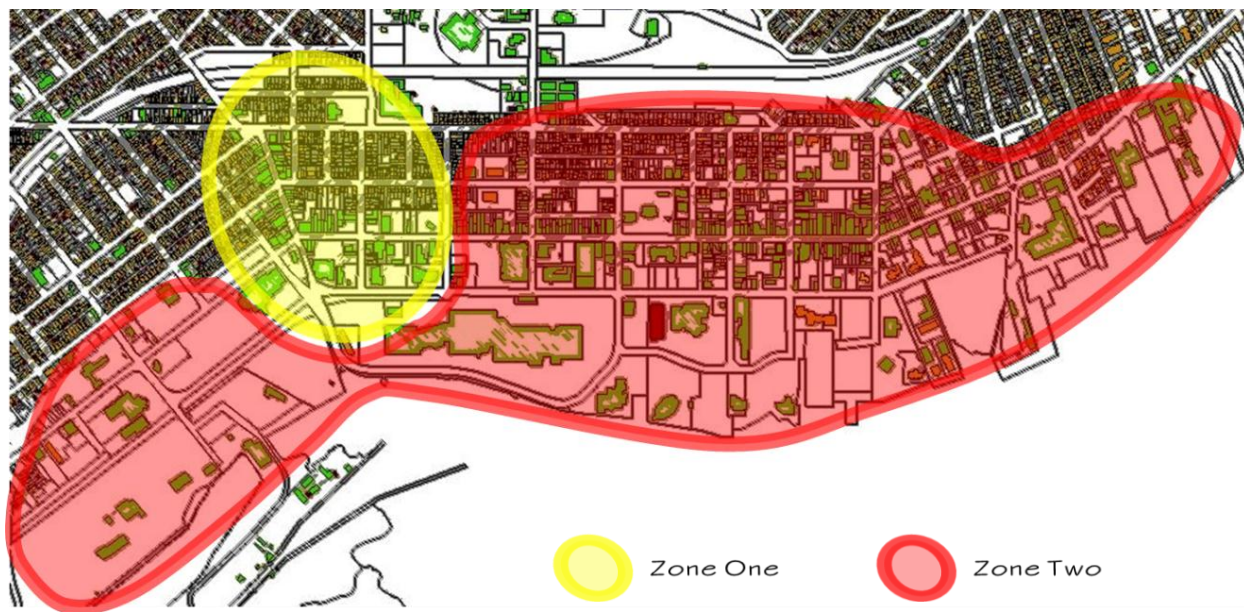
4.2 Tax Increment-Equivalent Grant Program

A Tax Increment Equivalent Grant (TIEG) is generally delivered as a "pay as you go" grant - meaning the owner is responsible for the up-front remediation and redevelopment costs. Each eligible year, the owner must pay the property taxes in full. Afterward, the municipality will provide to the registered owner a grant equal to a portion of the tax increment.

A TIEG is a favourable incentive with little expense to the City. The subject sites underutilized today make a tax contribution which reflects their current depressed value. Without an incentive to invest, the situation may be unlikely to change. While the municipality forgoes the tax increases of redeveloped property in the short term, the investment will spawn economic activity, much needed housing mix and will eventually contribute to a higher level of taxation.

Grants are equal to a percentage of the municipal tax increment on a declining rate basis for a maximum 5 year period. The percentage of the municipal tax rebated is based on the increase in tax generated from an increase in assessment. When an approved project is complete, a grant will be paid annually by the City to the eligible applicant following the full payment of property taxes. In year one, the grant to the approved applicant may equal 100% percent of the incremented taxes for the subject property. Year 1 is defined as the first full calendar year in which taxes are paid after the project has been completed and reassessed.

The grant amount for Zone One (Map Below) will include additional incentives throughout the grant program in the form of a 100% rebate each program year. Zone One is addressed as a targeted improvement area within the Downtown and of this Community Improvement Plan. The additional rebate for Zone One is meant to concentrate development on Gore Street and the section of Queen Street between Dennis Street and Gore Street (see Zone One boundary on Appendix A).



The grant amount for Zone Two in this program shall not exceed 100% of the increase in the municipal portion of the taxes in year one, decreasing to 75% in year two, 50% in year three, and 25% in year four. The grant amount for Zone Two was established to encourage infill projects, new development and enhancing the overall vibrancy of the Downtown (see Zone Two boundaries on Appendix A).

The maximum payment schedule for all DCIP Tax Grants is as follows:

Time	Zone One	Zone Two
Year 1	100%	100%
Year 2	100%	75%
Year 3	100%	50%
Year 4	100%	25%
Year 5	100%	

In addition, eligible program participants may apply for cancellation of the educational portion of property taxes through the Province of Ontario's Brownfields Financial Tax Incentives Program (BFTIP). Provision of tax assistance for the education portion of a property tax increase is subject to an application by the City to the Ministry of Municipal Affairs and Housing. Provision of the tax assistance for the educational portion of a property tax increase is limited to those costs associated with remediation.

4.3 Private Sector Assistance Programs

4.3.1 Building Improvement Grant Program

The Building Improvement Grant Program is a matching grant program for interior renovations to non-residential properties (commercially zoned) to promote functional improvements or changes in use as permitted under the Zoning By-law. The grant is designed to promote the re-use of buildings, use of second floors for commercial or residential uses and to create sustainable buildings capable of providing a competitive location for commercial activity. Property improvements can include partial or full conversion to residential uses subject to the provisions of the Zoning By-law.

The Building Improvement Grant is based on a matching funds basis, and provides grants up to \$17,500 or a maximum of 50% of eligible costs, whichever is the lesser. **The grant amount will be determined on the overall investment, quality, and significance of the improvement to the Downtown Area.**

	Major Improvements	Design
Grant Amount (Maximum)	\$15,000 or 50% of the eligible costs (whichever is the lesser)	\$2,500 or 50% of the eligible costs (whichever is the lesser)

Eligible projects include: Privately owned, commercial zoned property owners or tenants (with owner's authorization) located in the Downtown Community Improvement Policy Area.

Eligible costs for the Building Improvement Grant program include costs borne by the property owner relating to materials, labour, equipment and professional fees associated with building restoration, improvement, renovation, minor building additions and barrier free improvements to the interior of the building and its major building systems (e.g. HVAC systems).

Prior to the issuance of any approved grant, all eligible costs must be paid in full by the owner/tenant. A copy of all invoices will be required prior to the issuance of the grant. In addition, all renovations/improvements must ensure that all required building permits are obtained (cost of building permits are not an eligible expense under this program) and finalized (occupancy permit) before the grant will be disbursed. If the property is sold or interest in the granted property is transferred (in part or in whole) within the first year of the building improvements, full repayment to the City is required.

4.3.2 Façade Improvement Grant Program

The Façade Improvement Grant Program is a matching grant program for exterior renovations to non-residential properties to promote aesthetic improvements consistent with established design guidelines prepared as part of the Community Improvement Plan. The grant is designed to promote additional improvements in façade treatment by property owners that otherwise may not occur due to cost premiums associated with these improvements.

The Facade Improvement Grant is based on a matching funds basis, and provides grants up to \$12,500 (minimum grant of \$2,000) or a maximum of 50% of eligible costs, whichever is the lesser. If the property is sold or interest in the granted property is transferred (in part or in whole) within the first year of the building improvements, full repayment to the City is required. **The grant amount will be determined on the overall investment, quality, and significance of the improvement to the Downtown Area.**

	Major Improvements	Design
Grant Amount (Maximum)	\$10,000 (minimum grant of \$4,000) or 50% of the eligible costs (whichever is the lesser)	\$2,500 or 50% of the eligible costs (whichever is the lesser)

Eligible projects include: Privately owned, commercial zoned property owners or tenants (with owner's authorization) located in the Downtown Community Improvement Policy Area.

Eligible costs include costs borne by the property owner relating to materials, labour, equipment and professional fees associated with façade improvements and restoration, improvement. Examples of eligible works include: Brick Cleaning façade treatments, such as power washing; Exterior painting; Replacement of doors and windows; Replacement and/or repair of cornices, parapets and other architectural features; Replacement and/or repair of awnings or canopies; Repair and/or re-pointing of façade masonry, the

maintenance of brick facades will be encouraged; Installation and improvement of signage; Installation of exterior decorative lighting and upgrading of fixtures; Redesign of storefront; Installation of wheelchair accessibility ramp.

Eligible facades include both front and side facades (for corner properties). Rear façade improvements will be considered secondary for the purposes of allocating funds.

Prior to the issuance of any approved grant, all eligible costs must be paid in full by the owner/tenant. A copy of all invoices will be required prior to the issuance of the grant. In addition, all renovations/improvements must ensure that all required building permits are obtained (cost of building permits are not an eligible expense under this program) and finalized (occupancy permit) before the grant will be disbursed. If the property is sold or interest in the granted property is transferred (in part or in whole) within the first year of the building improvements, full repayment to the City is required.

4.3.3 Professional Design Grant

All projects that will apply for private sector assistance programs will be reviewed against a number of design criteria outlined in the downtown urban design guidelines, and to ensure the development supports the community's overall vision for the downtown. To assist developers with interpretation and implementation of the guidelines, the Design Grant will provide a non-matching grant to retain professional design services for the purposes of concept plan development, initial cost estimation, or preliminary construction drawings associated with façade or interior improvements. The grant will provide funding for architectural design services to a maximum of \$2,500.

Grant Amount (Maximum)	\$2,500	Design Consideration
Facade	• Consistent window lines with abutting buildings • Preservation or enhancement of architectural details • Preserving and restoration of original masonry • The use of siding of any kind will not be supported along Queen Street and Gore Street, or other historic buildings • Selection of colours that are appropriate to the area's character • Colours: red's, browns, oranges • Brick painting on historic buildings will not be funded • Signage should be understated, and not obscure important architectural features • Multiple signs will be discouraged Innovative design is also encouraged, subject to overall consistency with building massing, scale of facades and building heights.	

Interior	• Improvements designed to promote the re-use of buildings, use of second floors for commercial or residential uses and to create sustainable buildings capable of providing a competitive location for commercial activity. • Major structural improvements • Cosmetic improvements only eligible if part of a major renovation
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4.4 Review of Grant Programs

Proposed projects will be reviewed in accordance with the Queen Street Urban Design Guidelines. Projects that are not consistent with these guidelines will not be eligible for any financial assistance grants.

5.0 Major Development Sites

5.1 Develop Underutilized Sites

There are five key sites identified in this plan which will benefit from the proposed incentives and targeted expenditures outlined in the DCIP. The overall goals for these sites include:

- Encourage adaptive re-use approach, reusing a site or building for a purpose other than which it was built or designed for;
- Promote post-secondary institution clusters in the Downtown (I.e. satellite campuses, residences, facilities, etc.); and
- Encouraging a high standard of urban design to ensure signature development along the City's Waterfront and throughout the Downtown.

The five specific sites identified are:

Blueforest Ventures Inc. (former St. Mary's Property) Redevelopment

The Blueforest Ventures Inc. property is rich in history and in an effort to create a unique sense of place, the City of Sault Ste. Marie will work with the Blueforest Ventures Inc. to facilitate the creation of a Regional Tourist attraction. In order to ensure the preservation of the unique Sault Ste. Marie waterfront and its buildings, the development should preserve and respect the numerous heritage buildings within the property. The City of Sault Ste. Marie will also encourage additional uses that would revitalize the former industrial site as well as add to the overall vibrancy of the Downtown.

Gateway Site

The Gateway Site has been established as a primary waterfront development site with immense potential. The City of Sault Ste. Marie will work with post-secondary institutions on the development of Downtown facilities. Another consideration for this primary site is

to ensure development is built in a manner that encourages pedestrian and vehicular travel to the remainder of the Downtown. Consideration should also be given to the development of a permanent casino, should that result from the ongoing modernization efforts of OLG.

Suncor Property

The Suncor Property is a blight along the City's waterfront. In order to realize the full potential of this waterfront site, the Suncor Property needs to be evaluated, in conjunction with the property owner, for various development opportunities. Possible opportunities for the Suncor Property Site range from residential or commercial development or the implementation of passive-recreation green space or other environmentally sustainable alternatives. The City is seeking to work with the property owner to move forward on some form of development.

Former Sault Area Hospital (SAH) Site

The Former Sault Area Hospital (SAH) Site provides a prime opportunity to enhance and restore a prime waterfront development site that has been vacant since the relocation of the hospital. The City of Sault Ste. Marie will continue to work with the new owner to facilitate the re-use and redevelopment of the site.

Former Northern Breweries Site

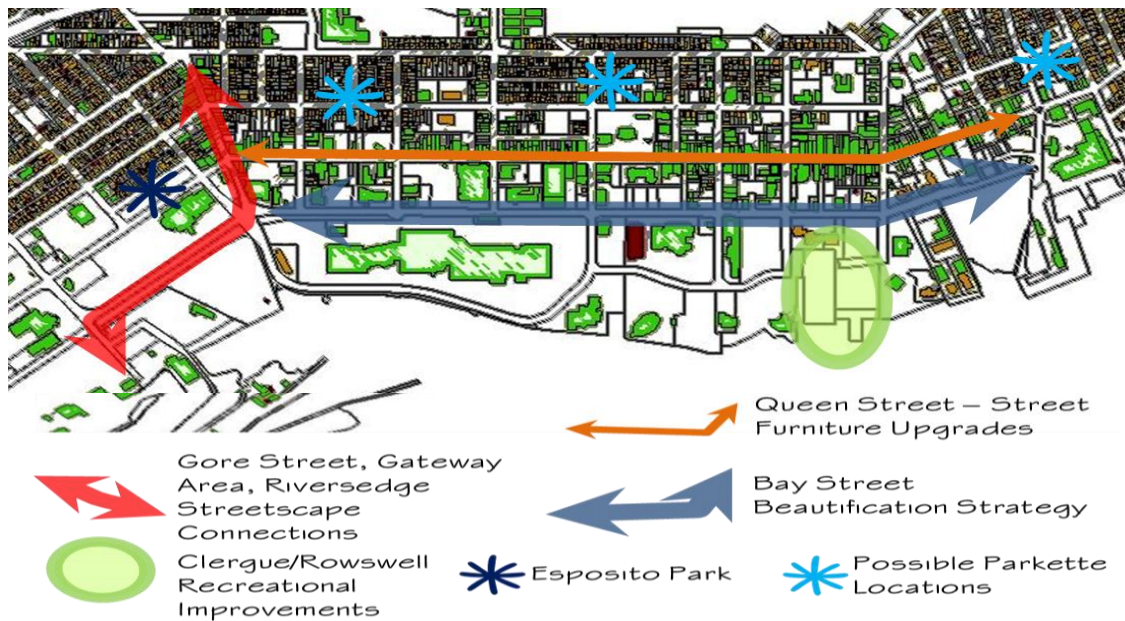
The Former Northern Breweries Site is currently in a state of disrepair and needs to be brought up to proper standards to ensure public safety. To ensure a high level of safety in the Downtown area, the City will proactively seek to ensure that the building is brought to a safe condition.

5.1.1 Underutilized Sites – Action Items

- A set of design principles will be developed to guide future development of the Canal District (Blueforest, Gateway/Casino Site);
- A partnership with Blueforest Ventures Inc. will be launched to coordinate a funding application to NOHFC for the establishment of a regional tourism and mixed use development;
- Work with Suncor to explore Federation of Canadian Municipalities Green Municipal funding to begin site assessment and remediation initiatives.

5.2 Cultivate a “Sense of Place”

Public Realm Improvements will help to cultivate a “sense of place” by focusing capital investments to encourage increased public accessibility and address aesthetic concerns throughout the Downtown. The Improvements involve several project goals relating to the Downtown areas of focus. The following is a map of the public realm improvement areas identified in this plan.



5.2.1 Public Realm and Streetscape Improvements

Over the next few years, a number of Downtown area streets are proposed for reconstruction/re-surfacing. Well-designed streetscape connections will enrich the public realm and create unique pedestrian experiences for both residents and tourists. For example, Bay Street, when re-surfaced can utilize a number of beautification strategies that will foster better integration of the Blueforest and Gateway development sites into the Downtown core areas, and establish improved linkages to existing tourism developments such as the Art Gallery of Algoma, the Canadian Bushplane Heritage Center, and the Ermatinger-Clergue National Historic Site.

Street furniture upgrades along Queen Street will encourage an age-friendly form that encourages pedestrian travel, as well as opportunities for gathering or rest. In addition it will also establish a unique identity for the Downtown area by incorporating distinctive streetscape elements such as light pole accessories, benches, recycling bins, bike racks, message/map boards etc. The use of tree lighting will also enhance the Downtown ambiance and increase night-time safety, which is strongly encouraged by the current Downtown Association.

In addition, Gore Street streetscape improvements are proposed to foster a built environment that attracts private sector investment into this under-utilized area. Streetscape improvements will be identified as part of the public realm and streetscape planning proposed as part of this plan.

Public Realm planning will also allow for the opportunity to plan for areas that encourage social gathering and reclaim orphaned spaces. “Orphaned Space” is an area within the public realm that could potentially be used for gathering and interaction, but because of

their design (or lack of design) are not accessible or not utilized by the public. Orphaned Space can be reclaimed using public art to create visual interest points throughout the Downtown and generate areas that are welcoming to interaction and investment. To encourage the installation of Public Art in “Orphaned Space” a City policy should be established for selecting public art installations and locations. Other areas that could be reclaimed include pedestrian walkways, under-utilized parking stalls, sidewalk areas, boulevards, etc.

Another need identified in the Downtown is access to recreational amenities. Recreational Improvements to Clergue Park will address the lack of recreation space within the Downtown in order and create an environment inviting to families and children. In addition, the existing water fountain is nearing its functional life. The maintenance of this feature is difficult given its offshore location and many of the parts needed to maintain this fountain can no longer be obtained. It is recommended that a surface fountain be used to replace the obsolete offshore fountain.

In addition to Clergue Park improvements, parkette locations will be identified throughout the Downtown area. Parkettes are small green space areas that are open to the public and contain amenities like children's play facilities, benches and tables. Currently vacant or under-utilized properties within the Downtown neighbourhood area can potentially be converted to park space. Parkette development will encourage under-utilized properties to be used as play areas and gathering places for the Downtown residents. It will also embolden residential investment in the Downtown by creating recreational play areas.

5.2.2 Strenuously Enforce Property Standards

Where derelict or abandoned buildings have outstanding work orders, are in tax arrears, and where there is no intent of the property owner to bring the property to a minimum standard, the City should proactively work to have these buildings demolished. This will serve to prevent “broken window” syndrome in the Downtown.

5.2.3 Sense of Place Action Items

Streetscape and Public Realm Improvements

- Retain urban design professionals to develop streetscape plan focusing on landscape, street furniture, lighting, as well as other aesthetic improvements, focusing on Queen Street, Gore Street as well as other Downtown roads identified in the 5 year capital works plan
- Implement new streetscape elements along Queen Street, Gore Street and other Downtown streets planned for reconstruction or resurfacing in the next 5 years.
- Identify vacant or under-utilized properties within the Downtown neighbourhood area that can be converted to park space
- Acquire lands through tax arrears process for park space development
- Acquire and install park equipment

- Establish City policy for selecting public art installation and locations
- Work with local Art Council to establish a committee to screen and acquire public art for installation at various locations in the Downtown.
- Identify potential areas for public art installation and social gathering

Clergue Park Improvements

- Initiate site planning design, and site servicing improvements (i.e. water, sanitary, storm water) to accommodate future recreational facilities, water fountain
- Acquire and install of water fountain feature, park equipment

Enforce Property Standards

- Strenuously enforce sub-par property standards
- Prosecute on-going property standards offences and utilize tax arrears process to demolish derelict sites

6.0 Monitoring Program

6.1 Purpose

The City of Sault Ste. Marie will conduct periodic reviews of the Downtown Community Improvement Plan in order to determine its effectiveness. Specifically, the purpose of the Monitoring Program is to determine if:

- a) The programs are achieving the goals and objectives set out; and/or
- b) Program adjustments are required

6.2 Monitoring Process

In order to successfully monitor the DCIP, the Downtown Community Improvement Committee will undertake the collection of statistical data in order to determine baseline information upon the adoption of the DCIP. The collection of baseline data will allow the City to compare results and to determine if the program is achieving the goals and objectives set out by the DCIP or if program adjustments are required.

The following are examples of values to be monitored for the evaluation of the DCIP;

- Number of successful applications;
- Project details as proposed by application;
- Municipal assessment and taxes prior to commencement of approved project;
- Square footage of habitable floor space created;
- Square footage of industrial or commercial space rehabilitated or constructed;
- Acreage of land remediated and/or redeveloped; and
- Total value of investment; public vs. private investment; capital works, facilities investment;

- Increase in assessed value of property and municipal property taxes upon completion of project; and
- Total dollar amount granted by tax increment per year;
- Number of new businesses created, maintained, expanded, modernized;
- Number of new jobs
- Types of new businesses, e.g. knowledge base, information technology, communication, service, retail, etc.

6.3 Reporting

Based on the information obtained through the regular and the continuous tracking of Financial Incentive Program applications and the monitoring of variables, the DCIP Review Committee will prepare an annual report in order to provide an overview of the program to Council and the general public.

6.4 Program Adjustments

City Council will review this Community Improvement Plan at regular intervals to ensure that the intent and project objectives are being met. City Council may discontinue or modify all or part of the program incentives without a formal amendment to the Community Improvement Plan, provided that the variation does not exceed the original maximum credit allowed.

7.0 Implementation

7.1 Interpretation

The City of Sault Ste. Marie Downtown Community Improvement Plan must be read and interpreted in entirety, and in conjunction with the Planning Act, Municipal Housing Act and all other municipal planning documents.

In addition, this Community Improvement Plan will be interpreted at the sole discretion of the City of Sault Ste. Marie in consultation with, or based on advice from the City's Planning Division.

7.2 Timing

The Downtown Community Improvement Plan will remain in effect for three years but may be extended by City Council subject to appropriate review and notice.

7.3 Administration of the Financial Incentive Programs

The financial incentives programs offered through the Downtown Community Improvement Plan will be administered by the Downtown Community Improvement Plan Committee with representation from the City's Planning, Building, Engineering, Public Works and Finance Departments. All grant applications for financial assistance will be reviewed by this committee, with final approval being subject to City Council authorization.

Representatives from EDC will also participate on the review of proposed public realm improvements.

7.4 Financial Management of Downtown Community Improvement Plan

Program	TOTAL
Incremental Tax Rebates	Forgone Revenue
Private Sector Assistance Grants	\$600,000
Public Realm and Streetscape Planning	\$50,000
Downtown Public Realm & Streetscape Improvements	\$1,250,000
Project Management	\$150,000
Private Sector Matching Investment	\$600,000
TOTAL	\$2,650,000

City	NOHFC	FedNor	Downtown Association	Private Sector	TOTAL
\$300,000	\$857,500	\$857,500	\$35,000	\$600,000	\$2,650,000

7.5 General Eligibility Requirements of the Financial Incentive Programs

The following are General Eligibility Requirements applicable to all incentive programs, and must be met in order for an applicant to be able to participate in the DCIP initiatives.

- An application to the City must be received prior to the application for a building permit for the project to be considered under the program.
- Property taxes must not be in arrears at the time of application.
- If the property is under an assessment appeal, the application will not be accepted until the appeal is resolved.
- Applicants must agree to not file a property tax appeal while receiving a grant or rebate under this program.
- Outstanding Work Orders from the City's Fire Services or Building Services Division and requests to comply shall be addressed prior to the submission of an application.

- Improvements made to the buildings or land shall be made pursuant to a Building Permit, and constructed in accordance with the Ontario Building Code and applicable Zoning requirements.
- Should the project fail to meet the eligibility requirements during the program, the full amount of property taxes including interest will become due and payable, or no grant will be provided, as if no incentives had been approved.
- Approved project incentives are applicable to the registered owner and the approved incentive (tax rebate, improvement grants) is assignable to any person to whom such an owner has assigned the right to receive the incentives such as a tenant or other assignee.
- This program may be used in combination with any other Community Improvement program provided that the total amount of assistance provided does not exceed the eligible costs.

Where the program is approved for use, the following conditions apply:

- This program would not exempt property owners from an increase in municipal taxes due to a general tax rate increase or a change in assessment for any other reason after the property has been improved.
- The property owner would be responsible for the full payment of the taxes and/or the building improvements, after which the City would provide the grant. For the time frame beyond the approval period, the owner would be required to pay the full amount of the taxes with no grant provisions.
- The tax assistance is based upon increases in property taxes as a result of development and rehabilitation, and is not based on occupancy or changes in occupancy.
- The maximum assistance will be calculated based on the difference between the assessed value of the property prior to the date of the application for building permit and the assessed value at occupancy.
- The municipal portion of the tax assistance will be calculated after tax capping calculations have been applied as required by Part 9 of the Municipal Act.
- For tax rebates, if the property is sold, conveyed, assigned or otherwise transferred in whole or in part before the program lapses no further assistance shall be given by the City. Nothing in this section prevents the City from entering into a new agreement with any subsequent owners of the property to receive the balance of the assistance under this program.
- For business improvement grants, if the property is sold, conveyed, assigned or otherwise transferred in whole or in part after 1 year of the approval, any grants issued, plus interest, will be repayable to the City.

7.6 Process and Submission Requirements of the Financial Incentive Programs

In order to be eligible for any of the incentive programs, applicants must submit a completed application in accordance with the General Process and Submission Requirements outlined below;

A complete application will include:

- Completed application forms; and
- Supporting materials such as plans, cost estimates and contracts, applicable reports, and any additional information required by the City of Sault Ste. Marie or the Downtown Community Improvement Plan Committee.

General Process and Submission Requirements include:

- The City is not responsible for any cost related to the CIP application process;
- An application must be submitted to the City prior to the commencing of any community improvement works;
- All Sources of additional funding/ incentives must be declared at the time of the application submission; and
- The Committee will evaluate all applications and supporting materials. Based on the evaluation, a recommendation will be made to the City Council. Council will have approval authority for all DCIP grant applications.
- All plans, reports, etc. required as part of the application process will be prepared by a professional qualified in that field (i.e. architects, engineers, etc.)

7.7 Severability

If a court of competent jurisdiction declares any section or part of a section of this DCIP by-law to be invalid, such section or part thereof, shall not be construed as having persuaded or influenced City Council to pass the remainder of the by-law, and it is hereby declared that the impugned section shall be severable and distinct from the remainder of the by-law, and the remainder of the by-law shall be valid and remain in force.

8.0 Conclusion

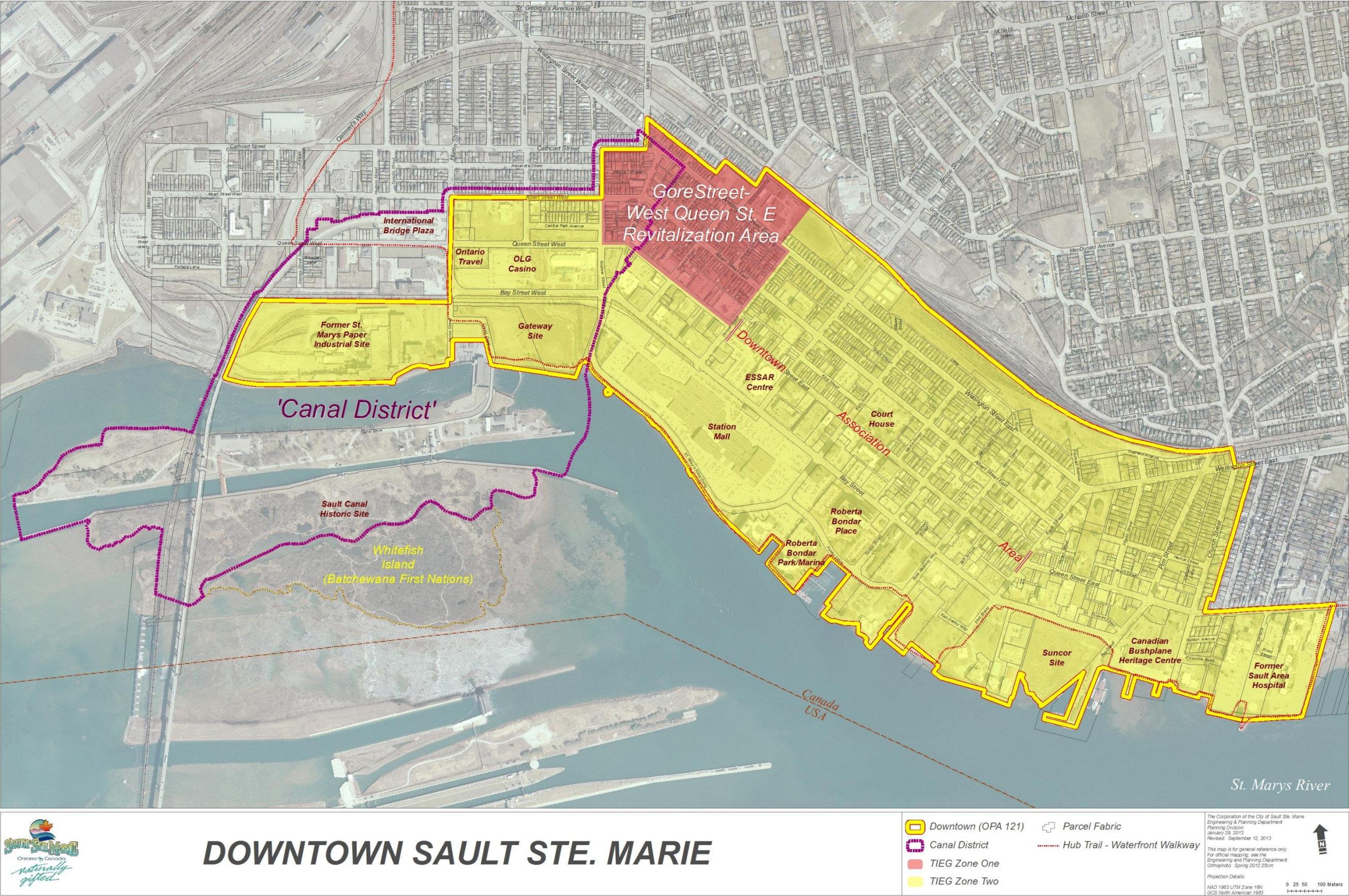
The City of Sault Ste. Marie Downtown Community Improvement Plan is designed to provide a framework that guides the Downtown area into a vibrant, thriving part of the city and re-establishes the regional significance of the Downtown.

The Downtown Community Improvement Plan outlines a set of goals and objectives, a community vision for the Downtown area and financial incentives, all designed to stimulate and leverage private sector investment in the Downtown. Implementation and monitoring

of this plan will be undertaken by the City of Sault Ste. Marie and the Downtown Community Improvement Plan Committee.

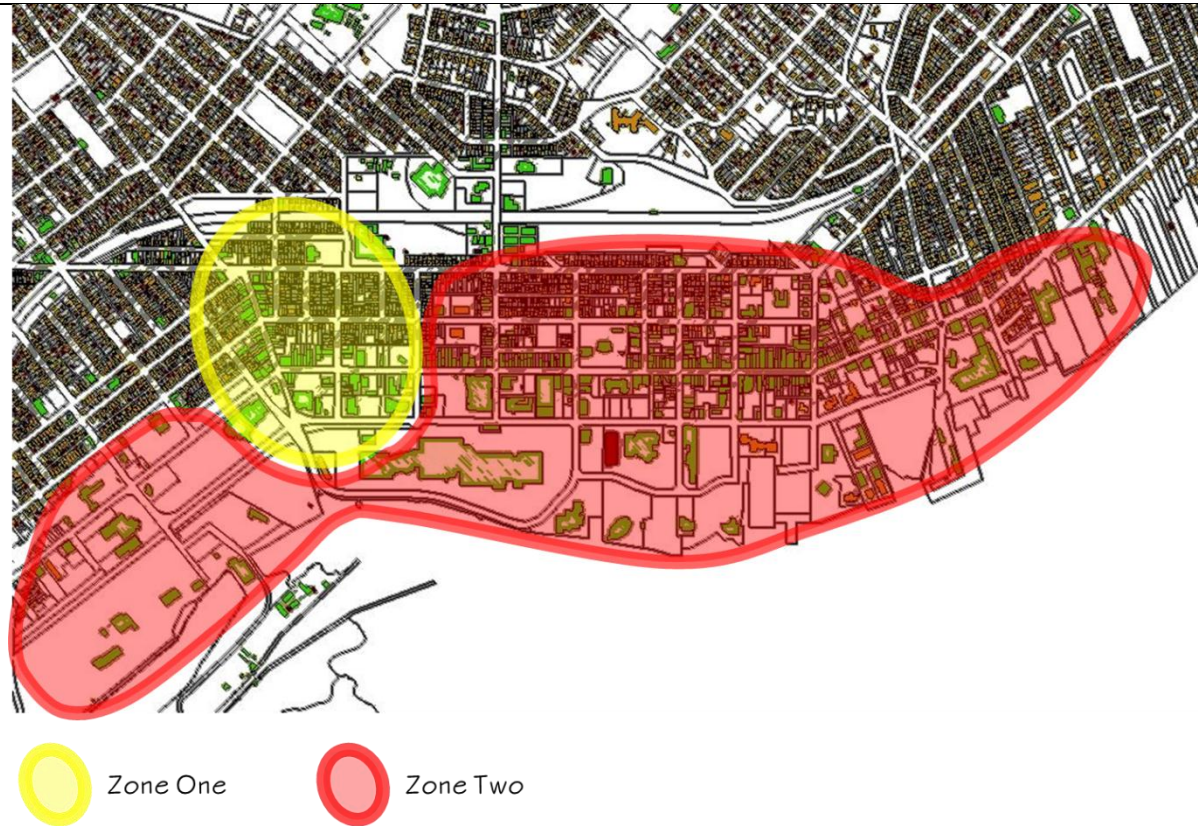
The plan will remain in effect for three years effective from the date Council approves the plan and is subject to any and all criteria outlined in this document.

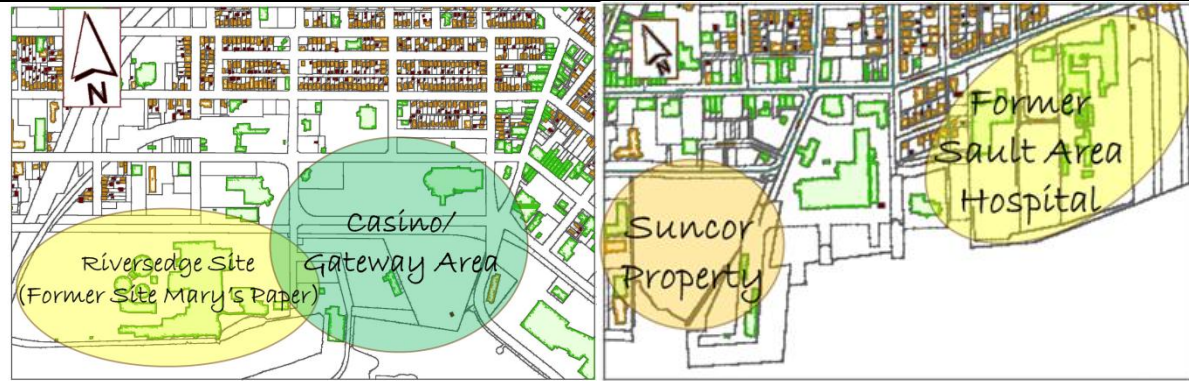
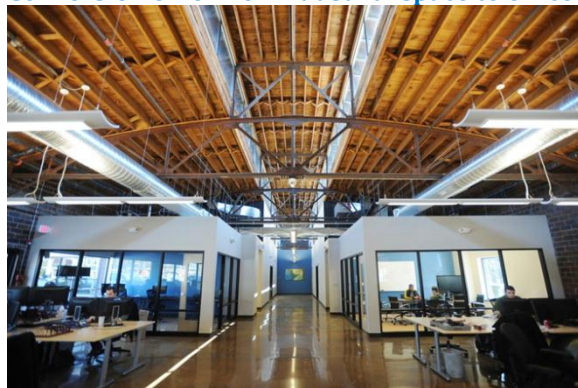
Appendix A – Community Improvement Policy Area

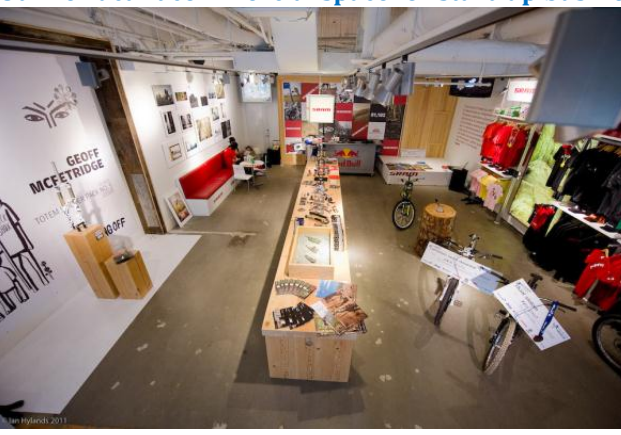


Appendix B – Downtown “Big Picture” Action Items

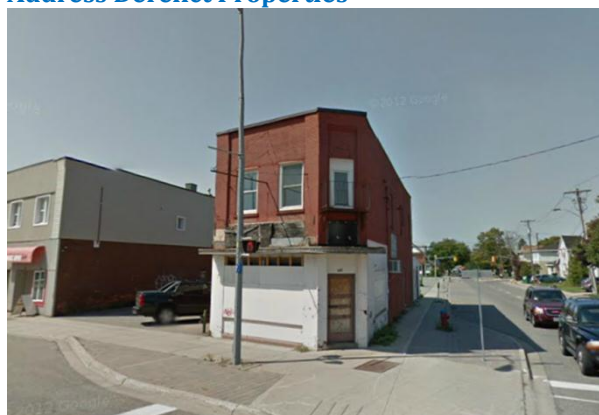
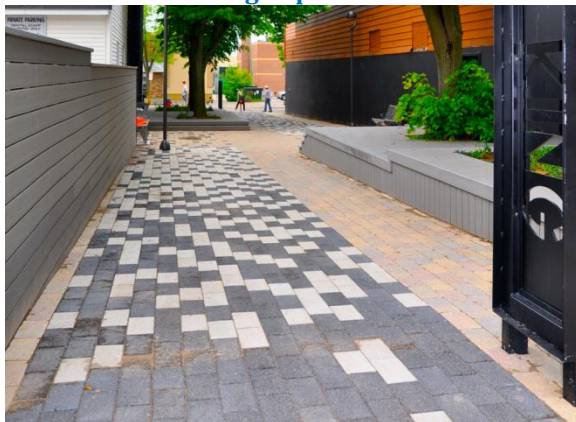
City of Sault Ste. Marie Downtown Development Initiative – 2.0

Big Picture Action	Downtown Area(s) of Focus	Project Types					
Promote Catalyst Development	 Zone One Zone Two	Mixed Use Development	At grade commercial, above grade residential				
							
		High Density Residential: Condo/Apartments	Long-term care facilities				
							
Project Goals Catalyst Development - Encourage infill development that promotes positive economic spin-offs through-out the Downtown - Foster development that supports existing business and services by creating a market of new residents within the Downtown - Accommodate demand for apartment units - Accommodate the need for affordable housing units - Focus on high-quality urban design that integrates higher density development within the historic built form of the Downtown - Create vibrancy in under-utilized or stagnant areas of the Downtown		Actions/Tools - Establish task force made up of downtown property owners from the Gore Street and west Queen Street area to discuss the issue of chronic vacancies - Implement Tax Rebate programs as incentive to re-invest in the Downtown - Set up staff review committee to assess rebate applications Incremental Tax Rebates: <table><tr><th>Zone One:</th><th>Zone Two</th></tr><tr><td> 100%/Year 1; 100%/Year2; 100%/Year 3; 100%/Year 4; 100%/Year 5 </td><td> 100%/Year 1; 75%/Year2; 50%/Year 3; 25%/Year 4 </td></tr></table> Applicants would pay the full increase in municipal assessment and will be rebated at the rates outlined above Funding City of Sault Ste. Marie: Forgone Tax Revenue Time Period for Implementation 2014: Establish review committee, formulate program eligibility requirements 2014-2017: Initiate rebate applications for eligible projects		Zone One:	Zone Two	100%/Year 1; 100%/Year2; 100%/Year 3; 100%/Year 4; 100%/Year 5	100%/Year 1; 75%/Year2; 50%/Year 3; 25%/Year 4
Zone One:	Zone Two						
100%/Year 1; 100%/Year2; 100%/Year 3; 100%/Year 4; 100%/Year 5	100%/Year 1; 75%/Year2; 50%/Year 3; 25%/Year 4						

Big Picture Action	Downtown Area(s) of Focus	Project Types	
Develop Under-Utilized Sites		Conversion of former industrial space to office uses 	Ensure future casino compliments surrounding Downtown area 
	Project Goals Under Utilized Sites: - Encourage adaptive re-use approach, reusing a site or building for a purpose other than which it was built or designed for. - Promote post-secondary institution clusters in the Downtown (i.e. satellite campuses, residences, facilities, etc.). - Encourage a high standard of urban design to ensure signature development along the City's waterfront. - Ensure future casino development integrates within surrounding Downtown area Specific Project Areas: Blueforest Ventures Inc. (former St. Mary's Property) Redevelopment - Work with new property owners to facilitate the creation of a Regional Tourist attraction - Facilitate a development that preserves and respects the numerous heritage buildings - Encourage other uses that would both revitalize the former industrial site as well as add to the overall vibrancy of the Downtown Gateway Site - Work with post-secondary institutions on the development of Downtown facilities - Ensure development is built in a manner that encourages pedestrian and vehicular travel to the remainder of the Downtown. Suncor Property - Evaluate, in conjunction with property owner, options for environmental remediation - Assess possibility for the development of a passive-recreation green space Former Sault Area Hospital (SAH) Site - Continue cooperation with the new owner of the former SAH to facilitate the re-use and redevelopment of the site. Former Northern Breweries - Demolish derelict aspects of building - Ensure remainder of building is brought up to a safe condition	Re-purpose vacant industrial lands for recreational uses 	Utilize former institutional buildings for residential infill 
	Actions/Tools - Establish design principles to guide future development of Canal District (Blueforest, Gateway, Casino Site) - Assess financial viability of a regional tourism attraction with Blueforest Ventures Inc. - Partner with Blueforest to coordinate a funding application to NOHFC for the establishment of a regional tourism and mixed use development - Work with Suncor to begin site assessment and remediation initiatives		Funding Design Principles: City: \$40,000 <i>(Already Committed)</i> Financial Assessment – Regional Tourism Attraction: City: \$25,000 <i>(Already Committed)</i> Blueforest Mixed Use/Tourism Development: \$10,000,000, Private/Public Partnership
Time Period for Implementation 2014: Design Principles 2013 – 2017: Blueforest re-development plan 2015: Suncor Site Assessment			

Big Picture Action	Downtown Area(s) of Focus	Project Types	
Advance Downtown as a viable commercial node	 Gore Street Commercial District Historic Queen Street District Queen Street Commercial District	Transition “incubated” businesses to vacant commercial space 	Utilize vacant commercial space for start-up business 
		Provide catalyst funding for Façade improvements 	Support retrofitting of existing commercial spaces to update established businesses 
	Project Goals Create a viable commercial node - Promote re-investment into established Downtown businesses to ensure area remains commercially viable in-light of the newer, large format retail elsewhere in the community - Maintain the Downtown commercial areas as a major source of tax revenue for the City - Utilize entrepreneurial start-ups (retail, food services, arts, etc.) to stimulate previously vacant spaces, transforming them into vibrant destinations. - Foster collaboration between vacant property owners and individuals looking at starting new businesses. - Encourage transition of EDC and Innovation Centre incubation start-ups to vacant Downtown commercial spaces. Specific Project Areas: Gore Street, Queen Street Commercial Areas	Actions/Tools Property re-investment - Stimulate private sector investment by providing matching grants for façade and interior renovation projects - Formulate grant review committee made up of City staff and Downtown Association members - Establish grant eligibility design criteria for grant recipients - Establish inventory of vacant commercial space in the Downtown core - Collaborate with EDC and SSM Innovation Centre to support the transition of incubated businesses into vacant Downtown commercial spaces	
		Funding \$600,000	
		Time Period for Implementation 2014: Establish inventory of vacant commercial space in the Downtown core 2014: Establish program criteria and steering committee for façade and interior improvement projects 2014-2017: Initiate grant applications for improvement projects	

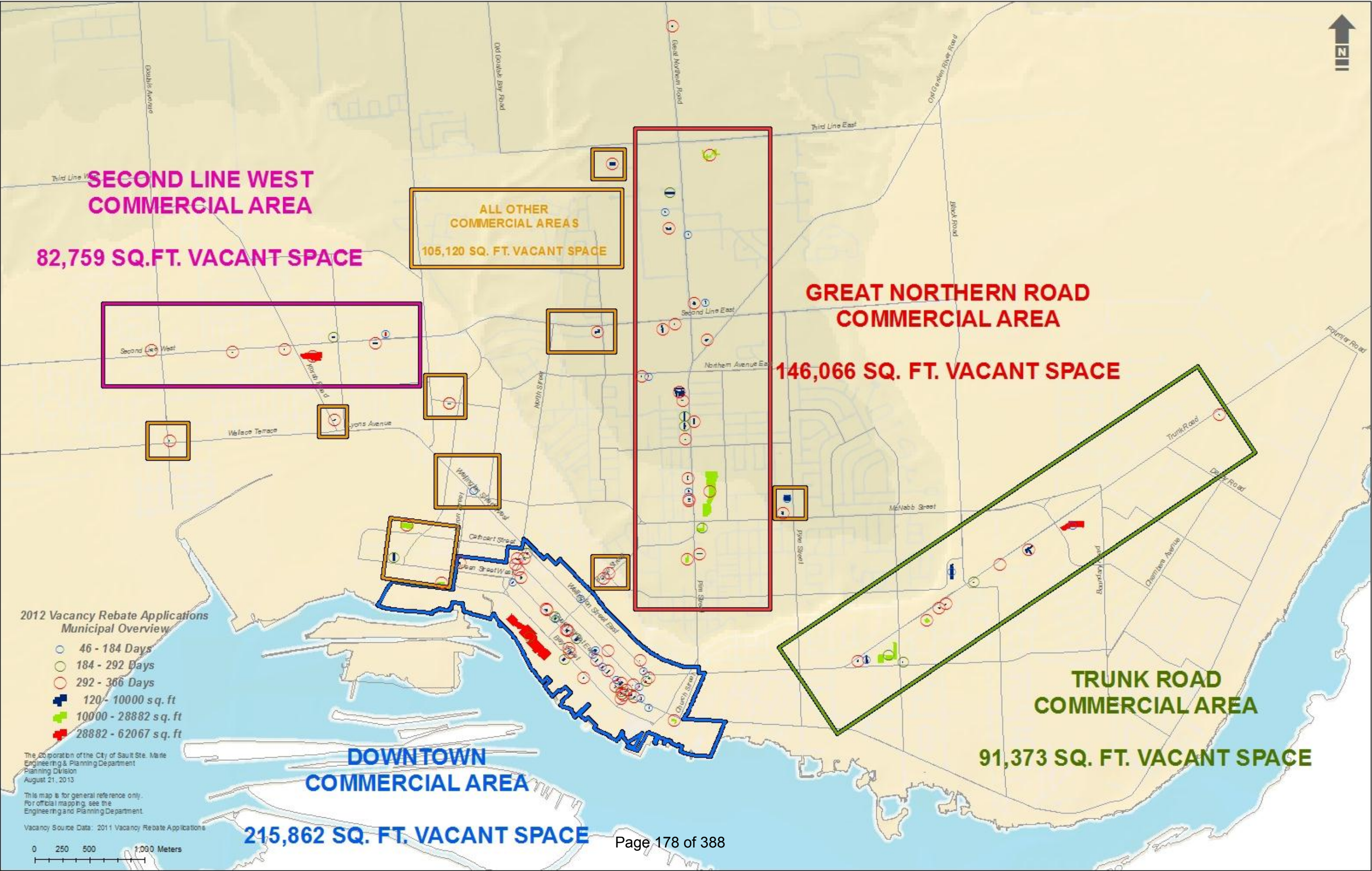
Big Picture Action	Downtown Area(s) of Focus	Project Types	
Cultivate a “Sense of Place”	 Queen Street – Street Furniture Upgrades Gore Street, Gateway Area, Riversedge Streetscape Connections Clergue/Rowswell Recreational Improvements Esposito Park Possible Parkette Locations Bay Street Beautification Strategy	Children’s Play Area 	Outdoor Fitness Equipment 
		Water Fountain 	Streetscape Improvements 
	Project Goals Public Realm and Streetscape Street Improvements: - Enrich the public realm by creating unique pedestrian experiences for both residents and tourists. - Foster better integration of Blueforest and Gateway development sites into the Downtown core areas. Queen Street, Gore Street and Downtown Streetscape Improvements - Encourage age-friendly built form that encourages pedestrian travel, as well as opportunities for gathering or rest. - Establish unique identity for the Downtown area by incorporating distinctive streetscape elements such as lighting, benches, recycling bins, bike racks, message/map boards, etc. Clergue Park Recreational Improvements - Address the lack of recreational space within the Downtown, in order to create an environment inviting to families and children. - Replace existing, obsolete water fountain with easier to maintain surface fountain - Create signature waterfront attraction inviting residents and tourists to the Downtown Parkettes - Repurpose under-utilized property to create play areas/gathering places for the Downtown residents - Encourage residential investment in the Downtown by creating recreational play area.	Actions/Tools Public Realm and Streetscape Improvements - Retain urban design professionals to develop streetscape plan focusing on landscape, coordinated street furniture, lighting, as well as other aesthetic improvements - Upgrade streetscape amenities along Queen Street, Gore Street and other Downtown Roads planned for capital improvements Clergue Park Improvements - Initiate site planning design, and site servicing improvements (i.e. water, sanitary, storm sewer) to accommodate future recreational facilities, water fountain - Acquire and install of water fountain feature, park equipment Parkette Development - Identify vacant or under-utilized properties within the Downtown neighbourhood area that can be converted to park space - Acquire lands for park space development - Acquire and install park equipment Funding Streetscape Planning: \$50,000 Queen Street, Gore Street and Streetscape and Public Realm Improvements: \$1,250,000 Time Period for Implementation 2014: Streetscape Planning, identify properties for Parkette development 2015-2017: Streetscape and Public Realm Improvements	

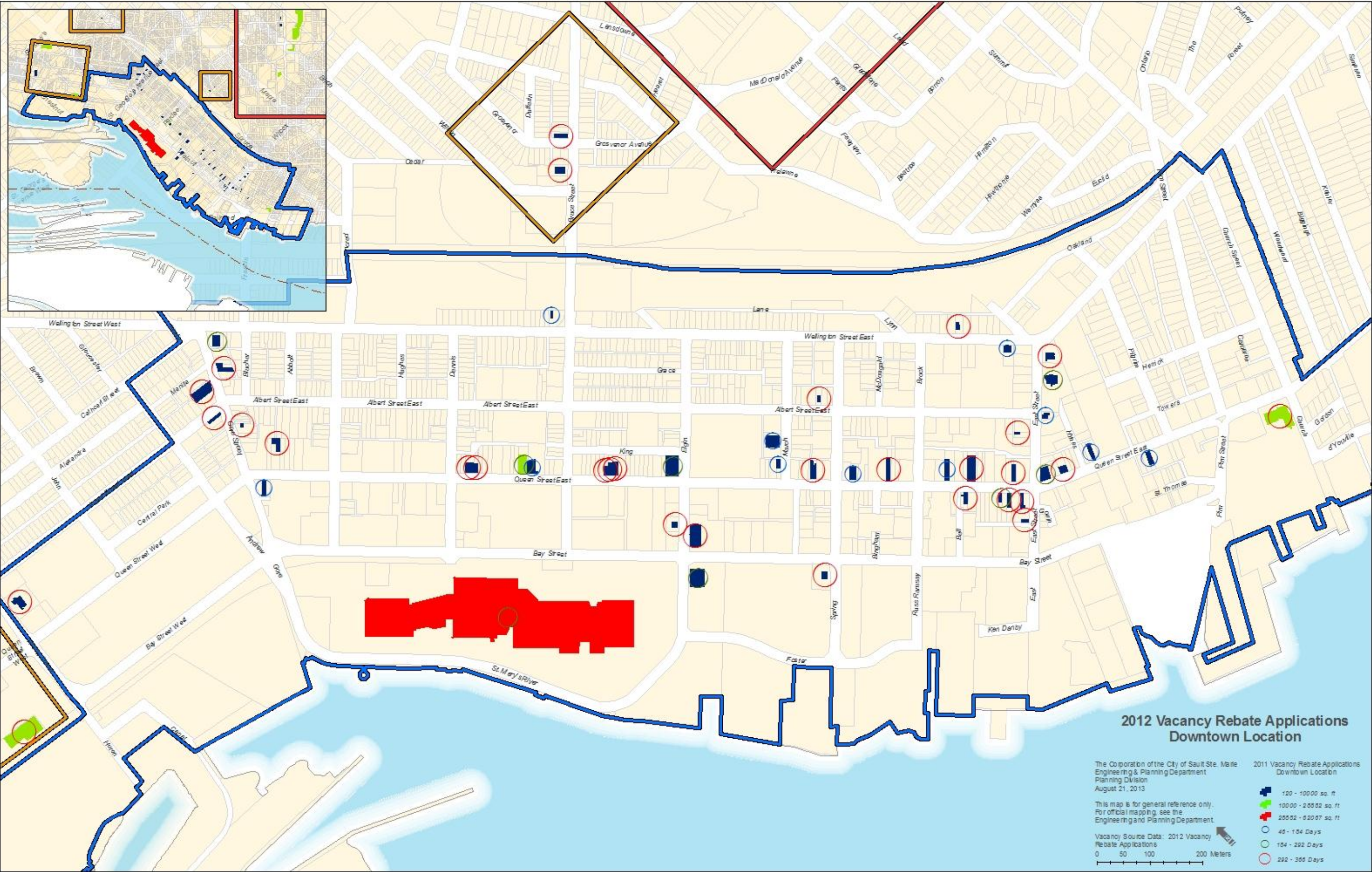
Big Picture Action	Downtown Area(s) of Focus		Project Types	
“Sense of Place” cont.	Project Goals Strenuously enforce Property Standards - Work to demolish derelict or abandoned buildings that do not meet minimum property standards - Prevent “broken window” syndrome in the Downtown Use Public Art and Create Gathering areas - Create visual interest points throughout Downtown in an effort to generate areas that are welcoming to interaction and investment. - Attract people to gather and socialize throughout the Downtown in order to create activity and vibrancy. Tree Lighting Strategy - Enhance Downtown ambiance and night time safety with the use of tree lighting		Address Derelict Properties 	
	Project Types		Use Public Art to create points of interest 	
	Encourage Public Art that embraces local heritage 	Street Tree Lighting 	Reclaim spaces to encourage social gathering areas 	Create areas inviting to pedestrians 
	Actions/Tools Enforce Property Standards - Establishing an operating fund to enforce sub-par property standards - Acquire lands/properties with on-going property standards work orders or tax arrears - Partnerships with Private Sector Developers to redevelop derelict sites Public Art/Public Space Reclamation - Establish City policy for selecting public art installations and locations - Work with local Art Council to establish a committee to screen and acquire public art for installation at various locations in the Downtown. - Identify potential areas for public art installations and social gathering			
	Funding Enforce Property Standards: City: Operational Budget			
Time Period for Implementation 2014: Identify derelict sites with outstanding work orders and/or tax arrears 2014: Develop Public Art policy, establish selection and review committee 2014-2017: Heightened enforcement of Downtown properties, acquire derelict sites, initiate public art, public area improvements				

Appendix C – Downtown Funding Strategy

Downtown Development Initiative - 2.0 Proposed Funding Partnership							
Program		City	NOHFC	FedNor	Downtown Association	Private Sector	TOTAL
Incremental Tax Rebates		Forgone Revenue					
Private Sector Assistance Grants - Business Improvement Grant - Façade Improvement Grant			\$600,000				\$600,000
Public Realm and Streetscape Planning - Urban and public realm design elements - Street furniture identification - Streetscape Planning for Bay Street, Queen Street, March Street, etc.			\$50,000				\$50,000
Downtown Public Realm & Streetscape Improvements - Gore Street Streetscape Improvements - Queen Street Furniture and Tree Lighting Upgrades - Parkette Development - Public Art Installation		\$265,000	\$150,000	\$800,000	\$35,000		\$1,250,000
Project Management - Grant application coordination - Program monitoring and evaluation - Report writing, presentation to stakeholders		\$35,000	\$57,500	\$57,500			\$150,000
Private Sector Matching Investment						\$600,000	\$600,000
	TOTAL	\$300,000	\$857,500	\$857,500	\$35,000	\$600,000	\$2,650,000

Appendix D – Commercial Vacancy Analysis





Rachel Tyczinski

From: Malcolm White
Sent: Wednesday, January 15, 2014 4:30 PM
To: Rachel Tyczinski
Subject: FW: Application A-22-13-z

From: Peter Tonazzo
Sent: Wednesday, January 15, 2014 1:05 PM
To: Susan Myers; Gord Shaughnessy; Susan Myers
Cc: Don McConnell; Malcolm White
Subject: RE: Application A-22-13-z

Hello,

Thank you for your comments Mr. Shaughnessy. By way of this email I have included the City Clerk who will include this correspondence within Council's Agenda package.

Regards,

Peter Tonazzo, MCIP, RPP
Planner
City of Sault Ste. Marie
99 Foster Dr.
Sault Ste. Marie, ON
P6A 5X6
Tel: 705.759.2780
Fax: 705.541.7165
p.tonazzo@cityssm.on.ca

From: Susan Myers
Sent: Wednesday, January 15, 2014 11:32 AM
To: Gord Shaughnessy; Peter Tonazzo
Cc: Susan Myers
Subject: RE: Application A-22-13-z

Good input Gord, thanks for taking the time.

Peter, this will be included in the Council package, correct?

J. Susan Myers
City Councillor Ward Two
705.256-6128

From: Gord Shaughnessy [gordon.s@sympatico.ca]
Sent: January 15, 2014 11:30 AM
To: Peter Tonazzo

Cc: Susan Myers

Subject: Application A-22-13-z

Dear Peter,

This is my response to Application No. A-22-13-Z, Re: Rita Marie Sopha, additional dwelling on the subject property.

While my home is somewhat removed from the disputed property, as I am on 31 Borron corner of Borron and Ferris, at the same time I am aware of the problem.

It is always difficult to get involved in these things when one knows both parties as being good neighbours. Yet I felt a social obligation to state my feelings in this matter.

I believe the next door neighbour [Debbi] really has a legitimate beef, as the two lots in question are very narrow. I know that her house has been scraped by the applicants vehicle as the additional drive being used, is very narrow between the houses.

I will not speak on any other problems that this situation causes, and will leave such to those directly involved.

However bad precedent is always a real concern. I believe that most lots on Ferris Ave are only 39 feet wide. Hardly enough for one house let alone two.

That end of Ferris is always quite a cluster of cars and trucks now because of what I believe was past bylaw changes allowing apartments etc.

Saying no more, and hoping for a satisfactory resolve- sincerely, Gordon Shaughnessy, Borron Ave.



COUNCIL REPORT

February 3, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Donald B. McConnell, MCIP, RPP, Planning Director

DEPARTMENT: Engineering and Planning Department

RE: Application No. A-22-13-Z – Rita Marie Sopha – 23 Ferris Avenue

PURPOSE

The applicant, Rita Marie Sopha, is requesting a rezoning to permit an additional dwelling unit on the subject property. The additional dwelling unit is proposed to be located within the existing detached garage in the rear yard of the subject property.

City Council originally dealt with this matter on October 21, 2013. The application was postponed at that time to allow for a review of the required changes necessary to meet Ontario Building Code requirements. The applicant has retained the services of a designer who has completed a preliminary review and feels that OBC compliance is achievable. The applicant has indicated she wishes to proceed with the application.

Given the amount of time that had elapsed since the initial public notice, new notices were mailed to property owners within 120 m (400 feet) of the subject property.

PROPOSED CHANGE

The applicant is requesting a rezoning from “R2” (Single Detached Residential) zone to “R2.S” (Single Detached Residential zone with a Special Exception) to permit a second dwelling unit on the subject property, to be located within the existing garage.

Subject Property:

- Location – This property is located on the west side of Ferris Avenue, approximately 50.3 m (165 feet) south of MacDonald Avenue. Civic address 23 Ferris Avenue.
- Size – Approximately 10.1m width by 30.5m depth (33 feet x 100 feet)

- Present Use – Single Detached Dwelling with an additional dwelling located in the existing garage in the rear yard
- Owner – Rita Marie Sopha

BACKGROUND

The existing house on this property was constructed in 1899. In 2011, the City issued a building permit for a 6.1m x 6.1m (20 feet x 20 feet) garage to be constructed in the rear yard. Following a final building inspection, it appears that the garage has been used as a self-contained dwelling unit.

The applicant has applied for a rezoning to legalize the use. Should the rezoning be approved, the applicant will be required to meet all Ontario Building Code requirements.

ANALYSIS

Conformity with the Official Plan

This property is designated Residential in the Official Plan. The Official Plan includes the following policies which support residential intensification within existing neighbourhoods:

R.4 Small scale intensification may be permitted in all residential areas unless adequate supporting infrastructure is not available or significant physical constraints exist.

R.5 Small-scale residential intensification may include, but not be limited to, rooming, boarding and lodging houses, apartments and houses, infill development and redevelopment.

This application would be considered as infill development which is generally defined as the creation of an additional dwelling unit within an existing residential area. Therefore, approval of the application conforms to the Official Plan.

Comments

Planning staff have supported infill development where appropriate in the past. Many areas of the community are already zoned to allow for the creation of a second unit within an existing building.

The construction of a second residential building on a single lot has been discouraged as this may create a change to the character of the neighbourhood; create a loss of rear yard privacy for the abutting neighbours and eventually lead to a request to sever the property so that both buildings may be sold as separate parcels. In this instance, significant variances would be required from the requirements of the Zoning By-law should the lot be severed. The application has been evaluated on the basis that the lot will not be severed.

Section 39.1 of the Planning Act allows City Council to pass a by-law authorizing the temporary use of a “garden suite” for up to 20 years and enter into an agreement with the owner for such matters as City Council considers necessary or advisable. A garden suite is defined as “a one unit detached residential structure containing bathroom and kitchen facilities that is ancillary to an existing residential structure and that is designed to be portable.” To date, City staff has received no requests for approvals of this type, likely due to the cost of constructing a dwelling which is intended to be temporary.

Although the Ferris Avenue building fulfills the function of a garden suite, it is clearly not portable and therefore approval under Section 39.1 is not appropriate.

This area is characterized by older homes on smaller lots. Although the majority of residences on Ferris Avenue are single detached, several have been converted to apartments. Approval of this application will not result in any changes to the exterior of either the existing house or garage. Therefore, the character of the area resulting from the conversion of the existing building to a second residence will not change significantly.

There is one window located on the north side of the structure. This window is located approximately 1.0m (3 feet) from the adjacent yard but the view is partially obscured by the neighbour’s cedar hedge. Additional windows may be required to meet OBC requirements.

A key issue with this application is parking. As of the writing of the report, staff had been contacted by three neighbours, all of whom expressed concern about traffic and parking issues (see attached emails).

Since the application was filed, the applicants have erected a plastic covered storage structure in the rear yard. This has eliminated the possibility of rear yard parking and removed any outdoor amenity space.

At present, the residents park in two driveways, on either side of the house. The driveway to the south is quite narrow and staff has been advised that there has been damage to the neighbour’s house in the past. To prevent this from reoccurring, the applicant has constructed a fence between the homes. The northerly driveway can accommodate three or four vehicles using a stacked parking arrangement.

The City’s requirement for two units is three parking spaces. Past practice where a second unit has been created on a property is to reduce this requirement to two spaces and allow for stacked parking. Many homes have three or four vehicles and the homeowners must move vehicles around as required. The present situation requires that three vehicles be parked on the subject property and this is unlikely to change.

Currently the entire front yard is being snow ploughed and used as parking. This is not consistent with the residential character of the street. Staff is recommending that only the northerly driveway be used, and the remainder of the front yard be landscaped as a condition of approval. This would help to resolve the concerns from the abutting neighbour to the south and create a small landscaped front yard similar to others on the street.

The building was constructed to meet the Zoning By-law set back requirements for a garage in a residential area. The Zoning By-law requires a minimum 0.6 m building (2 feet) setback from the side and rear lot lines for a garage. The structure is approximately 1 m (3 feet) from the neighbour to the north, 3 m (10 feet) from the neighbour to the south, and 1.5 m (5 feet) from the rear lot line. These setbacks do not meet the requirements for a residence.

Consultation

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

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

The Building Division notes that the garage was converted to a dwelling unit after the final inspection had been completed. If approved, compliance with the Ontario Building Code will need to be demonstrated.

IMPACT

There are no significant impacts on municipal services resulting from the approval of this application.

STRATEGIC PLAN

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

SUMMARY

This application is a request for a rezoning to permit an additional dwelling unit to be located within the existing detached garage on the subject property.

From a land-use perspective, this application is similar to creating a second unit within the existing home. Approval will require several variances as the garage does not meet the setback requirements for a residence.

Parking has been identified as a concern by several neighbours and approval is recommended subject to the removal of the recently constructed storage structure and that only the driveway on the north side of the residence be used.

RECOMMENDATION

That City Council accepts this report and approve the application by rezoning the subject property from “R2” (Single Detached Residential Zone) to “R2.S” (Single Detached Residential Zone with a Special Exception) to permit a second dwelling unit on the subject property subject to the following special provisions:

1. That the required parking for the property be reduced from 3 to 2 spaces.
2. That the required parking spaces may be provided in a stacked arrangement.
3. That only the northerly driveway be used.
4. That the front yard be landscaped including at least one tree.
5. That the existing storage structure located in the rear yard be removed and that no further buildings be constructed.
6. That the required side yard and rear yard building setbacks for the second unit in the garage be reduced as follows:

Side yard setback be reduced from 1.2 m (4 feet) to 0.9 m (3 feet)

Rear yard setback be reduced from 10 m (33 feet) to 1.5 m (5 feet)

7. That the required lot coverage be increased from a maximum of 40% to 43%.

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

Recommended for approval



Joseph M. Fratesi
Chief Administrative Officer

Attachment(s)

233015



233002

233014

25

233003

20'x20' Accessory
Building Utilized as Dwelling Unit

Existing Driveway

Gravel
Area R2

23

Existing Single
Detached Dwelling

Grass

Tool
Shed

Existing Driveway

233004

233012

21

233005

233011

17

Ferris Ave



Peter Tonazzo

From: Darryl Egglesfield [REDACTED] >
Sent: Friday, January 31, 2014 6:13 AM
To: Terry Sheehan; Susan Myers; Peter Tonazzo
Subject: 23 Ferris application no.:A-22-13-Z

Our concern is the parking.

The occupancy of this house consists of 5-6 adults. Having minimum of 4 vehicles. They don't have space on their own property now, they use other neighbours property for parking. Having another residential building will add more problems with the parking by-laws. The residents blow their snow on to the road or other residential properties clearing their yard of any snow, so they can use the front lawn for parking. (see police report) Once the winter parking by-law is lifted, the street is congested with vehicles, boats, open & enclosed trailers. They sit on the street until they need them. I understand the approval (last year or so) 22 Ferris Ave to be rezoned to "R2.S" that property has adequate space for parking long with another building to be erected.

I hope you will NOT approve the request (A-22-13-Z) 23 Ferris Ave to be rezoned to "R2.S"
With the problems that exist now, I can't imagine what will happen with future property owners????

Home owners : Darryl Egglesfield & Marco Vivier
31 Ferris Ave
Sault Ste. Marie Ontario
P6B2-2R5

Sent from my iPad

Peter Tonazzo

From: Lynden Pond <[REDACTED]>
Sent: Thursday, January 30, 2014 11:34 AM
To: Peter Tonazzo
Subject: Application # A-22-13-Z

Dear Mr. Tonazzo,

I am a property owner a short distance from 23 Ferris Ave. (100 Fauquier Ave.)

I object to the proposed rezoning from R2, to R2.S. at this address.

I think that allowing for living quarters in a garage sets a bad precedent and has negative implications to the surrounding property values.

It is one thing to build a workshop in a garage but quite another matter to turn a garage into a living unit which could be rented out by a future homeowner.

The other concern I have is the higher density on what is a very small lot. Would the proposed property meet current codes re. sewer, electric, and property line clearances?

Thank you for taking my views into consideration. Lynden Pond.

Don McConnell

From: Don Maki
Sent: Thursday, September 19, 2013 2:15 PM
To: Don McConnell; Pat Schinners
Cc: Glen Irwin
Subject: Rezoning application A-22-13-Z 23 Ferris

Hi Don

The dwelling unit has been constructed in a newly constructed garage in the rear. A permit was issued for a garage in October of 2011. It would appear the owners have converted the garage to a dwelling unit after we had done our final inspection. Please be advised that a permit would be required to convert this detached garage to a dwelling unit. Compliance the building code will have to be demonstrated upon application and upon inspection.

Don

Don McConnell

From: Peter Tonazzo
Sent: Monday, October 07, 2013 2:16 PM
To: 'Teena Bateman'
Cc: Don McConnell
Subject: RE: application # A-22-13-Z

Hi Teena,

Thank you for your email. I have forwarded it to Don McConnell who will be handling this particular application.

Your correspondence will be attached to the Council report package, and you will be notified of the decision.

Please don't hesitate to contact me, or Don McConnell if you wish to discuss this matter further.

Regards,

Peter Tonazzo, MCIP, RPP
Planner
City of Sault Ste. Marie
99 Foster Dr.
Sault Ste. Marie, ON
P6A 5X6
Tel: 705.759.2780
Fax: 705.541.7165
p.tonazzo@cityssm.on.ca

From: Teena Bateman <mailto:23meeteebee@gmail.com>
Sent: Monday, October 07, 2013 2:08 PM
To: Peter Tonazzo
Subject: application # A-22-13-Z

Dear Sir;

I would like to go on record that I oppose the rezoning application for 23 Ferris Ave. #A-22-13-Z. Traffic in the area has increased to the point where this is no longer a quiet street, people new to the area are not respecting one way streets (S.Gladsone & Farquiere) as well as stop signs and the speed limit. More people living here will just aggravate the situation. The parking on the street has gotten to the point that I cannot most times park in front of my own home if I so choose. With an elderly mother who has difficulty walking it has become very stressful when she must walk quite a distance to get to my front door because someone from down the street has parked in front of my house, again. Collegiate Heights is just around the corner and I get traffic and parking issues from visitors there too. Please acknowledge that you have received this e-mail. Also I'm requesting to be notified of the decision made regarding this matter. Thank you.

Sincerely
Teena Bateman
6 Ferris Ave.

Peter Tonazzo

From: Gord Shaughnessy <[REDACTED]>
Sent: Wednesday, January 15, 2014 11:31 AM
To: Peter Tonazzo
Cc: Susan Myers
Subject: Application A-22-13-z

Dear Peter,

This is my response to Application No. A-22-13-Z, Re: Rita Marie Sopha, additional dwelling on the subject property.

While my home is somewhat removed from the disputed property, as I am on 31 Borron corner of Borron and Ferris, at the same time I am aware of the problem.

It is always difficult to get involved in these things when one knows both parties as being good neighbours. Yet I felt a social obligation to state my feelings in this matter.

I believe the next door neighbour [Debbi] really has a legitimate beef, as the two lots in question are very narrow. I know that her house has been scraped by the applicants vehicle as the additional drive being used, is very narrow between the houses.

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That end of Ferris is always quite a cluster of cars and trucks now because of what I believe was past bylaw changes allowing apartments etc.

Saying no more, and hoping for a satisfactory resolve- sincerely, Gordon Shaughnessy, Borron Ave.

Don McConnell

Subject: FW: 23 Ferris Ave - App # A-22--13-Z

From: Dana Boyle [REDACTED]

Sent: Tuesday, January 21, 2014 10:01 PM

To: Peter Tonazzo

Subject: 23 Ferris Ave - App # A-22--13-Z

Good Morning Peter,

Regarding Application No: A-22-13-Z

I'm quite concerned about the parking issue at 23 Ferris Ave in the winter months when vehicles cannot be on the road at night. If the current garage is being transformed into a dwelling, will there be adequate parking? Currently the residents of 23 Ferris have a snowblower and clear the snow from the driveway and front lawn onto the road, blow the snow to the opposite side of the road and park there and in a vacant driveway across the street.

If they are already having parking space difficulties, will this increase? Where will they put their snow? After the plow goes by in the winter, will I have my regular amount of snow, their front lawn and driveway snow AND their BACKYARD SNOW TOO??

Thank you for hearing my concern.

Sincerely,

Dana Boyle



2012 ORTHO PHOTO

23 FERRIS AVENUE

Planning Application A-22-13-Z



METRIC SCALE
1 : 1800

MAP REFERENCE
18 & 1-16

MAIL LABEL ID
A-22-13-Z

Legend



Subject Property = 23 Ferris Avenue



2012 ORTHO PHOTO

23 FERRIS AVENUE

Planning Application A-22-13-Z



METRIC SCALE
1 : 300



Subject Property = 23 Ferris Avenue Page 106 of 388

MAP REFERENCE
18 & 1-16

MAIL LABEL ID
A-22-13-Z

ROLL NUMBER
020-033-013-00



SUBJECT PROPERTY MAP

23 FERRIS AVENUE

Planning Application A-22-13-Z



METRIC SCALE
1 : 1800

MAP REFERENCE
18 & 1-16

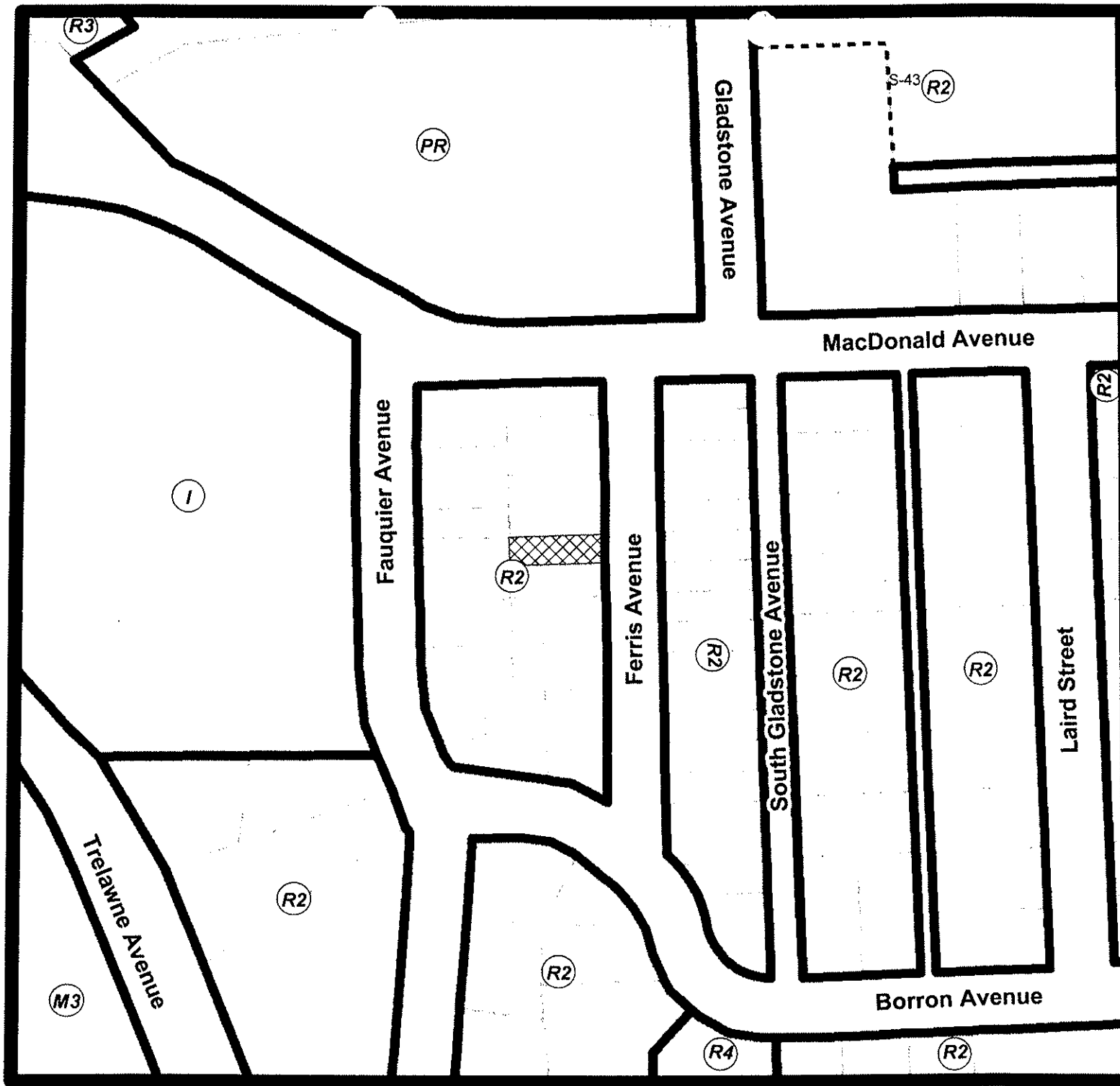
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ROLL NUMBER
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Legend



Subject Property = 23 Ferris Avenue



EXISTING ZONING MAP

23 FERRIS AVENUE

Planning Application A-22-13-Z



Subject Property = 23 Ferris Avenue



R2 - Single Detached Residential Zone; R2hp

R4 - Medium Density Residential Zone



I - Institutional Zone

M3 - Heavy Industrial Zone

PR - Parks and Recreation Zone



S-# = Special Exception Zoning

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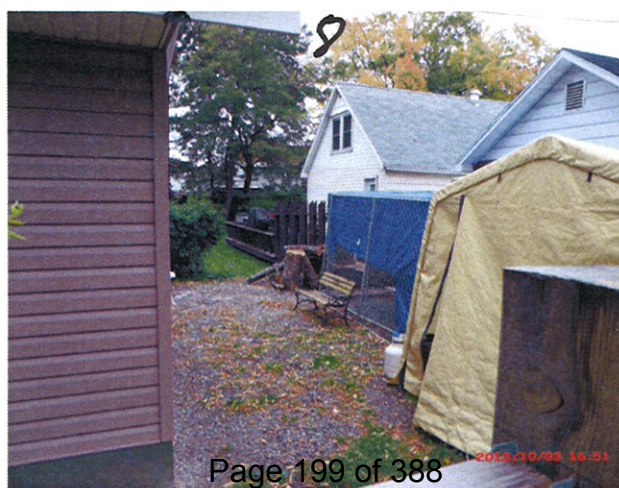
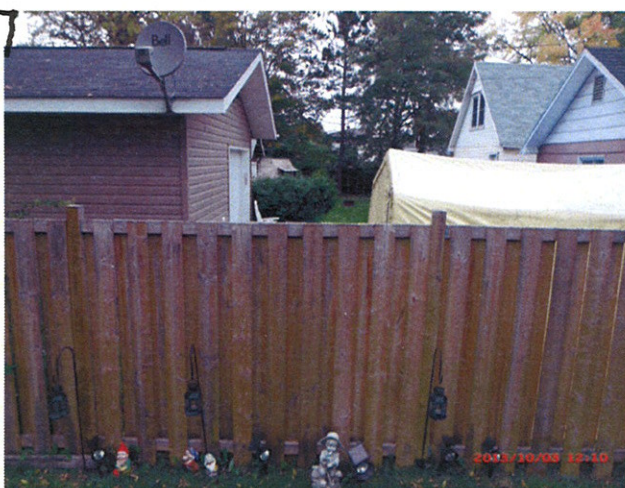
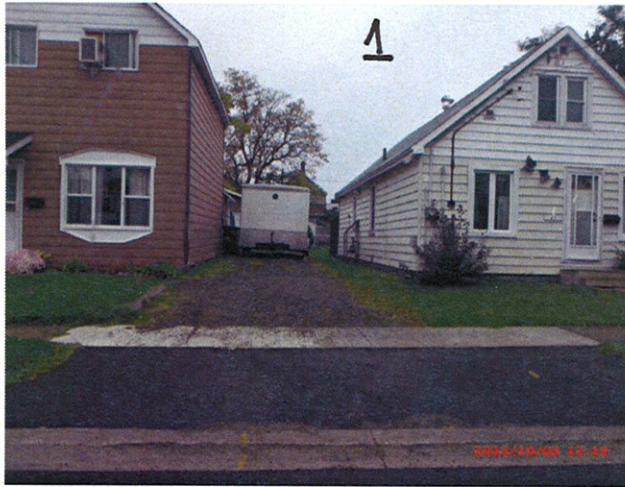


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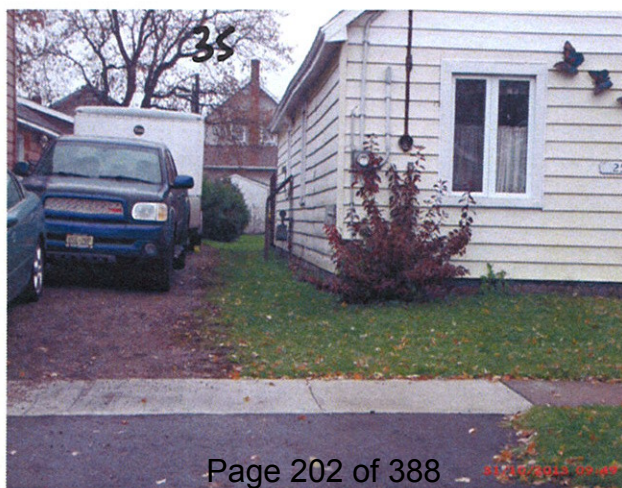
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020-033-013-01











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

February 3, 2014



Note To Readers

This submission to City Council represents the third 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. It provides information on MOU requirements for the period of January 1, 2013 to December 31, 2013.

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

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



Cover photo courtesy of the International Bridge Administration/MDOT

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1. Corporate Overview

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

MISSION STATEMENT

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

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

thereby achieving the Corporate vision.

MANDATE

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

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

Business Sault Ste. Marie

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

Tourism Sault Ste. Marie

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

Corporate Services

Primary role: Support the SSMEDC as a whole with functions like finance, IT, human resources and communications. The division, which also administers special projects from the CEO's office, is additionally responsible for matters pertaining to the Board of Directors, along with Destiny SSM and the City's Economic Development Fund.



2. SSMEDC Activity

BUSINESS SAULT STE. MARIE

- Under its **Business Retention and Expansion (BRE)** Program, 38 on-site client consultations led to 14 firms growing their operations. This activity helped create or retain 257 jobs. With a direct investment of \$3.9 million to date, these projects have the potential to generate a total investment of \$9.7 million.
- Conducted 363 consultations with small business and youth clients, which helped start 18 companies, create 22 jobs and generate nearly \$1 million in community investments.
- Jointly organized **Naturallia 2013**, a major business matchmaking forum, with the Sault Ste. Marie Innovation Centre.
- Continued working towards and advocating for the development of a community **Deep Water Port**. In 2013, funding applications to senior levels of government were developed.
- 10 Business Sault Ste. Marie clients took part in the 2013 **Summer Company** youth entrepreneurship program.
- Continued working with the **Ontario's North Economic Development Corporation (ONEDC)** on regional growth initiatives.
- Assisted with the production of several feature films, including *Happily Ever After* and *The Masked Saint*.
- Supported the community's **physician recruitment** efforts by providing 20 city tours to visiting doctors, several of whom made subsequent commitments to practice in Sault Ste. Marie.
- Promoted the government's **Industrial Regional Benefits** Program, designed to allow area firms to directly benefit from Ottawa's \$30 billion in defense spending over the next 10 years.
- Hosted various business and government delegations from countries around the world, including: Chile, Columbia, Finland, Germany, Mexico, South Korea and the United States.
- Continued working to develop a **Small Business Incubator** pilot project, an initiative expected to roll out in 2014/2015.
- With City officials and individuals from the private sector, briefed the Premier of Ontario and key Cabinet Ministers on Sault Ste. Marie's growth projects.
- Hosted or took part in various training seminars and events, such as *Bridges to Better Business*, a NAFTA info session, the Chamber's June Take 5 and City's Green Transportation Show.



Officials from Triple M Metal, a BRE client of Business SSM, with MPP David Orazietti at a funding announcement for new equipment.



Mayor Amaroso (middle) with visiting Naturallia 2013 delegates.



Summer Company participant Darick Pook (Brix) levels a walkway.



SSMEDC CEO Tom Dodds presents at an IRB info seminar with major defense contractors and area firms.



Glen Murray (left), Minister of Infrastructure & Transportation, and Dr. Eric Hoskins, Minister of Economic Development, Trade & Employment, meet with local officials.

TOURISM SAULT STE. MARIE

- Worked with community groups to attract or host a variety of **meetings, conventions or sports tournaments**, which generated:
 - Total visitor days: 10,175
 - Direct visitor spending: \$1.64 million
- Events held in 2013, with Tourism SSM assistance, include the:
 - Telus Cup National Midget AAA Championships;
 - Crime Stoppers Provincial Conference;
 - North East Ontario Mines and Minerals Symposium;
 - Naturallia International Forum; and
 - Ontario Student Nurses Conference.
- A past event bid on and hosted by Tourism Sault Ste. Marie, the 2012 **CARHA World Cup**, was nominated for Event of the Year by the Canadian Sport Tourism Alliance, something that speaks to the scope of the tourney, which left an impact of \$13.3 million.
- Successfully bid on a number of 2014 events, including the:
 - Ontario Scotties Tournament of Hearts;
 - Provincial Ringette Championships;
 - Federation of Northern Ontario Municipalities conference;
 - Ontario Chamber of Commerce AGM; and
 - CCAA National Curling Championships.
- TSSM's **Online Reservation System**, which started in 2011, continued to show strong package bookings with a 15% increase in 2013, until the September stoppage of the tour train caused cancellations. The division sold 4,089 packages online and direct to accommodation partners with new packages including heritage and culture, golf and gaming, and spa and dining. This led to:
 - Total visitor days: 8,743
 - Direct visitor spending: \$1.09 million
- TSSM's **Agawa Can on Tour Train Revitalization Project**, which brought an \$11-million upgrade to the attraction, continued to pay dividends in 2013. Though a bridge washout shut down the attraction for two weeks, the season ended positively with an increase of nearly 1,500 riders in October over the previous year.
- TSSM was a finalist for an Ontario Tourism Award for "Best Advertising Campaign" for its summer/fall Agawa Canyon package.
- Started to develop new tourism products around the iconic **Group of Seven** artists, including group tours involving the Tour Train and cultural sites, driving tours in Algoma highlighting various locations, and remote lodge and painting experiences.
- Hosted the 10th annual Tourism Sault Ste. Marie Awards, an event that honours the industry's best and brightest.



Dignitaries drop the puck at the 2013 Telus Cup opening ceremony.



Organizers of the 2013 Crime Stoppers Provincial Conference.



Members of the Soo Curlers Association and Tourism SSM at the 2014 Ontario Scotties announcement.



With larger windows and other upgrades, the new-and-improved Train Tour is gaining momentum.



The 2013 Tourism Sault Ste. Marie Award winners.

CORPORATE SERVICES

- Continued initiating the **SSM/OLG Modernization Project** to best position the city to take advantage of the modernizing of lottery and gaming in the province. Highlights for 2013 include:
 - Hosted and worked with several businesses interested in operating OLG gaming sites and lottery functions.
 - Met with government officials, such as Premier Wynne, to help ensure the Sault retains its strong industry presence.
 - Developed a marketing campaign, promo video and website (www.saultlotteryandgaming.com) to attract private sector lottery and gaming operators to the city.
- Secured \$185,000 from FedNor to develop an attraction strategy for **digital gaming/IT** businesses and access the feasibility of developing a shared data services facility in the community.
- Worked with the owners of the former St. Marys Paper and hospital sites on major **waterfront redevelopment** projects.
- Completed a **Human Resources Review** of the SSMECD and coordinated the staff move to the first level of the Civic Centre.
- Hosted a **Public Information Session**, which gave citizens an opportunity to learn about and discuss SSMECD activity.
- Provided due diligence on several applications for the City's **Economic Development Fund**, including:
 - Small Business Incubator* (\$190,000 over three years);
 - Naturallia 2013* (\$25,000);
 - Digital Gaming Platform* (\$150,000); and
 - Searchmont Resort Financial Guarantee* (\$100,000).
- Worked with **Searchmont Resort** to secure a \$50,000 investment from the Ontario Trillium Foundation.
- Produced and released six bi-monthly newsletters, **The Pulse**, which is sent digitally to approximately 2,800 recipients, along with 63 stories that were posted on the **SSMECD website**.
- Released 25 press releases and media advisories, all of which generated press coverage, and also entered the **social media** realm by developing a Twitter page and generating 44 tweets.
- Profiled Sault Ste. Marie with other local economic development leaders on TVO's **The Agenda with Steve Paikin**.
- Staff completed **web accessibility training** in order to make the SSMECD website and communications material easier to navigate for people with disabilities, as required by legislation.



Premier Kathleen Wynne, SSMECD CEO Tom Dodds and others discuss key issues, including the future of lottery and gaming in the Sault.



SSMECD President Don Mitchell at the FedNor funding announcement for the business attraction strategy.



CEO Tom Dodds (standing) speaks at the Public Info Session, which attracted several dozen citizens.



Downtown waterfront development project moving forward

Bluewater Environmental Developments has a business model: the company purchases inactive industrial properties, sells off any assets, clears the site and then redevelops the vacant land into facilities for the environmental and bio-economy industries. When the southern Ontario-based firm bought the former St. Marys Paper property last year, through its subsidiary Bluewater Developments, that's precisely what it had in mind.

However, once realizing that the 38-acre site was occupied by one of the largest collections of Victorian Romanesque industrial buildings and featured some of the premier landmarks of Sault Ste. Marie, the company partnered with City officials and decided to change plans. [Read more](#)

The new-look SSMECD newsletter, *The Pulse*.



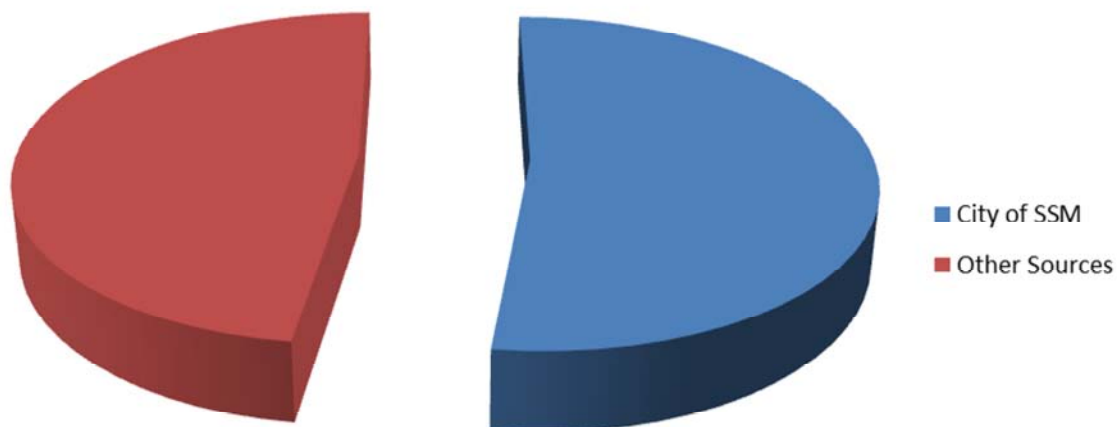
SSMECD CEO Tom Dodds discusses Sault Ste. Marie with Steve Paikin on an online segment of *The Agenda*.

3. Budget/Leveraging Municipal Investments

The Sault Ste. Marie Economic Development Corporation receives funding from various sources, including all three levels of government and the private sector. Its 2013 investment from the City of Sault Ste. Marie totaled \$1,589,798, which represented 1.4% of the Municipality's total expenses for the year.

The SSMEDC uses its core operating budget from the City to lever significant amounts of additional funds. In 2013, for instance, the Corporation received investments totaling more than \$1.46 million from senior levels of government and the private sector. This represents a leveraging ratio of 92%, meaning for every dollar the SSMEDC received from the Municipality in 2013, the Corporation secured 92 cents from other sources.

SSMEDC Revenue in 2013



The other sources listed in the chart above include the following:

- FedNor - Industry Canada;
- Northern Ontario Heritage Fund Corporation;
- Ontario Ministry of Northern Development and Mines
- Ontario Tourism Marketing Partnership Corporation;
- Ontario Ministry of Economic Development, Trade and Employment;
- Canada Ontario Business Service Centre;
- Ontario Ministry of Tourism - Regional Tourism Organization 13b;
- Community Development Corporation of Sault Ste. Marie & Area;
- Service Canada; and
- Various private sector sources.

Note: the other sources amount above only includes funds that went directly to the SSMEDC. When factoring in the more than \$400,000 the Corporation secured from senior levels of government and private sector sponsorship to host Naturallia 2013 — funds that flowed through a partner organization — the Corporation had a leveraging ratio of over 1:1 for its Municipal investment in 2013. *For every dollar provided by Sault Ste. Marie ratepayers, the SSMEDC was able to secure an equivalent value from other sources. This is typical for the Corporation, which uses its core operating budget to secure significant amounts of additional dollars for its strategic activities on behalf of the community.*

5. Client Testimonials

"The Sault Ste. Marie Economic Development Corporation has been our key community partner. An urban redevelopment project of this magnitude requires a close collaboration and intensive dialogue with all stakeholders. The SSMEDC has gone beyond the line of duty to support us in arranging and coordinating that dialogue. It has made all the difference. We have a while to go still, and they will be with us every step of the way."

- *Willem Galle, Blueforest Ventures, owners/developers of Millsquare, the former St. Marys Paper site*

"The SSMEDC has been vital in the startup of both of our businesses. We really appreciate their assistance."

- *Dr. Jason Bradford, Co-Owner, Northern Integrated Chiropractic & Physiotherapy*

"It's great for Sault Ste. Marie to have a conference like this (Naturallia 2013). I think there will be spin-off benefits for the community. The fact that the Economic Development Corporation and Innovation Centre organized this forum is very important."

- *Robert Cohen, President, Soo Foundry & Machine Ltd. (Naturallia 2013 Participant)*

"We thank Tourism Sault Ste. Marie and the Economic Development Corporation for their assistance. Their support proved to be invaluable, and we couldn't have done this without them."

- *Matt Cavaliere, President, Sault Major Hockey Association, Host of the 2013 Telus Cup*

"SSMEDC staff were willing to offer assistance and answer questions whenever I had concerns. I would not have been able to do it on my own."

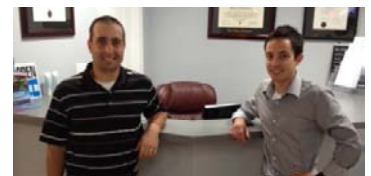
- *Connie Carello, Owner, CC Communications*

"Our partnership with Tourism Sault Ste. Marie and the Economic Development Corporation has helped us go after some major curling events. Our collaborative effort has been a recipe for success, and we look forward to continuing our partnership for years to come."

- *Eric Kirby, Board Member, Soo Curlers Association, Host of the 2014 Ontario Scotties Tournament of Hearts*



Willem Galle looks over the former St. Marys Paper site.



Dr. Jason Bradford (right), and his business partner Matt Chlebus.



Robert Cohen (front right), meets a prospective partner at Naturallia.



Matt Cavaliere (standing) at a Telus Cup funding announcement.



SSMEDC client Connie Carello.



Eric Kirby speaks at the announcement for the 2014 Ontario Scotties.

5. Economic Scan

In 2013, the Sault Ste. Marie economy remained relatively stable. This stability was reflected by:

- Solid credit rating for the City;
- Growing Municipal tax base;
- Rising residential property value; and
- Stable levels of public and private sector investments in the community.

CIT CREDIT RATING

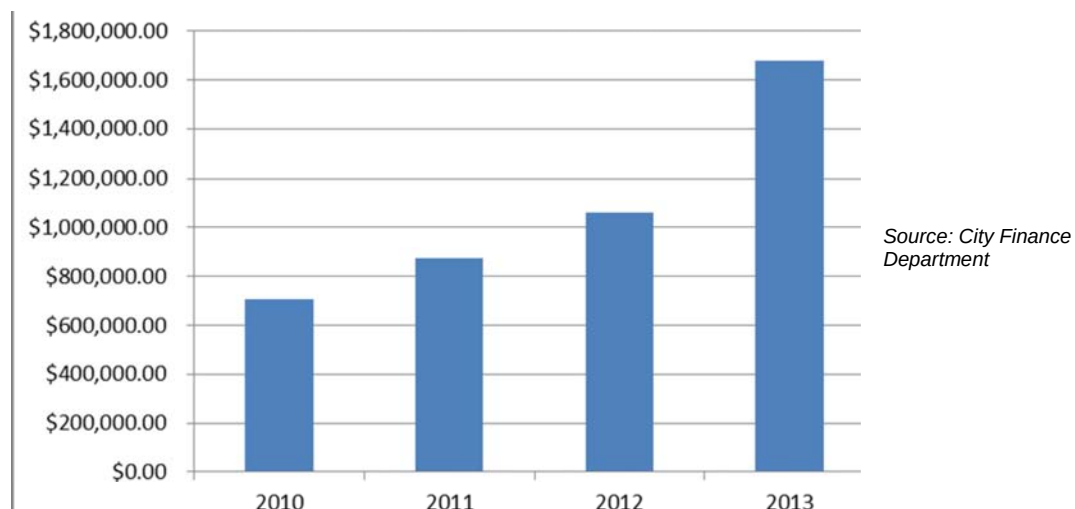
In November 2013, Standard & Poor reaffirmed its positive outlook for the City of Sault Ste. Marie. S&P, a financial institution that provides global credit benchmarks and research, maintained its A+ rating for the Municipality. The high rating was based on a number of factors, including the City's low debt burden, its "very positive" liquidity position and its "predictable and well balanced" institutional framework.

Standard & Poor's rates cities across Canada based on their debt management, local economy and expected growth. Its positive outlook for Sault Ste. Marie suggests a promising future for the community.

MUNICIPAL TAX BASE

For the past several years, there has been steady growth in the Municipal tax base. Caused by the construction of new residential, commercial and institutional buildings, along with tax assessment increases, the growth signifies a relatively strong economy. Tax increases to the City have been rising for the past four years, reaching \$705,252 in 2010, \$870,846 in 2011, \$1,059,399 in 2012, and \$1,678,582 in 2013.

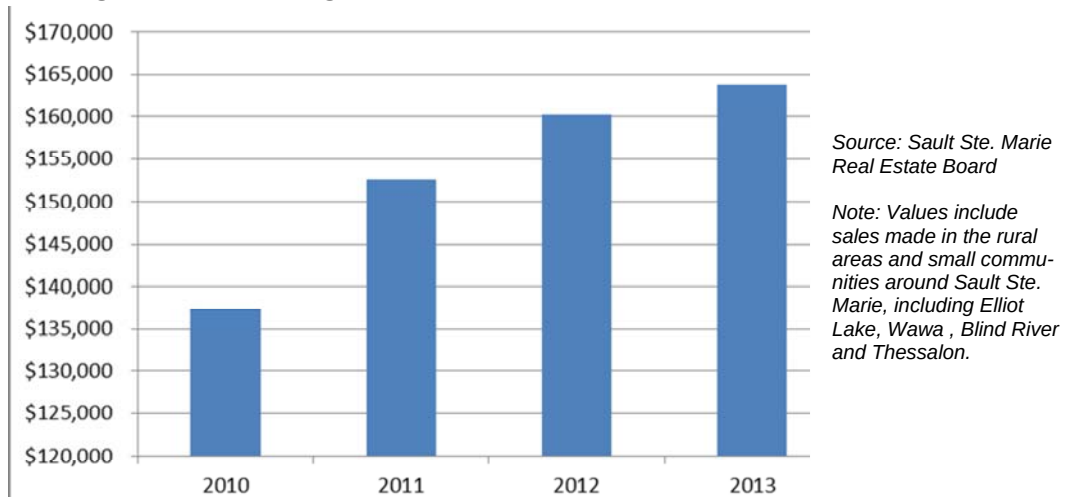
Total Increase in Tax Revenue to the City



PROPERT VALUE

In 2013, the average price of a single family residential home in the Sault Ste. Marie area reached \$164,062. Since 2010, the value has increased by about 20%, and over the past ten years, property value has close to doubled. Though a number of external factors, including historically low mortgage interest rates, can be cited as a cause, rising residential property value in the city is also indicative of a strong and stable local economy, along with home buyers feeling confident in the future of the community.

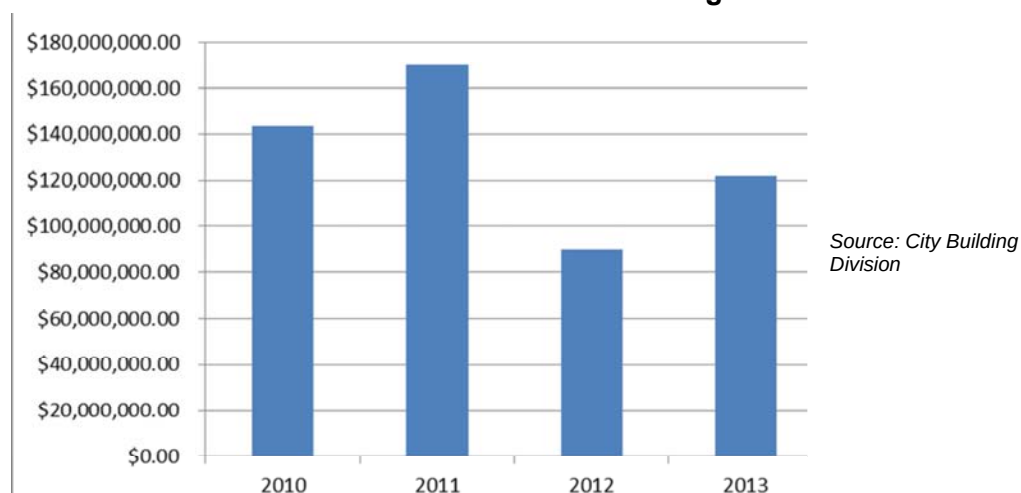
Average Price of a Single Famil Home in the Sault Area



PRIVATE AND PUBLIC SECTOR INVESTMENT

In 2013, City building permits were higher than 2012. From January to December, permits were \$122.1 million. In 2012, total permits were valued at \$90.1 million. The difference was mostly caused by increases in institutional construction, namely a new secondary school. Levels are lower than years prior, which were somewhat skewed with construction by large institutional building projects and government stimulus programs.

Total Value of Construction Based on Cit Building



6. Reporting and Monitoring Requirements

STRATEGIC PLAN ANNUAL REPORTS

The SSMEDC's 2012 - 2015 Strategic Plan and 2012 Annual Report were presented to City Council. As well, in 2011 and 2012, the Corporation presented on its requirements for its memorandum of understanding (MOU) with the City of Sault Ste. Marie. Furthermore, the SSMEDC will be releasing its 2013 Annual Report later this year.

FINANCIAL STATEMENTS

The latest full financial statement for the Corporation is available on Pages 28 and 29 of its 2012 Annual Report. Financial statements for this reporting period will be published in the SSMEDC's 2013 Annual Report, set to be released later this year.

CIT 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. Also, Mayor Debbie Amorofo has also served on the Board in an ex-officio capacity since her election in 2010.

SSMEDC RESPONSE TO CIT COUNCIL REQUESTS

In 2013, the SSMEDC has regularly responded to requests or referrals from City Council. All were responded to and addressed by various staff in a timely fashion.

CIT'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 SSMEDC 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 the EDF.

In 2013, the SSMEDC reviewed and recommended approval for the following projects:

- *Small Business Incubator* (\$190,000) - will be used over three years to lever additional funds to help get this strategic project off the ground.
- *Naturallia 2013* (\$25,000) - used to lever funds from senior levels of government, which allowed the community to host the global conference.
- *Digital Gaming Platform* (\$150,000) - this project will support the community's efforts of further developing a gaming hub.
- *Searchmont Financial Guarantee* (\$100,000) - enables the resort to access a line of credit from its financial institution, which allows the hill to remain safe, functioning and to open at the start of the season.

7. Key Performance Indicators (KPI)

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.

ECONOMIC RELATED CONSIDERATIONS

There are economic factors external to the community that the SSMEDC and City of Sault Ste. Marie have no control over. These factors must be considered when assessing performance of the SSMEDC. 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 SSMEDC 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 KPIs.

CREATION RETENTION OF JOBS

As in past years, the SSMEDC has undertaken a conservative approach to identifying the creation and retention of jobs. The following figures only reference businesses and jobs where the Corporation has had a substantial role in assisting the company.

From January 1, 2013 to December 31, 2013, SSMEDC work and consultations with small-to-medium-sized businesses led to:

- Business start-ups/expansions: 32
- Job creation/retention: 279 positions
- Total direct investment to date: \$4.9 million
- Potential future direct investment: \$9.7 million

With respect to business expansions, since the SSMEDC's Business Retention and Expansion (BR&E) Program began in July 2010, the Corporation has worked with several dozen companies in their growth projects, activity that helped create or retain more than 1,000 jobs and led to a total community investment of over \$33 million.

TAX ASSESSMENT GROWTH

There are number of factors that make it difficult to precisely determine and measure new or retained tax assessment. For example, there is often a considerable delay between the time a new business is established or constructed and the point at which the 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.

The best that the SSMEDC can do in presenting information to City Council to make a determination on key performance indicators is to provide information on assessment growth and an indication of the number of building permits issued in any given period. During the past several years, for instance, there has been steady growth in the Municipal tax base in Sault Ste. Marie. This is caused, in part, 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 Municipality have risen for several years:



- 2013: \$1,678,582
- 2012: \$1,059,399
- 2011: \$ 870,846
- 2010: \$ 705,252

BUILDING PERMITS

City building permits reflect overall construction activity in the community. In 2013, permits were higher than 2012 (see graph on Page 8). The increase was largely due to a spike in institutional construction. However, 2013 levels were lower than 2011 and 2010 numbers, though those years were somewhat skewed with a large number of major construction projects from government stimulus investments following the collapse of global financial markets in 2008.

Overall, construction in Sault Ste. Marie has been fairly stable during the past several years. Residential building projects, along with new businesses and institutional construction, have translated into relatively high amounts of private and public sector investments into the community. This activity has contributed significantly to the local economy.



- 2013: \$122,051,423
- 2012: \$ 90,119,236
- 2011: \$169,810,311
- 2010: \$143,338,780

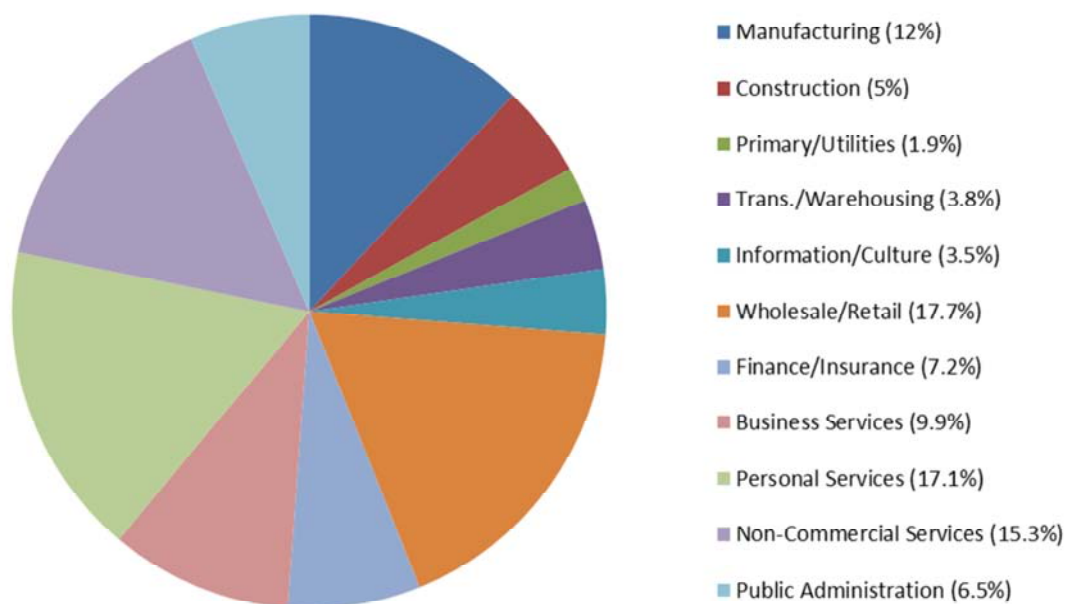
ECONOMIC DIVERSIFICATION

In 2013, the SSMEDC conducted more than 400 consultations with current and aspiring entrepreneurs from dozens of area firms. This activity, which led to 32 business start-ups or expansions, supported the community's economic diversification efforts by helping to create or retain 279 jobs while generating \$4.9 million in direct investments to date, along with an additional \$9.7 million in future potential direct investments.

Such efforts, year-after-year, produce significant results over time. A number of sectors have grown considerably over the past several decades. In 2011, the last year reliable data is available, Sault Ste. Marie's estimated gross domestic product (GDP) reached \$2.702 billion, while total employment was 37,400. These employees were divided between 11 sectors. To get a better sense of the impact that each sector has on the local economy, the following graphs provide an overview of:

- Local Employment By Sector;
- % of Local GDP by Sector; and
- GDP Generated by an Employee in Each Sector.

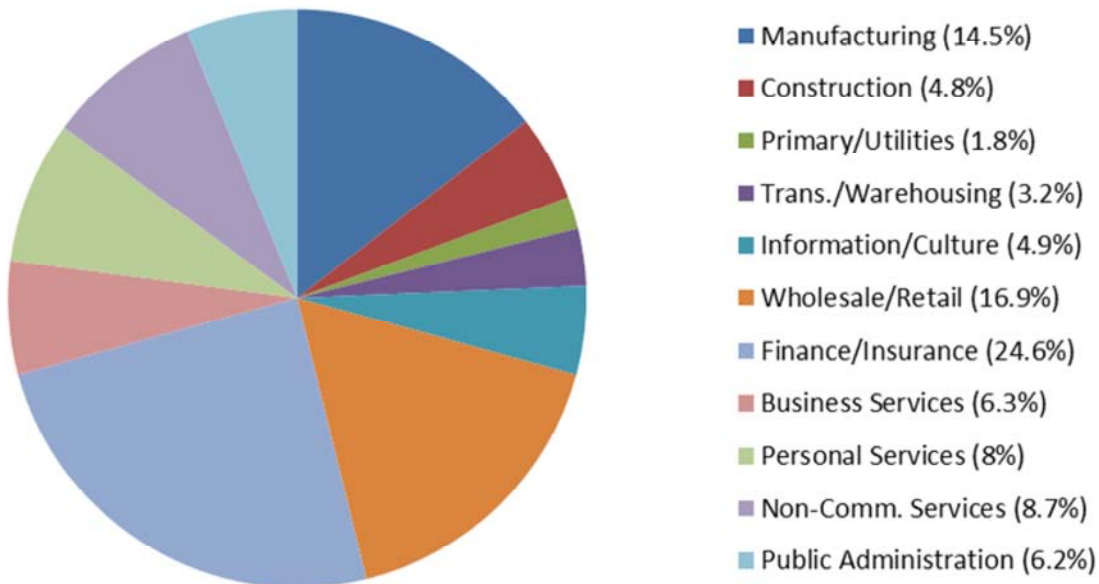
Local Employment by Sector (2011)



Source: Conference Board of Canada

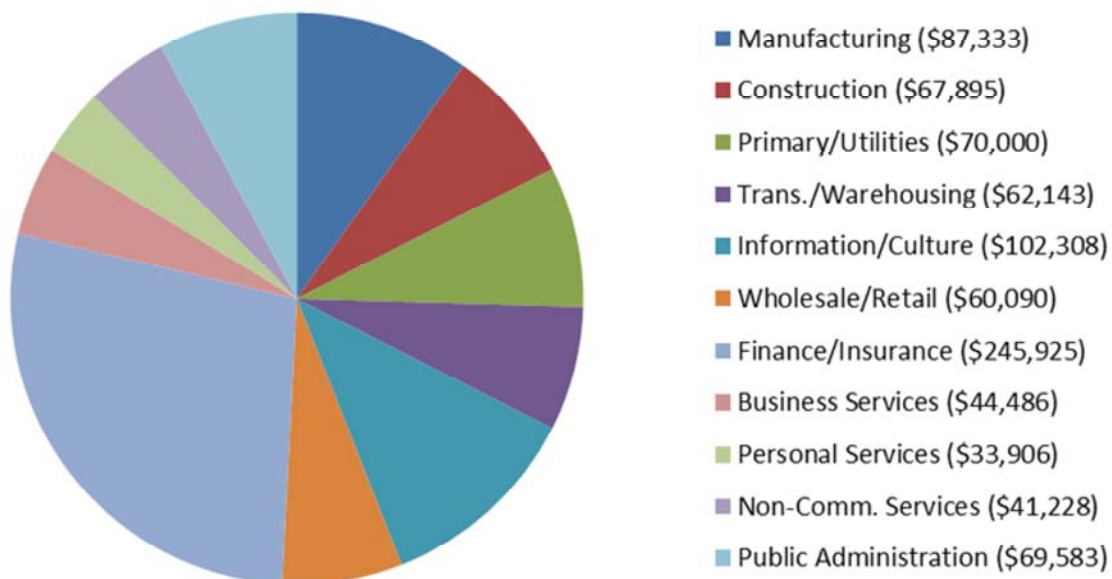
Of particular note in the above graph is that manufacturing, once the lifeblood of the local economy, now plays a lesser role. Though still a crucial industry for Sault Ste. Marie, other sectors have seen growth in the past several years. Essentially, compared to decades ago, Sault Ste. Marie is now less dependent on — and less vulnerable to — the volatility of a single industry. This, in part, is the result of the community's economic diversification efforts.

Economic diversification can also be seen when looking at GDP, the value of goods and services produced in a year. In 2011, manufacturing made up 14.5% of local GDP, while the finance/insurance/real estate sector accounted for 24.6%. Though manufacturing, particularly steel, continues to be crucial for the local economy, a number of sectors are growing.

of Local GDP by Sector (011)

Source: Conference Board of Canada

The city's economic diversification can also be found when looking at the GDP Generated by an Employee in Each Sector. In 2011, manufacturing workers produced an average of \$87,333 in goods. Employees in the banking/finance/real estate sector generated an average of \$245,925 in services, while workers in the information and cultural industries generated an average of \$102,308 in services.

GDP Per Employee (011)

Source: Conference Board of Canada (with SSMEDC Analysis)

VISITOR ATTRACTION

In 2013, the SSMEDC, working with community groups, attracted or hosted a variety of meetings, conventions or sports tournaments. This activity led to 10,175 visitor days, which generated \$1.64 million in direct visitor spending. This is lower than the \$6.7 million level from the previous year, which saw a spike caused by the 2012 CARHA Hockey World Cup, an event that attracted 2,500 delegates. With 2014 already set to host several major events like the Provincial Ringette Championships, which is expected to draw 1,500 visitors for a week, visitation levels from events will be on the rise in 2014.

Also in 2013, the SSMEDC facilitated the sale of 4,089 consumer packages, most transactions being made on Tourism SSM's Online Reservation System, the first of its kind in Northern Ontario. The vacation packages include overnight accommodations and attractions such as the Agawa Canyon Train Tour, Searchmont Resort, golf/gaming, Canadian Bushplane Heritage Centre, and spa/dining. The sale of these packages generated 8,743 visitor days, which led to \$1.09 million in direct visitor spending.

Furthermore, the SSMEDC-led Agawa Canyon Train Tour Revitalization Project, which brought an \$11.02-million overhaul to the ride, continued to show strong ridership numbers in 2013. Despite a bridge washout that cancelled the tour for two weeks in the fall, the attraction ended on a high note with nearly 1,500 more riders in October over the previous year. The gross increase in October, caused largely by the SSMEDC's significant marketing campaign promoting the new-and-improved train tour, translated into approximately \$500,000 in direct visitor spending. Unfortunately, with CN Rail announcing that it was cancelling the 2014 Snow Train, there is some concern moving forward.

INVESTING IN PLANNING FOR LONG-TERM INITIATIVES

The SSMEDC, working with 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. These include waterfront redevelopment, along with small business and tourism development initiatives. Page 22 of the SSMEDC's 2012 - 2015 Strategic Plan Update (Strategic Priority Projects) highlights and describes these initiatives. As well, on the following page, titled *Looking Forward*, specific SSMEDC projects, along with their significance to the community, are outlined.

OVERALL ECONOMIC IMPACT

As reported in previous sections of this document, the economic impact to the community due to the efforts of the SSMEDC, working with local businesses and other partners, for the reporting period is a combination of:

- Approximately 279 jobs created or retained;
- A direct community investment to date of \$4.9 million — with \$9.7 million in added future potential — with millions more in wages and spin-off activity;
- Over \$2.7 million in direct tourism spending with millions more indirect; and
- Increased tax revenue to the City of Sault Ste. Marie (see graph on Page 7).

8. Looking Forward

In the coming months and beyond, the SSMEDC will focus on a number of strategic community projects designed to help bolster the local economy. Some of the key projects now being worked on, each with the potential to have an impact on the long-term viability of Sault Ste. Marie, include:



DEEP WATER PORT

Expanding the harbour facilities at Essar Steel Algoma for public use will allow local firms to grow, by making it more cost-effective to import and export goods to and from Sault Ste. Marie. At a cost of \$121 million, benefits from harbour expansion have the potential to generate \$600 million in economy activity and \$300 million in value-added gross domestic product. As well, job opportunities from the construction and operation of the port, along with possible staffing increases to local companies, could create between 600 and 1,800 full-time jobs. The SSMEDC will continue to work with community groups to secure funding for this key transportation infrastructure project.



LOTTERY GAMING

The Provincial Government is in the process of modernizing this sector in Ontario. Home to the headquarters of the Ontario Lottery and Gaming Corporation (OLG), along with a casino, Sault Ste. Marie has the infrastructure and human resource expertise needed to lead to modernization process. The SSMEDC is leading the SSM/OLG Modernization Project, with the goal of growing the sector in the community. The Corporation will continue to work with private sector operators and lobby the Provincial Government to help ensure Sault Ste. Marie retains its strong industry presence.



WATERFRONT/DOWNTOWN REDEVELOPMENT

With the former St. Marys Paper property being redeveloped by its new owner, Riversedge/Blueforest Ventures, and the old hospital site purchased in 2013 by an investor who plans on establishing residential and other uses for the land, the local waterfront is undergoing a renaissance of sorts. The SSMEDC is working with both developers and other groups on these initiatives. Coupled with opportunities on nearby properties — one vacant, the other housing the casino — along with the new bridge plaza and the City's Downtown Development Project, the prospects for the area are even higher.



INDUSTRIAL REGIONAL BENEFITS - DEFENSE SECTOR

Over the next 10 years, the Government of Canada is expected to spend around \$30 billion on national defense. The Federal Government's Industrial Regional Benefits (IRB) Program is designed to spread some of this business around the country. Northern Ontario is a designated area under IRB, meaning qualified and registered companies in the region can take advantage of the program. Several local firms now have, or are in the process of getting, their "Controlled Goods" status, which is required to sell to major national defense contractors. The SSMEDC is now working with these companies, along with partner organizations like FedNor, to generate national defense-related business in the region.



TOURISM PRODUCT DEVELOPMENT

The SSMEDC — specifically, its Tourism Sault Ste. Marie division — will be working to develop new tourism offerings that draw new types of visitors to the region. One such project centres around the iconic Group of Seven artists. The painters gained international fame by capturing the rugged Canadian landscape in the 1920s and 1930s, with much of their work focused on Northern Ontario, particularly in the Sault area. As such, there's considerable opportunity to capitalize on the renowned brand by working with the private sector to develop two and three-day packages around the history of the artists. Another tourism project in the planning stages involves establishing a cycling route between Sault Ste. Marie and Sudbury along the north shore of Lake Huron, which would attract additional visitors to the region.



SMALL BUSINESS INCUBATOR

Small businesses have a much better chance of long-term survival if they have support during the first few years of operation. With this in mind, the SSMEDC is working to establish a Small Business Incubator pilot project in the downtown core. The facility would provide operating space for new businesses in all sectors other than science and technology. The incubator would feature services to help budding entrepreneurs become sustainable, including coaching, mentoring and marketing assistance. With the City of Sault Ste. Marie contributing \$190,000 in conditional dollars over three years from its Economic Development Fund (EDF), the SSMEDC is now working to secure additional investments from senior levels of government and other sources to move this strategic project forward.



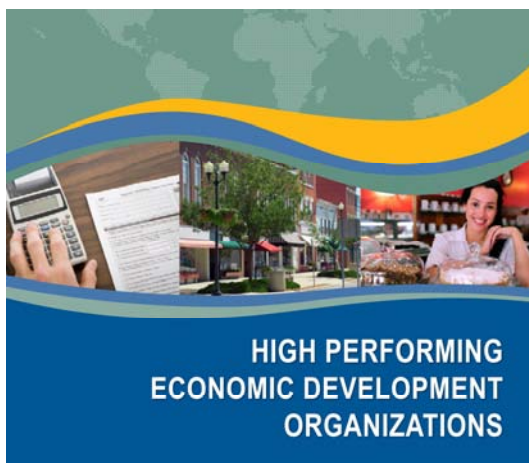
BUSINESS RETENTION AND EXPANSION (BR E)

With new business funding programs recently announced from senior levels of government, the SSMECD will be working with local companies that are looking to expand their operations. FedNor - Industry Canada, the Provincial Government's Northern Ontario Heritage Fund Corporation and the Business Development Bank of Canada all came out with updated business incentive initiatives designed to encourage productivity and growth investments. Under the SSMECD's Business Retention and Expansion (BR&E) Program, which has helped create or retain more than 1,000 jobs since 2010, the Corporation will assist local firms in accessing these and other business incentive programs.



MEETINGS, CONVENTIONS SPORTS TOURNAMENTS

While continuing to develop new tourism products, the SSMECD — specifically, its Tourism SSM division — will also focus on one of its core activities: attracting events that draw visitors. Working with the City's Community Services Department and other groups, a number of large-scale events are secured for 2014. One such event, the Under-12 Provincial Ringette Championships, is expected to attract nearly 700 participants for at least four days, which will inject around \$500,000 into the local economy. Considering that many players will be bringing a parent or two with them, the economic impact will be even more profound. Other events secured for 2014 include the Ontario Scotties, Air Force Association conference, Ontario Chamber of Commerce annual general meeting, and CCAA National Curling Championships.



HIGH PERFORMING ECONOMIC DEVELOPMENT ORGANIZATIONS

HUMAN RESOURCES REVIEW

In light of changing economic realities, how can the SSMECD best serve Sault Ste. Marie? This was the question that was asked and answered in a Human Resources Review of the Corporation. Working with industry experts, the SSMECD has realigned staff positions to best meet the needs of the community's economic development efforts. The results of the review process will be rolled out in 2014. Meanwhile, with the entire Corporation — including its Business Sault Ste. Marie, Tourism Sault Ste. Marie and Corporate Services divisions — now in the same location on the first level of the Civic Centre, the organization is now better able to carry out its mission and mandate on behalf of the community.

Sault Ste. Marie Innovation Centre Update

for:

Sault Ste. Marie City Council

February 3rd, 2014

www.ssmic.com



SAULT STE. MARIE
INNOVATION
CENTRE



SAULT STE. MARIE
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CENTRE

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

**Business
Incubation**

**Business
Support
Services**

**Market
Development
Projects**



SAULT STE. MARIE
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SSMIC Overview

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



Business Support Services

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



Business Support Services (cont'd)

- Professional Support Services
- Mentorship Network
- Funding assistance
 - Government
 - Angel/Venture Capital
- Workshop Series
- Innovation Assistance Program
- TAG Luncheons



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S&T Community Development

- Youth Outreach
- SSMArt Innovation Awards
- Pan-Northern OCE Discovery Pavilion



SSMArt
INNOVATION
AWARDS 13



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Metrics – Success!

Metrics	2013	
	Target	Result
1) Job creation	35	48.5
2) Funding leveraging	\$1.6M	\$2.2M



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Metrics – Success! (cont'd)

Metrics	2013	
	Target	Result
3) Business Incubation	9	9
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	55	70
5) Continue youth outreach activities	Reach 900 youth	Over 900 youth reached



SAULT STE. MARIE
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Metrics – Success! (cont'd)

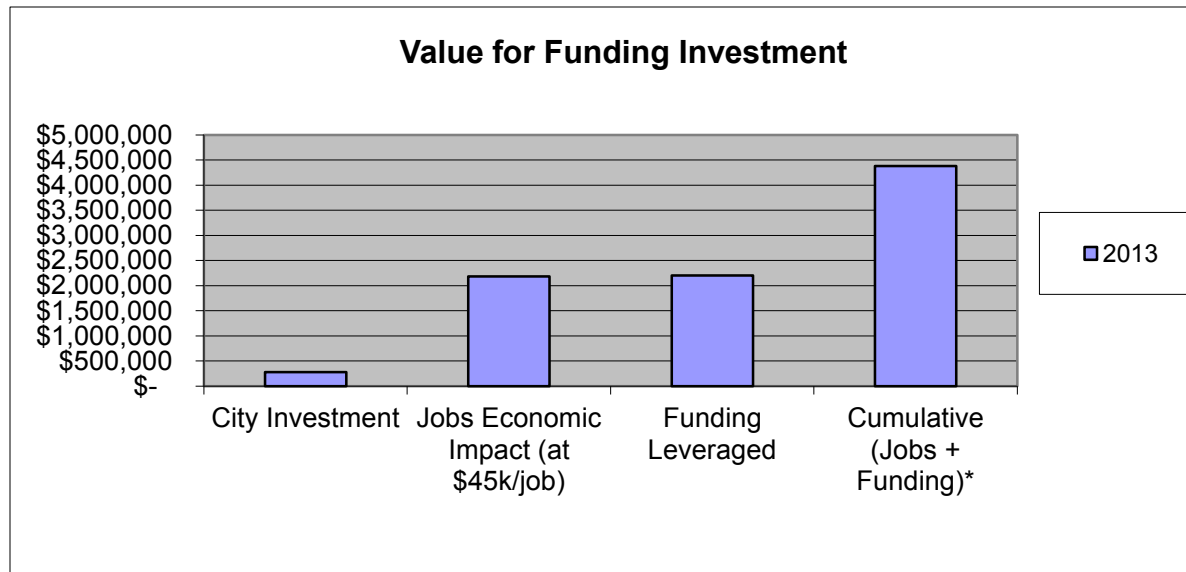
Metrics	2013	
	Target	Result
6) Increase GIS related business in Sault Ste. Marie	\$1.3M	\$1.3M
7) Raise the profile of the innovation sector locally and externally		Achieved
8) Create the environment for growth in IT (networking events; training workshops, etc.)		IRAP events; TAG Lunches; Innovation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



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Value for Money

- City provides \$277,890 for SSMIC economic development activities and SSMIC helped achieve \$4.3M in jobs and funding impact in 2013
- Note that SSMIC paid off the loan provided in 2004 as of Dec. 2013



*using average job value of \$45,000



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Market Development Projects – Driving Niche Opportunities

Science

- Smart Energy
- Bio-Sciences

Technology

- GIS
- Digital Gaming



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Key Projects

- Community Geomatics Centre
- Algoma Games for Health
- Smart Energy Strategy
- Next Generation Lottery and Gaming Centre
- RAIN
- ICT Infrastructure Development
- Downtown expansion



SAULT STE. MARIE
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Innovation Centre Strengths

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



SAULT STE. MARIE
INNOVATION
CENTRE

Why Sault Ste. Marie?

We bring unique advantages to any science and technology business!

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



Thank you

For more information, please contact:

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SAULT STE. MARIE
INNOVATION
CENTRE

Introduction

The Sault Ste. Marie Innovation Centre (SSMIC) is pleased to provide the third report under its Accountability Agreement with the City of Sault Ste. Marie. SSMIC continues to grow and advance the science and technology sectors to generate new jobs and revenue in the community.

The Innovation Centre has also grown as an organization as it has expanded with new partnerships and projects. We are pleased to see the growth in the number of clients we are serving, clients in our business incubator and the progress these companies are making in their businesses.

SSMIC now has over 45 individuals on its payroll when you include core economic development staff; GIS professionals; the team at Algoma Games for Health; project staff and interns. This creates a dynamic environment for innovation with a team of highly motivated and engaged professionals.



Photo: Essar Convergence Centre

SSMIC continues to serve as part of the Ontario Network of Entrepreneurs – a network of innovation centres across Ontario. As well, SSMIC is part of the Northern Technology Alliance and partnered with colleagues in Sudbury (NORCAT); Thunder Bay (Northwestern Ontario Innovation Centre) and North Bay (IION).



We are excited at the potential for the companies we work with and a number of the many promising initiatives underway including:

- Implementation of Community Smart Energy Strategy with our new team hired and projects such as Elementa and Energizing Co. advancing
- OLG Modernization and Digital Gaming Platform opportunities
- Riversedge re-development of former St. Mary's Paper site
- Progress of the Rural Agri-Innovation Network (RAIN)

We look forward to working with the City of Sault Ste. Marie and colleagues in the economic development sector to capitalize on these opportunities and build a more prosperous Sault Ste. Marie and region.

In order to provide a quick reference and detailed information to City Council, this report has been structured as follows:

1. Background
2. Metric Report
3. Appendices

Schedule A - 2014 Business Plan

Schedule B - 2012 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

The information provided demonstrates that SSMIC continues to produce strategic outcomes for the community including:

- Job creation and retention
- Leveraging program funding
- Providing business incubation services
- Delivering value-added business support services to science and technology companies
- Conducting youth outreach activities
- Developing GIS business opportunities
- Raising the profile of the IT and science sector locally and externally

We appreciate the opportunity to present our results to City Council and look forward to continuing our partnership to build a more prosperous Sault Ste. Marie!



1. Background

The MOU between the City of Sault Ste. Marie and SSMIC was signed in May 2010 and the intent was to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties. The Deliverables section of the accountability agreement between SSMIC and the City of Sault Ste. Marie states that:

Deliverables

In accordance with the terms and conditions in the MOU, it was agreed that SSMIC shall:

- Carry out the following mission: The Sault Ste. Marie Innovation Centre's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.
- SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, develop GIS business and raise the profile of the IT sector locally and externally).
- Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.
- Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Memorandum.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- Go to SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.

- Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

2. **Results** - The Sault Ste. Marie Innovation Centre is please to report the following results to the City of Sault Ste. Marie:

Metrics	2013		Commentary
	Target	Result	
1) Job creation	35	48.5	- Exceeding the job creation target in 2013 was due to the success of incubator clients and new jobs spread among a wide number of clients and projects at SSMIC. Economic impact for this result is approximately \$2.1M. These numbers calculate a conservative average wage of \$45k.
2. a) Program funding leveraging	\$1.6M	\$2.2M	A number of business support programs and projects received funding including the Smart Energy Strategy implementation; a new ICT Sector Lead program funded by FedNor; and an outreach program to take companies from Northern Ontario to the OCE Discovery conference. SSMIC was also successful in helping its clients access a number of funding programs which have helped them in their growth efforts.
3) Business Incubation maintenance and growth.	9	9	The office at the Essar Convergence Centre on the campus of Algoma University continues to provide a great facility for operations. We invested to build out new meeting rooms and purchase new furniture to accommodate growth. We are also planning expansion into the downtown to accommodate growth.
4) Provide value-added services (e.g. referral, advice, business plan review, etc.)	55	70	SSMIC is serving a pipeline of 70 companies in 2013. It is great to see this number increasing and it does change over time as new startups emerge, companies are attracted to SSM and, in some cases, cease to exist.

Metrics	2013		Commentary
	Target	Result	
5) Continue youth outreach activities	Reach 900 youth	Over 900	Successful programs, including Advanced Research Technology & Innovation Expo (ARTIE) 2013; SSMARt Innovation Awards 2013; IRAP sponsored workshops; job expos at the post-secondary institutions and high school presentations.
6) Increase GIS related business in Sault Ste. Marie	\$1.3M	\$1.3M	- Work continues across Canada in 2013 including work in Alberta and a project with a provincial ministry. - Numerous projects with community benefit continue to be undertaken such as the Vulnerable Person Registry
7) Raise the profile of the innovation sector locally and externally	Achieved	Achieved	- Operate SSMIC.com; Facebook and Twitter sites; - Distribute monthly newsletter to over 400 subscribers - Numerous articles and news coverage in media outlets; profile with Steve Paikin interview on TVO - Staff members participate on a number of committees: - Centre for Research and Innovation in the Bio-Economy - Northern Technology Alliance - Destiny Sault Ste. Marie - Chamber of Commerce committees - Anishnabek IT Centre Advisory Committee - Sault Area Hospital Innovation Fund Committee
8) Create the environment for growth in IT (networking events; training workshops, etc.)	4 IRAP events; TAG Lunches	4 IRAP events; TAG Lunches	- In 2013 we held four IRAP sponsored events with expert speakers discussing business issues of importance to local companies. - Business support services enhanced as part of the Ontario Network of Entrepreneurs - New and enhanced programs made available to entrepreneurs including market intelligence; Professional Support Program; Innovation Accelerator Program; Business Acceleration Program



SAULT STE. MARIE
INNOVATION
CENTRE

Sault Ste. Marie Innovation Centre

BUSINESS PLAN
2014

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1.0 EXECUTIVE SUMMARY

In 2014, the Sault Ste. Marie Innovation Centre (SSMIC) will continue its diversification and growth efforts and build on the successes of the previous year. The organization continues to take proactive steps to build long term sustainability in its operations so that it isn't dependent solely on government funding. We look forward to continuing the positive momentum of our science and technology sector in Sault Ste. Marie and the exciting projects that are in development for 2014.

One of the most exciting aspects of SSMIC's work is working directly with new companies and projects that have the potential to generate significant jobs and wealth in the community. From smart energy to information technology to bio-sciences, SSMIC is involved in a number of advanced fields with great potential for growth.

The framework from our previous IT and bio-science sector strategies continues to remain relevant and produce results for the community. We work to establish the environment in which companies can succeed and foster niche opportunities. In 2014, we will continue to drive forward the following sectors:

- Technology
 - Digital gaming
 - Geographic Information Systems
- Science
 - Energy
 - Bio-Sciences

SSMIC is pleased to serve as a member of the Ontario Network of Excellence and the Northern Technology Alliance. We strive to collaborate with our colleagues at NORCAT (Sudbury); Northwestern Ontario Innovation Centre (Thunder Bay) and IION (North Bay) to advance innovation in Northern Ontario.

SSMIC has set the following objectives for 2014 in order to provide value and measurable results to the community and our stakeholders:

2014 Objectives:

- Direct Job Creation – 45 jobs
- Program Funding Leveraged – \$2.2M
- Business Incubation – Technology Incubator to include 12 companies
- Provide in-depth value-added services to 70 existing businesses (advice, business plan review, funding assistance, etc)
- Continue youth outreach activities with presentations to over 800 local youth
- Increase GIS related business in Sault Ste. Marie as measured by a growth in revenues and staff count for SSMIC Community Geomatics Centre and private sector companies
- Raise the profile of science and technology sectors locally and externally

As we look forward to 2014, 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:

2013 Highlights at a Glance

- Exceeded our targets for job growth and funding attraction by helping to create **48.5 jobs**
- Exceeded our target to leverage funding to clients and SSMIC directly by attracting **\$2.1M in funding**
- In-depth client support for **70 science and technology companies** plus broader company support through workshops and outreach efforts
- New companies **eQOL, SafetyLynx, Veracity Asset Management Group and Digital Grounds** join SSMIC incubator
- The **Rural Agri-Innovation Network (RAIN)** has been actively completing research reports on tile drainage and undertaking crop trials while building support with the local agricultural community with an expanded team of six staff
- Launching the **InTense app** from Algoma Games for Health and creating an exciting first playable **eVoxative Connect** application aimed at the seniors market
- Support of **\$301,000** from the Ministry of Economic Development and Innovation and MaRS Business Acceleration Program as a member of the Ontario Network of Excellence
- The continued **growth of the Community Geomatics Centre (CGC)** with new staff, projects, clients from the community and across Canada including expansion of the Vulnerable Persons Registry
- Ongoing funding support from the NRC Industrial Research Assistance Program (IRAP) to **directly support SME's**, run a series of training workshops featuring industry experts and roll-out a new, professional services program
- The completion of a number of youth outreach activities through school visits and:
 - ARTIE, the Advanced Research and Technology Innovation Expo, that attracted over **700 elementary and secondary students** to hear about exciting careers in science and technology
- Highly successful and expanded **SSMART Innovation Awards** night held at the Grand Gardens

The Sault Ste. Marie Innovation Centre looks forward to another exciting year in 2014 and the following business plan outlines in detail the focus areas, team and partners that will enable us to continue to build a strong science and technology sector. Our efforts will diversify our economy, attract and retain highly qualified professionals to our region and build a promising future for our youth.

2.0 CORPORATE OVERVIEW

The Sault Ste. Marie Innovation Centre was established in 1999 to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors.

Vision Statement

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

Mission Statement

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

Organization Values

- Excellence
- Creativity
- Enthusiasm
- Honesty
- Respect
- Synergy
- Empowerment
- Agility

Legal Entity

The organization was incorporated in 1999 as a not for profit Corporation without share capital.

Geographic Area Served

The general services provided by the Sault Ste. Marie Innovation Centre and its incubation services are open to businesses and organizations that lie within the District of Algoma. This is a geographic area of 48,737 km² and has a population of 115,870 (2011 Census). Beyond business services, the Community Geomatics Centre and Algoma Games for Health also worked with a number of communities and organizations outside the Algoma District and across Canada to generate revenue.

SSMIC is also working with the Ministry of Research and Innovation as part of the Ontario Network of Excellence (ONE) and is partnered with NORCAT (Sudbury), the Northwestern Ontario Innovation Centre (NOIC, Thunder Bay) and IION (North Bay) in a pan-Northern approach to innovation and SME support. These efforts are designed to strengthen the Northern economy and identify opportunities to capitalize on the specific areas of expertise being developed in each of the respective areas.

Organizational Structure

The organization functions on a standard hierarchical structure with the Executive Director reporting directly to the Board of Directors.

Sault Ste. Marie Innovation Centre



3.0 INTRODUCTION

The following section provides an overview of SSMIC activities and outlines in detail the main focus areas for the organization.

3.1 Science and Technology Convergence

Utilizing the framework of the 2006 Community IT Strategy, SSMIC will take a two-prong approach to the development of the science and technology sectors (Appendix A – IT Strategy Recommendations). The first prong is to establish the environment necessary to develop innovation companies. The second prong is to develop certain niche opportunities that have been identified based on community strengths.

The general environment needed to drive the growth of the technology sector is similar to the environment required for science sector. Startup companies, whether they are science or technology-based often require similar support (funding, business guidance, training, business incubation, etc.).

SSMIC is a dynamic support organization that provides one-stop-shop, concept to commercialization services for the science and technology sector to:

- Enable entrepreneurs to establish and grow their businesses through business incubation services, assisting in the acquisition of funding and mentoring resources;
- Facilitate and drive collaborative, leading edge research involving academia, industry and government research labs;
- Build capacity in key knowledge areas and enrich innovation talent;
- Facilitate access to expertise and capital infrastructure;
- Develop science and technology infrastructure; and
- Create awareness of regional strengths to attract investment and business.

More information about the activities that will be undertaken to “Establish the Environment” necessary to drive the innovation sector and the specific “Market Development” activities that will be pursued in the science and technology sectors is contained in the sections below.

4.0 Establish the Environment

In order to foster an innovation economy, certain core components need to be in place. Having incubation services; access to capital for private sector companies; mentor networks, networking expertise, academic and government researchers and student programs all play an important role in the development of the science and technology sectors. This section outlines how SSMIC is working to develop these components.

4.1 Convergence Centre



Photo: Travis Favretto

In 2011, SSMIC moved all operations into the Essar Convergence Centre on the campus of Algoma University. The Convergence Centre serves as an important hub in Sault Ste. Marie to attract expertise and build the region's capacity to retain talented youth engaged in today's science and knowledge-based economy.

4.2 Business Services

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".

Business Services (Direct)

SSMIC provides a number of critical services to assist science and technology focused ventures to overcome challenges and move quicker on the path to commercialization. Typically, these services fall under the following categories:

1. Advisory Services
2. Business Incubation
3. Direct funding support (through SSMIC-managed funds)

1. Advisory Services

SSMIC helps science and technology entrepreneurs bring new and innovative ideas to the market place by providing valuable business advice and mentorship services to its clients. Through advice and mentoring, SSMIC successfully provides its clients with foundation of an effective business model framework that helps them to think strategically and creatively about their business, especially how to build their organizational capabilities to deliver their value proposition to their target market(s), in the face of competition.

Similarly, SSMIC assists its clients with business plan critiques and reviews, providing valuable assistance on how clients should crystallize their vision of future success and using the business plan as a thought process and a valuable learning lesson to focus on what is important to create success for their business. SSMIC continuously strives to provide valuable resources such as business and financial templates to assist their clients in completing their business plans.

Market Intelligence

SSMIC can help SMEs access market intelligence reports from the top marketing research firms in North America to support the growth of their science or technology business. MaRS Market Intelligence gives Ontario entrepreneurs access to premium market research resources and services at no cost—all provided by information specialists with expertise in IT, software, telecom, pharmaceuticals and health care, biotech and cleantech.

Human Resources (HR)

SSMIC provides valuable human resource services critical for the growth and success of its clients in the form of:

- Advisory services on identifying skills needed for the startups
- Providing guidance on recruitment and hiring process such as salary packages, etc.
- Providing HR templates on job offer letter etc.
- Providing access to a network of HR Professional Service Providers (PSP)
- Assisting clients in recruiting new hires through SSMIC databases, contacts and networks

Financing Strategy

SSMIC monitors and works to obtain financing sources for IT and science businesses. SSMIC supports clients in obtaining financing from private capital sources and public funding (federal/provincial).

Public Funding: SSMIC monitors provincial and federal funding programs to ensure local businesses are made aware of new programs that can help support their research & development and business growth. There are a plethora of programs available and they are in constant change. Generally speaking, there is limited capacity among SMEs to complete funding applications and successfully navigate the review process associated with these funds. SSMIC will continue to take a role in supporting clients in their efforts to access government funding for projects.

Private Capital: The Northern Ontario 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.

SSMIC has considerable financial experience and is able to provide value added financial services to its clients such as:

- Providing assistance in developing financial projections for their business plans
- Providing information of government funding opportunities and guidance and know-how to access such funds
- Providing access to network of Finance Professional Service Providers (PSP)

Legal/Intellectual Property (IP)

SSMIC is cognizant that a sound understanding of legal and intellectual property management is important for the success of any emerging science and technology startup and it promotes such understanding through the following services:

- Provides clients with referral and access to a network of legal Professional Service Providers (PSP)
- Promotes awareness among clients about the Canadian Intellectual Property Office (CIPO) as a resource center on IP management.
- Conducts workshops on topics covering legal and IP management

In 2014, 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 Entrepreneurs (ONE) and the Canadian Digital Media Network (CDMN), 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 percent to over 83 percent.

Incubation is an economic development tool that provides the community with the opportunity to grow new businesses and as such, it may require on-going financial support. Traditionally, incubators do not produce high profit margins so their value has to be measured against the economic impact of the businesses and jobs they enable in the community. 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 expanded in 2011 as part of the move to the Essar Convergence Centre building, where it now occupies roughly 4,000 square feet on the second floor, along with SSMIC staff. When fully occupied, the incubator is able to provide support for up to 13 new startups with a focus on innovative products and services from the information technology and science sectors. The organization now offers nine highly-desirable private office suites ranging from 85 to 280 sq. ft. and four pods (42 sq. ft.) available for either regular incubator or virtual incubator usage.

In addition to traditional incubator work spaces, "virtual incubator" space has been a successful initiative for targeting out-of-town companies to locate in Sault Ste. Marie. The program allows science and technology companies not yet requiring physical office space in Sault Ste. Marie to have access to many incubator/SSMIC facilities when on site.

The SSMIC Business Incubator provides an attractive option to small start-up IT and science based companies to form their business and provide support in the critical start-up period. The Incubator

currently has six full tenants, one virtual tenant and the addition of an IRAP and Ontario Trillium Foundation support office:

- eQOL
- Digital Grounds Inc.
- Insightworks
- Veracity Asset Management Group
- Terrafact
- PCR Motion (virtual client)
- Safety Lynx
- National Research Council, Industrial Research Assistance Program (IRAP)
- Ontario Trillium Foundation

The incubator also provided services to several other companies that have since graduated or otherwise relocated their operations. Recent graduates of the Business Incubator that are now operating profitable companies in Sault Ste. Marie include Miramar Design Studios and the Digital Intelligence Group (DiG). To date, the incubator has supported companies in many of the key strategic focus areas for the City of Sault Ste. Marie, including renewable energy, information technology and gaming.

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.

Youth Business Incubation

The youth/student business incubator is a new initiative being pursued by the Sault Ste. Marie Innovation Centre to complement its current Business Incubator. This program is new to Sault Ste. Marie and the Algoma District. Although business incubation is currently being done in the city presently, this will be the first attempt at developing an incubation facility specifically geared towards students and youth. Youth unemployment and underemployment remains at a high level, so the overall goal with the youth incubator is to give entrepreneurial minded young people an alternative to the traditional career path. Wherever possible, this new youth business incubator will be developed in conjunction with the Youth Job Strategy recently released by the Government of Ontario, in particular the funding opportunities associated with the On-Campus Entrepreneurial Activities (OCEA) and Campus Linked Accelerators (CLA).

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 2013, 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.

Beginning in the 2012-2013 fiscal year, and continuing in this fiscal year, SSMIC has also administered a highly successful NRC-IRAP-sponsored Professional Services Program (PSP) which has provided clients up to \$1,667.67 for one-on-one consultation and assistance in accessing professional services in any of the five areas:

- Intellectual Property (Lawyer or Patent Agent)
- Commercial Law (Lawyer or Patent Agent)
- Accounting (Chartered Accountant)
- Human Resources (Certified Human Resource Professional or equivalent)
- Business Strategy

Although SSMIC maintains a database of preferred service providers, clients are free to choose their own provider, as long as the provider agrees to the terms and conditions of the program.

For the fiscal years 2012-2013, and 2013-2014, SSMIC administered a FedNor-sponsored Innovation Accelerator Fund. This fund was \$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 offers a non-repayable, non-dilutive contribution of \$5,000 per project to help SMEs grow their business. The first two years of this program will conclude on March 31, 2014, and SSMIC is hopeful that with FedNor support this program will continue to be available for the next two fiscal years.

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.

General Business Support Activities (In-direct)

Part of SSMIC's role in developing science- and technology-based businesses includes providing access to services that improve the competitiveness of the region. Over the past 10 years, SSMIC has established itself as an aggregator of knowledge and resources within its domain for the community. SSMIC plans to continue in this role by providing valuable resources in the following formats:

1. Knowledge transfer and networking events
2. Collaborative projects for business growth
3. Development of competitive knowledge for the region

1. Knowledge transfer and networking events

In its continuous effort to provide networking services and knowledge transfer opportunities to its clients, SSMIC has successfully organized workshops, seminars and other networking activities relevant to the growth of the science and technology business.

In 2013, SSMIC once again hosted the successful NRC-IRAP sponsored workshop series that included the following topics:

Workshop Title	Keynote Speaker	Number of Attendees
Trends in IT – Mobile Apps and HTML 5	Dan Silivestru, from Research in Motion (RIM) and Communitech and Sean Yo of Hackademy and Hive Waterloo	35
Cleantech Bio-fuels	The workshop featured a line-up of six expert speakers from the region and across North America, from both the government and private sectors: • Joe Maure, Forestry innovation team lead, Ministry of Natural Resources (MNR) Business Development Branch • Charles Lucius, Vice-president, International Business, Energy Environment and Materials, Sciences Global Business, Battelle • Federico Berru, vice-president, Agri-Therm Inc., NSERC Vanier, CGS holder • Dr. Isabel Molina, Assistant professor and research chair, Natural Products Biochemistry, Algoma University • Willem Galle, Millworks Innovation and • Kenneth Jobity, Manager, Screening and Evaluation, SDTC and NextGen Biofuels Fund	39
Search Engine Optimization (SEO) and Web Marketing	Scott Wilson, Canada's leading web sales and marketing expert	64
"India to Indiana: Driving Sales through International Markets"	The Workshop featured 4 expert speakers from the public, private and community development sectors: • Bruce Linton, President and CEO, Clearford Industries Inc. • Nish Patel, CEO at ConceptShare • David Weiner, Consul and Senior Trade Commissioner of Canada in Detroit with the Consulate General of Canada and • Lisa Cashmore, Soft-Landing Program Manager, Canadian MediaDigital Network (CDMN)	22
Optimizing Your International Go2Market Strategy	Steven Donald and Ulrich Hammerschmidt of i2i Associates, Austria	32
Total		192

Other events planned for the remainder of 2013 and early 2014 include Cleantech, Growing a Winning Business Model, and Developing a Digital Marketing Strategy

In addition to these, SSMIC will be pursuing continued funding from NRC-IRAP for the workshop series for the Federal fiscal year April 2014 – March 2015. It should be noted that in the 2012-2013 Federal fiscal year, SSMIC exceeded its targets for attendance by 16 percent.

SSMIC also coordinates monthly TAG luncheons with presentations on a variety of topics which are useful to our clients and the public at large. The theme for the workshops scheduled between now and May 2014 are “Success in Business” with the majority of presentations being made by successful local companies who are either in our Business Incubator presently or are an external client of ours.

SSMIC will continue to work closely with its community partners in the economic development and small business support field. SSMIC maintains a close working relationship with these organizations to avoid duplication of services and work on joint initiatives.

2. Collaborative projects for business growth

SSMIC often acts as a catalyst for projects that address a business need in the science or technology sector, providing project coordination and management services on behalf of project groups and partners.

This service builds opportunity awareness and includes development services as well as proposal development assistance. Research and development extension services are provided by SSMIC as a link between the research community and private sector. 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: (not part of Business Development – SME)

- 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 2013, including the coordination of the OCE Discovery 2013 Pan-Northern Pavilion and taking on a lead role within a proposed Algoma ICT Network Lead.

3. Development of competitive knowledge for the region (not part of Business Development – SME)

SSMIC will continue to lead projects that develop the knowledge base and competitive intelligence of Sault Ste. Marie with the goal of identifying new opportunities and attracting investment in globally significant areas of science and technology.

The model of having SSMIC lead the development of such knowledge and competitive intelligence has shown success in the past in attracting investment and will be leveraged again moving forward in 2013.

SSMIC staff remains highly engaged in the community in a number of activities which assists with networking and the identification of new opportunities. Some examples include participation on the following Boards and committees:

- Centre for Research and Innovation in the Bio-Economy (CRIBE) Board of Directors
- SSM EDC OLG Advisory Committee
- Destiny Steering Committee
- Anishnabek IT Centre Advisory Committee
- Chamber of Commerce Business Development Committee
- Chamber of Commerce “STRIVE” – Young Professional Group
- Sault College Computer Studies Advisory Committee
- SSM EDC Incubator Advisory Committee
- Sault Area Hospital Innovation Fund 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, 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 2013, SSMIC held the sixth ARTIE (Advanced Research Technology & Innovation Expo) for local youth, as part of National Science and Technology Week. The event sold out, attracting over 800 local youth ranging from elementary 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 2014 include:

- Algoma University
 - SSMIC has assumed responsibility for the staff and projects related to the commercialization of the technology from Algoma Games for Health and has an ongoing relationship with Algoma University on this project;
 - SSMIC continues to work with the Health Informatics Institute, providing advice on commercialization opportunities and seeking private sector partners for applied research;
 - SSMIC is working with Algoma University on initiatives to increase entrepreneurship and develop new programs that support community initiatives

- 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 digital gaming field that tie in with Sault College.
 - SSMIC collaborates with the Sault College Applied Research Centre (ARC) which is funded in part by the Ontario Centres of Excellence. 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.
 - SSMIC is working with Sault College on initiatives to increase entrepreneurship and develop new programs that support community initiatives

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 2014, 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 2014 include:

Technology

5.1 Video Gaming

SSMIC's efforts are aimed at cultivating a local gaming cluster that could tie in to local needs (e.g. Serious Games for Health) or to broader industry trends (mobile application and casual online development, lottery and gaming modernization).

5.1.1



AGFH EXECUTIVE SUMMARY

Vision Framework - Algoma Games for Health		
Vision Framework - Algoma Games For Health		
Core Values and Beliefs	Purpose	Mission
We are dedicated to serving the customer.	To improve quality of life through innovative approaches to rehabilitation, therapy and education.	Grow Algoma Games for Health into a self sustaining venture
We are committed to research and development of ideas and products that match the needs of our community		
We acknowledge that our future as a company depends on the knowledge, imagination, collaboration, integrity, innovation of our team, and foremost value the development of these skills.		
We expect to profit from the work that benefits humanity.		

Algoma Games for Health (AGFH) was founded in 2009 and is a provider of serious games designed to inspire, engage and motivate in the health and education sectors. Our principal offices are located on the campus of Algoma University in the Essar Convergence Centre. 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 digital gaming development hub in Sault Ste. Marie, Ontario.

A serious game is a game designed for a primary purpose other than pure entertainment. The "serious" adjective is generally prepended to refer to products used by industries like defense, education, scientific exploration, health care, emergency management, city planning, engineering, religion, and politics. Algoma Games for Health focuses on the Health care and Education sectors and has enormous potential to contribute to the reduction of healthcare costs, improve lives for those in need, and generate revenue based on sale of product and contract work.

2013 Achievements



The studio completed the final phase of the Oshki Learning to Mine portal, creating a valuable portfolio product as well as gained experience working with credible corporate partners. This project was the primary revenue generating vehicle in 2013. AGFH also released "InTense! – Verb Practice for Kids", the studio's second product for the IPAD in September. In addition, our partnership with Canadian Banknote saw the development of its first product. AGFH created a 90 Perm Bingo validation software package for CBN. This small contract was well received by our partner and looks to be the start of a prosperous relationship for AGFH. Finally, a contract was also secured with Gecko Health Innovations for the game design of their Gecko Cap asthma adherence software with hopes to secure the entire development contract in early 2014.

2014 Opportunities

AGFH will focus on the following initiatives in 2014:

- Further development of existing assets
- A pivot into the world of electronic charitable gaming
- Contract for hire work in the health and educational sectors

Objectives for 2014

1. Secure a presence in the lottery and gaming sector
2. Develop a more generic secondary brand for the studio
3. Development and commercialization of the eVoxative Connect software
4. Secure a significant contract from an external organization

5.2 Geographic Information Systems (GIS)

A Geographic Information System (GIS) is a specific type of information system in which information is geographically referenced to a specific place or coordinates on earth. This geographically referenced information is the foundation supporting a broad range of business performance opportunities including improved infrastructure management, public safety, land use/environmental planning, enhanced business communications, improved health and human service delivery and spatially significant data analysis supporting decision making.

SSMIC, in partnership with the City of Sault Ste. Marie and PUC, has implemented one of the most comprehensive municipal GIS solutions in the world. SSMIC's GIS department has evolved to become the Community Geomatics Centre (CGC), a division of SSMIC that serves a large number of clients and partners – all sharing data and infrastructure to reap the benefits of this impressive system.

A major focus area for SSMIC is the continued growth of the GIS sector in SSM. The CGC is a shining example of a market development project and has a great deal of potential for future growth. The CGC operates as a self-sustaining department of SSMIC that is funded directly by the clients accessing its services.

The CGC has also put Sault Ste. Marie on the map with international coverage of its unique community model. Coverage in major GIS publications such as ESRI Healthy GIS, ArcNews North and URISA demonstrate the world-class nature of the solution operated in SSM. In 2012, the Sault Ste. Marie GIS solution was selected as the Best GIS in Ontario by URISA. Sault Ste. Marie is a four time winner of that award. The CGC also won an ESRI Award of Excellence in 2012.

Two Consulting studies were completed within the last two years which examined existing shared service GIS solutions. In both studies, Sault Ste. Marie was shown to be the only proven example of a proven sustained solution.

“The CGC has compiled one of the most comprehensive and intelligent utilities infrastructure databases in the world...The CGC has compiled one of the world’s most complex and comprehensive GIS systems.” Doug Girvin, Stantive Technologies Group 2011 on Wood Buffalo Shared Services Partnership Proposal

“The closest ‘pure’ Community Information Utility (CIU) model that the Consultant Team was able to find in an extensive benchmarking and literature review process was the Sault Ste. Marie Innovation Centre development...The Sault Ste. Marie Innovation Centre is considered to be the definitive model of the CIU in Canada.

The SSM CIU is, without question, the most advanced organization of its type in Canada....Over the past decade, the SSM CIU has been leading the country in respect to the novel application of the use of spatial data with advances in transportation management, natural and resource management, economic development, municipal governance and management, but, also, for the purpose of improving health and social services.” CFN Consultants Inc. 2011 on Final Report regarding the Feasibility Study for the Southwest Nova Scotia Community Information Utility

The CGC provides a number of benefits to the community which can be attributed to its unique position within the Innovation Centre. SSMIC has conducted work in this field and presented to a number of groups locally, provincially, nationally and internationally. From the presentation feedback it is clear that SSMIC is a leader in this space and organizations are interested in furthering their use of GIS.

The organization also performed a great deal of in-kind community work to support health and social organizations in SSM. A list of these projects can be found in Appendix C.

Moving forward, the CGC will leverage its strengths in the GIS sector to expand into eight areas:

1. Community Information Utility (CIU) Services – A number of communities have approached SSMIC with an interest in replicating the GIS model and success achieved in Sault Ste. Marie. This presents a unique opportunity to provide consulting services and share the tremendous benefits that a comprehensive and coordinated community GIS approach can have with other communities across North America. GIS and the concept of regional GIS initiatives are documented several times in the 2009 Northern Ontario Growth Strategy. It was identified that GIS data pertaining to health, social services and economic development would be beneficial at regional levels to enable growth and sustainability in the north.
2. Algoma Regional Information Utility Network (RIUN) - The RIUN concept is a roll out of the Sault Ste. Marie CIU concept to cover all of Algoma. The Sault Ste. Marie CIU has had great success in supporting economic and social development in Sault Ste. Marie. There is no doubt that RIUN would bring great benefit to all of Algoma. RIUN would include a data warehouse, data, tools and staff to assist in support all economic and social development tasks in the district. RIUN would form the platform to document and allow prospecting for renewable energy projects, under-utilized agricultural land, non - timber forest products and other forms of new business opportunities. RIUN would also assemble in one place data to support health and social service delivery in the district. The RIUN concept is proven based on the Sault Ste. Marie CIU solution.

The Sault Ste. Marie Innovation Centre worked with representatives from Wawa, Blind River and Hearst to develop a conceptual three tier model. The three rural community network candidates each provide a unique distribution framework within which to develop and test the business model. The community network leads are: 1) Wawa/Superior East, 2) Blind River/East Algoma, and 3) Hearst. By working with leaders in the candidate networks as partners in the rural distributed community network approach we can develop a successful formula for other community networks across Ontario.

In 2010 the SSMIC initiated a project with the partner communities to develop an Economic Opportunities Platform. The project was completed in December 2010. Funding was contributed by each of the community networks to provide a GIS based platform for economic development and investment attraction for each of the partner communities in the central Ontario north region, which serves as the pilot area for the RIUN program. The platform is patterned after the Vermont Energy Atlas and the partnership has agreed that a community/regional green/clean map spotlighting: 1) existing renewable energy initiatives, 2) green energy businesses, and 3) sites for potential green/clean investment, would serve as an excellent pilot project. The partnership has completed a Memorandum of Agreement that includes the following components, which are in final draft form:

- The MOA
- RIUN Business Model
- Confidentiality Agreement
- Data Sharing Agreement
- Terms of Reference for a Steering and Technical Committee
- Regional GIS Network Guidelines
- Catalogue of Existing GIS Layers
- Community Data for Site and Business Layers
- Tier Structure and Financing Protocols for the Partnership

Funding will be sought in the 2014 fiscal year to support ongoing development of the RIUN model and the mapping projects.

3. Architecture Upgrade Services – In last two years the CGC completed the most ambitious and advanced GIS upgrade completed in Canada this involved the following upgrade components:

- ArcGIS 9 to ArcGIS 10
- ArcIMS to ArcGIS Server
- Oracle 9i to SQL Server 2008
- Multiple Interfaces to Citrix
- VB6 to VB.net
- Multiple Passwords to Single Sign on
- Windows XP to Windows 7
- Rack Servers to Blade Servers

This upgrade completely overhauled all aspects of the original GIS architecture designed in the year 2000. Many municipalities have not implemented these upgrades. The CGC is well positioned to help other municipalities in this area. The CGC is currently working with the City of Thunder Bay to evaluate an upgrade path for their municipal GIS solution.

4. GIS in Health and Human Services – An emerging area within the GIS sector is the application of geospatial technology to assist in planning and data analysis for health and human services organizations. The CGC has been recognized as a world-wide leader in this area and aims to build on its initial success to drive growth. The work in health and human services falls into two main categories:

- a. Mapping and Consulting Services – The CGC is undertaking mapping and data analysis work for health and human service organizations across Ontario. The organization sees an opportunity to build on this work and is registered as a GIS service provider as a provincial Vendor of Record. In 2013, the CGC completed an aging study for the Ministry of Infrastructure and in late 2013, initiated a service and technology integration project with the Ministry of Child and Youth Services
- b. Web Mapping Interfaces – The CGC is well positioned to develop web based GIS interfaces for health and human service agencies

5. Vulnerable Persons Registry – SSMIC developed and piloted a Vulnerable Persons Registry in 2012. The VPR is a free service to the public that is voluntary and confidential. The CGC collects, secures and maintains key information of those choosing to register. All this information is securely provided to local first responders and, where authorized, PUC Inc. and Canadian Red Cross in order to improve the safety of vulnerable citizens during emergencies. The VPR also includes an emergency preparedness component in order to help educate not only registrants but the public on how to prepare themselves for emergencies, since it is still a personal responsibility.

The VPR is a comprehensive model that is the first of its kind in North America in that it offers registration to not only individuals with varying types of vulnerabilities but also improves safety in all emergency situations. More specifically, the VPR improves registrant safety during power outages, home emergencies and large-scale emergencies. As a result, this tool is not only useful in the event of disasters or emergencies requiring evacuation but also provides daily benefits through its direct integration with the dispatch systems and the local utilities GIS solution. The VPR model has been designed to be transferable with the hopes of assisting other communities implement similar emergency planning services.

In 2013, the intellectual property for the VPR was transferred to the Red Cross through a Memorandum of Understanding. In exchange for the intellectual property, the CGC has first right of refusal to do any technical work involved in implementing VPR solutions in other communities. Red Cross is currently in discussions with four Ontario communities.

6. Web Based GIS Interfaces – In 2012, the CGC developed a web based interface to highlight all the renewable energy and conservation projects that were underway in Sault Ste. Marie. The CGC hopes to build on this acquired experience to develop other web GIS interfaces, particularly to utilize the new cloud based data storage methodologies.

7. Triple P – Triple P (Positive Parenting Program) is a system of easy to implement, proven parenting solutions that helps solve current parenting problems and prevents future problems before they arise. Triple P has been implemented in about a dozen countries around the world, with Ontario being the first in Canada. SSMIC supports the data needs of the Triple P implementation in the Algoma District. The CGC will act as the data administrator of the program for Ontario. This responsibility would include managing data access and building query products on the information. This project opens the

door for other potential large database management projects in the area of health and social services. The work to support Triple P in Ontario was initiated in fall 2012 and will continue indefinitely. Most developed occurred in 2013 leading to the implementation phase set to begin in early 2014

8. Existing Clients - There will be significant opportunities for SSMIC to undertake new IT and GIS projects with existing local clients including the City, PUC and GLPT. All three organizations are implementing or will be implementing vehicle tracking solutions, work management systems, document management systems and field data capture processes. All will require integration with GIS. The implementation of smart metering within the PUC should also create opportunities for add on products and solutions. Over the next several years, existing clients will provide the best opportunity for additional work with relatively low effort and short turn around.

An opportunity exists in the current marketplace for the CGC to continue to expand its operations and deliver tangible value to its clients. The organization is actively recruiting to hire new technical staff in order to facilitate this growth. Additional background on the CGC can be found in Appendix C - Community Contributions and Appendix D - CGC Background

Science

5.4 Energy



The SSMIC Energy Division made significant strides in 2013 and is positioning itself for growth in 2014. 2014 will include the execution phase of the smart energy strategy and a number of initiatives such as bio oils and smart grid look to be potential areas of focus the team.

2013 Achievements

- Fully Secured resources for the Smart Energy Strategy execution phase
 - NOHFC - \$338,000
 - FedNor - \$140,000
 - City of SSM – \$105,000
 - ICCI - \$15,040
- Hired a Business Strategist, Technical Expert, and Conference Project Manger
- Creation of an award-winning green initiatives map in partnership with the CGC
- Hired an NOHFC intern to execute a Northern Ontario Energy Sector Improvement Plan
- Made significant inroads with bio-energy partners
- Planed, hosted and executed Naturallia, World forum on Natural Resources
- Actively involved in Ontario's long term energy plan
- Applied for a Feed-in-Tariff project for solar project with partner Huron-Superior Catholic District School Board
- Developed a smart grid project and advanced to phase two with the Ministry of Energy
- Became a member of Network for Smart Grid Innovation and created two project submissions

2014 Opportunities and Objectives

- There is potential to secure the resources for a significant smart grid project in Sault Ste. Marie.
- We continue to work with partners to advance a bio-products initiative that will utilize the areas vast fiber supply
- Enable Prospect Mapping of Northern Ontario's Renewable Energy Assets – Further development of GIS mapping in the area can highlight areas of focus for further wind, solar, and bio energy projects
- Creation of Community Investment Company - This will be investigated in detail in 2014 through working in partnership with subject matter experts.
- Develop a "Community Smart Energy Marketing Strategy" to improve brand awareness of our region nationally and internationally

- Collaborate with existing partnerships to develop bio-oil projects in Sault Ste. Marie

Energy Situational Analysis for 2013/14

Strengths • The SES project is fully funded by a collaboration of funding bodies • The team has built good relationships with the local energy sector as well as many contacts throughout Ontario • We are now part of the Network for Smart Grid Innovation, gaining access to key contacts and opportunities • We continue to work alongside Blue Forest and are making progress with pyrolysis bio oil • Energy assets located in our region provide us with a unique foundation to our energy story • Our region is committed to the growth of the energy sector • We are building a strong relationship with the Ministry of energy	Weaknesses • Given our team's size we will have a limited capacity to execute. • The SES funding will only last 2 years • Transmission availability in our region makes it difficult for new generation projects • Research capacity in the region is limited
Opportunities • Two new projects for our region have been proposed and have potential to be funded through the NSEGI group mentioned above • We are in the due diligence phase of a smart grid project with the ministry of energy. This project could be a very important next step if this phase can be passed. • There is potential for the SSMIC lead project to put solar panels on the HSCDSB. This will provide reoccurring revenue for SSMIC and partners. • We are in discussions with a group that is interested in a small scale biomass to energy gasification project. This project would create a number of jobs in the community • The Smart Energy Conference provides us with an opportunity to showcase our community and energy assets	Threats • The Smart Energy Conference will depend on attracting enough attendees to cover the costs of running the event. • Sustainability of the Smart Energy Team after the pilot period is a concern. Development projects that yield revenue will need to be created. • Smaller projects still run the risk of being rejected due to transmission availability

5.5 Bio-Sciences



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	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
We make contributions to our region through facilitating research, product development, and providing services aimed at creating bio-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 cooperators		



RAIN Project Summary

The Algoma Rural Agri-Innovation Network (RAIN) has entered its first year of the 3-year pilot project for the delivery of projects and services beneficial to the agricultural and agri-forestry sector in Algoma. RAIN's vision is to connect Algoma's agriculture community with timely information and support to improve opportunities for maximizing the value of rural based crops, commodities, products and services. RAIN aims to accomplish this vision through agri-based research coordination, creating links to technical, marketing, human resource capacity and business development assistance within the region. RAIN developed through ongoing discussions with stakeholders, consultations with local growers and through the efforts of its co-chairing organizations, the Sault Ste. Marie Innovation Centre (SSMIC) and the Northern Ontario Research Development Ideas Knowledge (NORDIK) Institute. These discussions have produced the RAIN Terms of Reference and the RAIN Stakeholder Discussion Paper by The Possibilities Group of Sault Ste. Marie, through the support of local stakeholders and funders.

Since that time, both SSMIC and NORDIK Institute have gathered support for the RAIN from local producers, businesses and government funders (including Northern Ontario Heritage Fund Corp, Ontario Trillium Foundation and FedNor). These stakeholder organizations and funders have continued to be involved through RAIN's Advisory Committee that has assisted in giving direction to its research priorities. The pilot funding covers the period from January 2013 to the end of December 2015. Funding to date includes: Ontario Trillium Foundation \$81,000, NOHFC \$262,750, FedNor \$262,750, RAIN partners \$112,000. Funding for research and other projects received or under review are detailed in the financial section which follows.

The RAIN Terms of Reference identified five key areas that were focused on for the RAIN pilot project:

- **Research and development** - agricultural research for new crops and livestock diversification from a Northern perspective is critical in maintaining sustainability of the industry in Algoma.
- **Infrastructure development** - there must be direct investments in infrastructure within individual businesses or through grower co-operation (infrastructure includes storage, tile drainage, value-added processing).
- **Networking assistance and business development** - capacity building needs to be developed through education, training of new technologies, knowledge and skills, technology transfer and awareness. New farmers and expansion projects need assistance with business planning.
- **Public outreach and communications** - a need to communicate the needs of Algoma growers, organizations and related businesses to the public, government, private sector and education sectors.
- **Resource and data collection** - Access to information in a variety of forms and on a timely basis, is a necessary component to foster innovation and bring best practices to the region.

Additional priority areas that have been identified by producers in 2013:

- **Farm succession** – easing the transition of family farms to the next generation of farmers
- **Market and co-operative development** – coordination / development of markets for local food
- **Farm Recruitment – Using the unique advantages of Algoma like** low land costs to market the region
- **Government policy concerns** – farmers have concerns that relate to meat regulations and its impact on small abattoirs, poultry supply management and concerns with wildlife control (Elk)

RAIN Situational Analysis for 2013/14

Strengths	Weaknesses
• RAIN's skilled staff have been moving several projects ahead while initiating new projects within the RAIN pilot with faculty and students • Events up until this point have been well attended by the farming community and have received excellent feedback; RAIN has learned to work with associations to partner on events for increased attendance • RAIN deliverables are being met for the first year of the pilot project • RAIN's research projects in 2013 have showed	Sustainability of RAIN past the three year pilot is RAIN's major weakness • RAIN Research Facility in Huron Shores is not been fully utilized due to wet field conditions, delays for installing tile drainage and delays for the arrival of equipment; this has resulted in a reduced number of research experiments • Feedback on research opportunities from larger growers has been challenging due to a lack of participation at events • Eat Algoma, a fundraising event for RAIN was

positive results; the results are being communicated with grower community - RAIN has assisted a number of farm businesses with funding applications; one project has submitted a phase two application (NOHFC) for an investment over \$2 million - The RAIN tile drainage and storage study has been a positive development with a strong representation of farm businesses - RAIN has been a strong advocate for farmers in the District through outreach, the Buy Algoma. Buy Fresh. brand, and advocacy - RAIN's precision no-till research seeder and weather station has provided opportunities for producer involvement and data dissemination	postponed this year to 2014 due unforeseen circumstances from a major event sponsor
Opportunities - New funding programs have been announced through Ontario Ministry of Agriculture and Food (OMAF) and NOHFC which RAIN will focus on with stakeholder support - RAIN has submitted three major funding applications to FedNor, Growing Forward 2 and New Directions - A number of grower cooperators have identified lands where research experiments can take place - RAIN membership and event fundraising has been considered as two key opportunities for raising funds and providing benefits – funding programs are being explored to conduct a sustainability plan for the organization - Opportunities exists for renting out the no-till equipment; a trailer is being considered for purchase - RAIN staff have identified fee-for-service activities to be provided to local growers; these require further assessment	Threats - It's unlikely that tile drainage will be installed at the RAIN Research Facility in 2013; this is concerning with 2014 as year 2/3 of the pilot - Sustainability of RAIN after the pilot period is a concern that may stem from a lack of developed extension services, funding for research or producer support - Penokean Hills Farms may reconsider their full contribution to the RAIN project – with a growing focus on the Sudbury market, this may be a central focus for their Directors - Not being successful on funding applications that have implications for sustainability past year 3 of the pilot project - Discontinued support for RAIN from the rural communities due to lack of funds (past year 3)

RAIN Deliverables 2013/14/15

Ontario Trillium Foundation Deliverables	To be completed by	Percent completed
Deliver five training workshops for producers (social media, equipment calibration, co-operative development, season extension technology, pasture improvement).	Completed	100%
Develop a RAIN Research Agenda (includes conducting five information sessions and focus groups) that will identify priority research projects	Dec 31, 2013	85%

Deliver five training workshops for producers for the rest of the pilot project	Aug 30, 2015	0%
Complete a sustainability plan to continue RAIN beyond the 3 year pilot	Aug 30, 2015	0%
Disseminate research results through community sessions	Aug 30, 2015	Ongoing
FedNor and NOHFC Deliverables		
Selection of research project manager and research technician: David and Saul started Feb 4 & Apr 22	Completed	100%
Development of a RAIN research program (Research Agenda): Consultation phase complete; report writing underway	Dec 31, 2013	85%
Planning/construction of test facility and land preparation: Building constructed; site to be tile drained in Fall	Dec 31, 2013	90%
Start-up of priority research projects: Projects are in planning stage of development; applications to funders have been submitted for additional research funding	Dec 31, 2013	85%
RFP for Drainage Study and Completion of Report: Conestoga Rovers is preparing a final report and community presentations will be in Nov 2013	Dec 31, 2013	80%
Installation and monitoring of research plots: Spring planting was delayed; fall crops have been seeded with farm cooperator	Aug 30, 2015	Ongoing
Preparation / dissemination of research results	Dec 31, 2015	Ongoing

Additional Research and Development Projects 2013/14

Project	Status	Funder/Total Project Cost
Canola Crop Rotation Research	To be completed Nov 2013	CAAP/AAC - \$107,700
Agricultural Biomass Study	To be completed Nov 2013	CAAP/AAC - \$46,900
Local food research	Funded Oct 2013-Oct 2014	MTCU/JCP - \$29,199
Micro-grant program for value-added products in the North	Phase Two Submitted Oct 2013	FedNor - \$355,000
Algoma Pasture Improvement Project	Proposal Submitted Oct 24, 2013	Growing Forward 2 \$164,700
Northern Fruit Monitoring Program	Proposal submitted Oct 2, 2013	New Directions - \$38,500
Invasive Assessment for Miscanthus Agricultural Biomass Production	Proposal submitted Oct 11, 2013	Invasive Species Centre \$20,000

Critical success factors for 2014

- **Startup for RAIN's major research projects** – In 2014, it will be critical to have an established location where RAIN can conduct its research experiments on specialty crops, oilseeds and forage crops. A few properties have been identified for these experiments; it will be critical to have properly drained soils. The Community Pasture site where the RAIN facility is located is insufficient for our ongoing needs. Therefore, RAIN staff will need to identify alternatives that are in proximity to the current facility or to Bar River & Echo Bay.
 - o Other priority research projects in 2014 include the Algoma Pasture Improvement Project (funding pending), the Local Food Consumer Research Project (funding

- confirmed), Northern Fruit Monitoring Program (funding pending) and Invasive Assessment for Miscanthus Agricultural Biomass Production (funding pending)
- **Sustainability of RAIN** – Increasing RAIN memberships, fundraising activities and research project activities will be critical factors to RAIN's sustainability in 2014. Monthly strategic planning meetings have identified areas that can support financial sustainability for the RAIN.
 - RAIN membership will have benefits for producers connected to the RAIN and will provide the RAIN with fees to collect. Benefits include receiving a quarterly electronic newsletter, exclusive content on RAIN's website and reduced fees for events.
 - Fundraising for RAIN will take place through the Eat Algoma food festival in June 2014. This event aims to fundraise over \$5,000 towards RAIN research projects in the first year. RAIN staff is also planning farm harvest dinners that would be located on farms in the fall. Eat Algoma has been successful in retaining sponsorship funds from 2013.
 - Additional research funding for projects will also be of importance in 2014, which may have implications for extending the RAIN project into its fourth year. With over \$575,000 in funding requests that are pending, it will become clearer at the end of 2013 if additional research funding will be pursued.
 - If approved, the micro-grant program (with FedNor) for value-added products in the North will demonstrate RAIN's capabilities to deliver pan-Northern projects that will have positive future implications for additional funding
 - **Stakeholder support for infrastructure development** – Stakeholder support will be needed for increased tile drainage and storage improvements. This includes producers that are willing to join a consortium of growers that require infrastructure improvements and government agencies with programs that are amenable to agriculture infrastructure improvements. The results of the tile drainage and storage study can be put into action with the required co-operation from the public and private sector.

7.0 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.

- Excellent network of contacts and collaborators which includes non-profit organizations, government organizations, universities, industry, funding agencies.
- Flexibility to adapt and take on highly technical & upper management projects in a skilled and efficient manner.
- Servicing a sector that has strong and continual growth globally

Weaknesses

- Many projects undertaken by SSMIC involve multiple partners and, in many cases, multiple funding agencies which increase the time required to complete initiatives.
- SSMIC's economic development activities are largely dependent on public funding.
- A lack of staff resources hindered growth of the Innovation Centre and certain projects in 2013 – almost all funding programs will not support operational costs yet core funding for staff is a prerequisite to being able to apply for, manage and deliver projects.

Opportunities

- The growth of the energy sector in the region, implementation of the Community Smart Energy Strategy and projects with Riversedge Developments, global energy partners and Sault College among others presents an opportunity for economic growth.
- The modernization process of OLG creates an opportunity for Sault Ste. Marie as major new private sector players will emerge and SSMIC has the opportunity to engage through a Next Generation Lottery and Gaming Centre.
- The GIS skills and products developed within the SSMIC are leading edge and recognized as among the best in the Province of Ontario. GIS services are being marketed through partnerships and the efforts of SSMIC staff.
- Algoma Games for Health has many opportunities to expand their business through the sale of the eVoxative platform, iPad apps and contract game development.
- SSMIC is positioned to work closely with its partners in Sudbury (NORCAT), Thunder Bay (NOIC) and North Bay (IION) to further the Pan-Northern focus on incubation and innovation.
- The convergence of innovation activities across the province (IT and sciences) presents unique opportunities in Sault Ste. Marie to drive new business growth and economic diversification.

Threats

- Tightening government budgets from both the province and federal government will likely mean that funding programs that support companies and SSMIC activities are reduced.

- Declining enrolment in post-secondary programs locally (and across the province) is creating an extremely tight labour market where a lack of resources may impede growth.
- An important source of funding for core operations comes from the City of Sault Ste. Marie which faces ongoing budgetary pressures

8.0 Marketing Strategy

Marketing Strategy

Analytical Foundation

1. Mission Statement

Produce targeted and consistent messaging as a framework for promoting SSMIC core areas, including gaming, SME/incubator services, alternative energy, GIS, water sciences and bio-sciences to facilitate growth of the science and technology sectors locally and regionally.

2. Objective of the Strategic Marketing and Communications Plan 2014

The Strategic Marketing and Communications Plan 2014 establishes a framework for implementing targeted and strategic changes to each areas of organization the communications department services.

The Strategic Marketing and Communications Plan 2014 maps the external communications for the organization by including:

- External communication strategic objectives;
- External messaging, media, audience.

Internal communications is mapped out in the following ways:

- Responsibility of assignments per department;
- Budget forecasts;
- Measurements and evaluation.

The focus areas of SSMIC include:

- Business Support Services and Incubation
- Digital Gaming (Algoma Games for Health)
- Smart Energy
- Geographic Information Systems (Community Geomatics Centre)
- Rural Agri-innovation Network (RAIN)
- SSMIC General

3. Setting Objectives

Marketing and Communications Department	Vision: <i>Produce targeted and consistent messaging as a framework for promoting SSMIC's core focus areas.</i>
OBJECTIVES 2014	

Business Support/Business Incubator Services Create a targeted marketing plan that will foster economic growth in Sault Ste. Marie through workshop promotion, incubator promotion, business services promotion, OCE Discovery 2014, and other external promotion. Foster and strengthen partnerships in the community to drive growth of business incubator.	Supporting Actions 1. IRAP workshops – continue and expand targeted advertising plans created for each workshop topic. 2. TAG luncheons – continue to use unique methods of marketing to attract local SMEs. 3. Business/Incubation services – create promotional items specific to business support services and incubation services/economic growth results within the community. Include and focus on success stories to drive incubation contracts through video production, enhanced web presence. 4. Use public relations techniques through new and existing partnerships to drive growth of the business incubator.
Gaming Assist with Algoma Games for Health (AGFH) marketing and communications initiatives, including strategy and approach.	Supporting Actions 1. Assist with launch of new serious gaming products by developing strategic marketing plans and targeted audiences. 2. Continue scheduled press releases, newsletter pieces, and Sault Star monthly column promotional activities. 3. Focus on targets within the community – school boards, libraries, coffee shops, and other hot spots to increase app download rate. 4. Branch out internationally with serious gaming products, including China.
Alternative Energy Establish community awareness and support of Smart Energy Strategy and other related projects through targeted marketing and communications. Produce detailed marketing strategy for Smart Energy Strategy with Smart Energy Strategy staff.	Supporting Actions 1. Regroup with community branding strategy team to establish framework for Smart Energy Strategy branding. 2. Establish branding and communicate strategy 3. Provide opportunity for community partners to have continued participation in roll out of strategy.
GIS/Community Geomatics Centre (CGC) Develop and implement marketing and communications of GIS activity, market development projects and general promotion of the CGC.	Support Actions 1. Develop strategic marketing and promotional campaigns for GIS market development projects, and the Vulnerable Persons Registry (VPR). 2. Schedule press releases, newsletter pieces, and Sault Star monthly columns. 3. Assist with promotional activities associated with CGC initiatives.

	4. Assist with all external content related to CGC at various editing stages.
Water Sciences N/A	Supporting Actions N/A
Bio-sciences Continue to promote bio-sciences, and associated market development projects and conferences.	Supporting Actions 1. Create promotional materials for bio-sciences team, and expand on current existing promotional items. 2. Advise on, and support the team on conferences, workshops, annual events, external promotional materials and press releases. 3. Assist with website development and content structure. 4. Assist with RAIN newsletter initiative.

8.2 Critical Value Factors

1. Analytics 2013

Media Channel	2013 Goals	Current Results to Date	2014 Goals
Twitter Handle - @ssmicnews	600 followers	525 followers	700
Facebook - /ssminnovationcentre	500 friends/followers	293 Friends/followers	500
Youtube Channel – Sault Ste. Marie Innovation Centre	25 SSMIC produced video uploads	16 SSMIC produced video uploads	25
Newsletter	35% Open Rate 600 Subscribers	22% Open Rate 413 Subscribers	35% Open Rate 500 Subscribers
Sault Star	65 articles, news items, increase in news coverage, monthly columns, etc.	53 articles, news items, increase in news coverage, monthly columns	65 articles, news items, increase in news coverage, monthly columns
ShawTV	3-4 segments	2 segments to date	3 segments per year, renewed partnership

2. Prioritized Communications – Customer Focus



SSMIC General Communications

- Startups/Entrepreneurs
- Funding Organizations
- City Council
- Community/Citizens of Sault Ste. Marie

- Ontario Network of Excellence
- Provincial innovation centres
- Market development and project initiatives - target clients within target market for:
 - CGC
 - Algoma Games for Health (AGFH)
 - Community Smart Energy Strategy (SES)
 - 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)



- Smart Energy (Community Smart Energy Strategy, SES)
 - Private sector
 - Community and Citizens of Sault Ste. Marie (buy-in)
 - City of Sault Ste. Marie
 - Economic Development Corporations
 - Consultants



- Geographic Information Systems (Community Geomatics Centre, CGC)
 - Community and citizens of Sault Ste. Marie
 - Project-specific sub-groups: Vulnerable Persons Registry
 - Seniors
 - Family of potential registrants
 - All eligible registrants
 - Accessibility Centre
 - Canadian Paraplegic Association of Ontario
 - Alzheimer's Society
 - Canadian Hearing Society
 - Canadian Mental Health Association
 - Canadian Red Cross
 - CNIB
 - Community Living Algoma
 - Ontario March of Dimes
 - Program for Assertive Community Treatment (PACT)
 - Seniors Mental Health

- Funding organizations
- City Council



- Water
- Community and Citizens of Sault Ste. Marie
- Non-Profit Causes



- Rural Agri-innovation (Rural Agri-Innovation Network, RAIN)
- Farmers
- Consumer of Farming Products

8.3 Strategic Marketing Approach

1. Audience Profiles

Segment	Profile	Needs
Business Incubation	- Technology and Science community - Technology and business experts - Entrepreneurs	- Funding/Financing - Consulting - Business Leads - Employees - Office Space - Marketing - Knowledge Share - Training
Established Businesses	- Technology and Science community - Businesses utilizing technology within operations	- Consulting - Funding - Knowledge Share - Training
Government	- Government decision makers (municipal, provincial, federal) - Funding agencies - Like-minded organizations (SSMEDC, CQI, CDC, Destiny SSM) - Community groups	- Training - Knowledge Share - Program Delivery - Return on Investment - Collaborative funding opportunities
Education	- Educational institutions (Algoma University, Sault College) - Academics - Researchers	- Training - Knowledge Share - Program Delivery - 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 invested tax dollars - General interest in Technology and Science - A bright future for youth in the region
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2. Partnerships

SSMIC has a number of partners who contribute to fulfilling SSMIC's mandate. Primary partnerships are defined by agreements, while remaining partnerships are defined by working relationships.

Primary Partners	Working Partnerships
- City of Sault Ste. Marie - Ministry of Research and Innovation - SSM Economic Development Corporation - Sault College - Algoma University - IRAP - MaRS Business Acceleration Program - Regional Innovation Centres (RICs) - Destiny Sault Ste. Marie	- Northern Ontario Heritage Fund Corporation - Ontario Trillium - Northern Technology Alliance (NORCAT, IION, Northwestern Ontario Innovation Centre) - Members of Ontario Network of Excellence - Health Informatics Institute - ISRI - GLFC - OFRI - Catholic and Public School Boards

8.4 Next Steps

Action Implementation 2014

Challenge 2013	Solution 2014	Action	Potential Outcome
Stakeholder/community understanding of SSMIC's function/scope	Continued emphasis on positive press coverage of SSMIC activities and projects to represent benefits of invested tax dollars	Increased press coverage	A better understanding of SSMIC projects and initiatives/investment of tax dollars
SSMIC's growth in market development projects/focus areas	- Redevelopment of SSMIC.com to highlight growing and	-Redevelopment and refocus of ssmic.com -Schedule monthly	By nurturing each division individually, SSMIC will see

	successful divisions	meetings per focus area to ensure all divisional needs are met	balanced success as a whole
Multiple online properties of SSMIC.com	Establish micro-sites of SSMIC.com, including: ssmicgaming.com, ssmicgis.com, ssmicbiosciences.com, ssmicwater.com, ssmicenergy.com	Completed: ssmicwater.com Launch: 2013 Completed: ssmicenergy.com Launch: 2014 TBC: ssmicbiosciences.com; ssmicgis.com; ssmicgaming.com Launch: 2014	This approach will provide easily digestible content in the form of micro-site and will allow each division to individually flourish
Limited Budget	Increased public relations		Stronger relations with community influencers/increased community support
Stronger relations amongst innovation centres	Increased awareness	Publish MEDI blog posts consistently and frequently Call into monthly RIC meetings to ensure regional innovation centres have greater synergies	Create a reputable brand for SSMIC

9.0 RESOURCES

It goes without saying that the success of an endeavor of this size and scope relies heavily on the committed actions of the leaders and staff of the Innovation Centre. The Directors of the SSM Innovation Centre are:

9.1 Board of Directors

- Dereck Whitmell; Acting VP, Lottery IT, EIM & iGaming - Chair
- Lisa Richter; Vice President, Human Resources, Northern Credit Union - Vice Chair
- Kelly McLellan; Director, Financial Transactions and Administration; OLG - Treasurer
- Kirsten Corrigan; Supervisor, Tenure Implementation Unit, Ontario Ministry of Natural Resources - Secretary
- Nevin Buconjic; Strategic Business Advisor, Ontario Ministry of Natural Resources
- Steve Butland; City Councillor
- Dr. Ron Common, President, Sault College of Applied Arts & Technology
- Jim Harmar; Senior Partner, Shelby Environmental Services
- Dr. Richard Myers; President; Algoma University
- Art Osborne; Provincial Aviation and Forest Fire Information Officer, MNR
- Marty Wright; Vice President I.T. and Application Development
- Mayor Debbie Amaroso (Ex-Officio)

10.0 FINANCIAL OVERVIEW

Funding Requirements

SSMIC has developed core expertise and a focus on innovation that is critical to the future of Sault Ste. Marie and the Algoma region. Current strategies and a number of past reports and activities support to the importance of this work:

- In 2010, SSMIC became a member of the Ontario Network of Entrepreneurs, a province-wide innovation network and the Northern Technology Alliance, a partnership among the technology centres in Northern Ontario (NORCAT, Sudbury; Northwestern Ontario Innovation Centre, Thunder Bay; IION, North Bay).
- In 2008, SSMIC was supported as the organization to lead the “Research and Development” and “Renewable Energy” growth engines by Destiny SSM.
- In 2008, both the Federal and Provincial governments released science and technology/innovation strategies whose focus areas directly align with those of SSMIC.
- In June of 2006, SSMIC accepted the mandate to action the Community IT Strategy as developed by Destiny SSM, a third party consultant and a group of community IT stakeholders.
- In May of 2003, an independent third party review of the organization revealed the need for core funding to support the economic development and job creation efforts of the SSMIC.
- In 2002, the Economic Diversification Strategy recommended that incubation services be funded (Small Business Growth Engine, Item 2.3) and that operational funding for the SSMIC be provided (Knowledge-based Development, Item 5.2).

In 2006, SSMIC made an important step forward when it was approved for core funding in the amount of \$277,890 by the City of Sault Ste. Marie. This endorsement of the activities of SSMIC is critical to the success of the organization and provides a stable platform from which the organization can grow. The core funding is subject to annual review and SSMIC entered into an accountability agreement with the City of Sault Ste. Marie in 2010 to ensure it delivers value for this investment and achieves the goals it has set out for the organization.

The funding received from the City is used to operate the economic development activities of SSMIC. More specifically the staff and expenses related to operating the Business Incubator, Business Support and Market Development services. These services have proven to provide significant economic development value to the City of Sault Ste. Marie and surrounding region. As the science and technology sectors continue to grow around the world, it is important that Sault Ste. Marie take proactive steps to ensure it fosters the growth of these important components of its economy.

It is important to note that the Community Geomatics Centre is funded entirely through the services it provides to clients and is self-sustaining. The only overlap that occurs in this area is that the GIS sector has been identified in the Community IT Strategy as a niche opportunity to be exploited. Therefore, effort does go into developing the GIS sector for growth as part of the economic development activities of SSMIC.

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. It is anticipated that this loan will be entirely paid off as of December 2013.

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.

2014 Budget

With the support of our major funding partners, 2014 will continue the positive momentum SSMIC and its clients & partners are generating in the community. Strong leadership, organizational focus and improved communication have resulted in a stronger SSMIC and solid contributions to the diversification of the economy.

With the City of Sault Ste. Marie's strategic, core funding investment of \$277,890, the Innovation Centre provides important economic development services that grow the science and technology sectors and diversify the economy in Sault Ste. Marie and region. Any additional revenue brought in by service fees is applied towards growing the capacity of SSMIC and providing improved programming and services to the community.

The table below provides an overview of the SSMIC Budget for 2014. The core operations of SSMIC (economic development and Community Geomatics Centre) are expected to breakeven.

The additional expense for CGC staff expansion, will provide a resource to help with business planning and development as the CGC looks to continue to evolve amidst changing market conditions. There are a number of industry developments that the CGC needs to evaluate strategically and opportunities that can be pursued to position the CGC to continue its success in the future.

	Budget SME/CGC/ Incubator
<u>REVENUE</u>	
CGC Sales	1,361,965
Funding Revenue	1,973,549
Other Revenue	237,639
Internal Distributions	245,147
TOTAL REVENUE	3,818,300
<u>EXPENSES</u>	
Wages and Benefits	2,521,940
General Admin	970,828
Amortization	80,385
Internal Distribution	245,147
TOTAL EXPENSES	3,818,300
<u>PROFIT/(LOSS)</u>	<u>\$0</u>

In 2014, our target is to help create 45 new jobs in the community. In addition, SSMIC as an organization now employs a total complement of 45 staff (22 economic development; 5 AGFH; 18 GIS).

	2010	2011	2012	2013	2014
Existing Jobs	175	205	263	308	343
New Jobs	30	58	45	35	45
Five Year Total					388

Funding Requirements

For 2014, 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 2014 is expected to create 45 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 \$1,845,000. Using an average salary rate for SSMIC at \$57,000, the total value of these jobs is \$2,565,000. This figure does not include full-time staff of the SSMIC and all salary figures are based on direct salary values – multipliers have not been applied.

2014 Job Estimate		
Type	Number of Jobs	Value
New Jobs	35	\$1,435,000
SSMIC Staff	45	\$2,565,000
Total	80	\$4,000,000

11.0 CONCLUSION

The Sault Ste. Marie Innovation Centre looks forward to a year of growth in client companies, exciting projects and organizational development. The organization will continue to take proactive steps to build sustainability into its operations through unique revenue generation activities. The organization has identified a number of promising initiatives in the science and technology sector and will also continue to collaborate more actively with innovation centres across Northern Ontario and the province as part of the new Ontario Network of Excellence.

The organization will continue its efforts to establish an environment that allows innovation to flourish in the region. This involves creating effective, tangible support services for private sector businesses; working closely with the academic sector to drive the formation of research projects; continuing to develop strategic market sectors and conducting youth outreach to foster the next generation of researchers and entrepreneurs.

Building on the community's niche strengths, SSMIC will focus on proactively developing:

- Technology
 - Video gaming
 - GIS
- Science
 - Alternative energy
 - 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 2014, and beyond.

GLOSSARY

AU	Algoma University
CBN	Canadian Banknote Corporation
CDC	Community Development Corporation
CFI	Canada Foundation for Innovation
CGC	Community Geomatics Centre
GHC	Group Health Centre
GIS	Geographic Information Systems
ECSSM	Enterprise Centre Sault Ste. Marie
ICT	Information and Communication Technologies
IION	Innovation Initiatives Ontario North (North Bay)
IRAP	Industrial Research Assistance Program
IT	Information Technology
MRI	Ministry of Research and Innovation
NORCAT	Northern Centre for Advanced Technology Inc. (Sudbury)
NOIC	Northern Ontario Innovation Centre (Thunder Bay)
OCE	Ontario Centres of Excellence
OLG	Ontario Lottery and Gaming
ONE	Ontario Network of Excellence
RAIN	Rural Agri-Innovation Network
SME	Small/Medium Sized Enterprises
SSMIC	Sault Ste. Marie Innovation Centre
SSMEDC	Sault Ste. Marie Economic Development Corporation
TAG	Technology Advisory Group

Appendix A – Community IT Strategy & Recommendation Tables

Destiny SSM – Information Technology Strategy – Contributing Towards Economic Development

Vision and Supporting Strategies

Vision for IT Economic Development in Sault Ste. Marie:	<i>Create a vibrant knowledge economy that enables sustainability and success through the alignment of technology needs, provider services and financial resources</i>
Strategy # 1: Create a leadership environment that will foster collaboration and buy-in for economic growth in Sault Ste. Marie	Support Actions for Strategy # 1: 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 B – Community Contributions of the CGC

Best for Kids Committee: CGC sits on and supports Best for Kids Committee, which is a Mayor's committee which consists of local people who are passionately committed to fostering a community that has an extraordinary quality of life for our children and families. The objectives of this committee are:

- To increase community awareness of the importance of healthy early childhood development.
- To recognize individuals who make Sault Ste. Marie a better place for children and families.
- To encourage the development of a family friendly workplace.
- To measure our progress towards improving the health and wellbeing of our children.

In 2012, the CGC worked with the Best For Kids Committee to convince City Council to run a summer day program for kids in a disadvantaged neighbourhood. This project was successful and a program was run from Etienne Brule School by a full day city staff person and three summer students. The program had 158 registered kids.

Best Start: CGC sits on the Best Start Committee and provides GIS and data support to this committee. Best Start is Ontario's strategy to expand quality and affordable child care and invest in children's healthy early development — all in a convenient and easily accessible location for parents. We are working with our community partners — school boards, public health units, child care and children's services providers, and municipalities — to make sure that:

- many more children and parents have access to services and supports, regardless of individual economic or social circumstances
- pre-school, junior kindergarten, senior kindergarten, quality child care, public health and parenting programs are integrated into a seamless system that supports families and children
- early and on-going screening of Ontario's children to identify potential issues, needs and risks is strengthened
- early learning and care hubs are centrally established in Ontario's communities to provide families with a single, integrated, seamless point of access to services and supports based on local needs and available resources.

In 2011, the CGC created an indicators-based report on the status of children in Sault Ste. Marie. http://www.ssm-dssab.ca/documents/assets/uploads/files/en/our_children_their_future.pdf. A new version of this report will be created in 2013

Triple P

The CGC is supporting Triple P Ontario in implementing a database framework to administer user privileges and enable reporting functions. Triple P (Positive Parenting Program) is Triple P is a system of easy to implement, proven parenting solutions that helps solve current parenting problems and prevents future problems before they arise.

Algoma Public Health

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.

Annually, the CGC creates the Public Health Inspector (PHI) boundaries based on Fixed Premise Locations. Since the number of PHIs and Fixed Premises change, these boundaries are recreated each year to ensure an even and efficient distribution of inspections between the PHIs.

A number of smaller projects are completed for APH each year. Some examples include maps of the small drinking water systems in the Algoma District, boil water advisories in the Algoma District, maps of schools in Algoma and maps of tobacco retailers who have been charged with selling tobacco to minors.

Christmas Cheer

The CGC has used GIS to optimize Christmas Cheer's operation for the past five years. Originally, Christmas Cheer organizers used a laminated paper map to draw the zones around Christmas Cheer depots. The zone creation involved "guesswork" as to where the applicants would be located. The CGC recreated the Christmas Cheer zones using the distribution of applicants and depots to make the depots more efficient and ensure that Christmas Cheer applicants had less distance to travel, as many of them do not drive. Each year, depots and the Christmas Cheer applicant population move, so new zones need to be created.

The CGC also provides Christmas Cheer with a database that can take an applicants' address and find the corresponding zone. Christmas Cheer uses this database to assign zones, making the process more timely and automatic. The SSMIC is happy to provide this service to Christmas Cheer in kind on an annual basis.

Homeless Information System

The CGC is assisting the Sault Ste. Marie District Social Services Administration Board in implementing a Homelessness Information System that would track all homelessness in the shelters in Sault Ste. Marie.

The information system is a national effort by the federal government to get a better understanding of the numbers and issues of homelessness in Canada.

Safe Communities

The CGC sits on the Safe Communities data subcommittee and provides GIS and data support. The Sault Ste. Marie Safe Communities Partnership is a coordinating injury prevention organization that is working to make the city of Sault Ste. Marie and area the safest place in the world in which to live, learn, work, and play.

Early Childhood Development

The CGC works with Child Care Algoma, Children's Aid Society, District Social Services and Algoma Public Health to map and analyze data pertaining to early childhood development. Factors influencing early childhood development that are mapped include: domestic dispute calls; citizens in financial distress; locational data for Children's Aid and Ontario Works clients; EDI data and grade 3, 6 and 9 testing scores. Hospital birth data such as birth weight, age of mother, smoking during pregnancy, and drug use during pregnancy are also mapped among others.

Community GIS Portal: The CGC maintains a GIS community portal that displays map oriented community information for the general public.

Current items on the community GIS Portal:

- General land base - rivers, lakes contours
- Transit Routes
- Address Locator
- Voting locations
- Heritage Sites
- Trails
- Parks
- New City Comprehensive zoning
- City Official Plan

Environmental Initiatives Map

The CGC is developing an environmental Initiatives web map site that promotes all of the renewable energy projects and environmental initiatives in Sault Ste. Marie. The site highlights private sector projects as well all municipal energy projects and environmental initiatives. The site also displays all the private sector companies that provide products and services related to green energy and the environment. The site is set to launch in late October 2012.

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.

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 DSSMSSAB, 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 DSSMSSAB.

Vulnerable Persons Registry

Project Partners: Sault Ste. Marie Police Service, Sault Ste. Marie Fire Services, Emergency Medical Services, Public Utilities Commission Inc., City of Sault Ste. Marie, , Accessibility Sault Ste. Marie and 25 other service agencies

The Community Geomatics Centre and Accessibility Sault Ste. Marie developed the concept of a GIS-enabled Vulnerable Persons Registry in 2005. Both organizations spent the last two years working to make the concept a reality. Approval to proceed was granted by the City of Sault Ste. Marie, PUC Inc. and the Sault Ste. Marie Emergency Management Group in spring 2007. Funding was secured by the Barrier Free in Algoma Association in November of 2009; and the project is now underway with an official launch date of October 20, 2011. Under this project, a database of vulnerable persons is being created. Citizens who have special needs in emergency management situations can register themselves by phone or mail. The CGC transforms this information into a GIS layer and exports it to the fire, police and EMS dispatch systems. If there is an emergency call to a home with a vulnerable citizen, a tag of information will be displayed on the dispatch screen. As well, in a large scale emergency such as an ice storm or extended city-wide blackout, the Emergency Operations Centre will have access to the Vulnerable Persons Registry so they know where the people are who may need extra assistance. This system will also work with electric-dependent citizens, so they can be notified in the case of planned power outages

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

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.

Garden River First Nation

The CGC assisted Garden River acquire funding for a GIS Intern. The Intern is located within the CGC office and is mentored by CGC staff. The Intern is completing a number of mapping projects for Garden River including: a comprehensive community plan, acquisition of new orthophotography, and data capture of land agreements. The Intern is training a Garden River staff member in GIS.

Sault Ste. Marie Police

The CGC is working with the Sault Ste. Marie Police to enhance policing based on crime hotspots.

Emergency Management Advisory Group

Staff from the CGC now sit on the Emergency Management Advisory Group.

Appendix C – CGC Background

The CGC currently services the City of Sault Ste. Marie, PUC Inc., Algoma Public Health, Sault Ste. Marie Fire and Police Services, 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, Northeast LHIN, Sault Ste. Marie DSSAB, Ontario Coroner's 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 D – RAIN Project Details

Description:

The Algoma RAIN has been established for the delivery of projects and services that will benefit agricultural and agri-forestry related stakeholders in the Algoma region including businesses located in Algoma District and in some cases outside Algoma. The RAIN's primary focus is to enhance research, technology transfer training and education for Algoma's agricultural and agro-forestry industry. It will accomplish this by fostering agri-based research and creating linkages to technical, marketing, human resource capacity and business development assistance available within and external to the region. The RAIN office will be located in Sault Ste. Marie at the Essar Convergence Centre at Algoma University and this will increase benefits to and synergies with public and commercial interests. Of key importance is the fact that the Northern Growth Plan includes a number of directions for the agriculture sector for which the RAIN is a perfect fit. It is also positioned to act as a driving force behind related initiatives that might materialize from the Northern Growth Plan that are of benefit to Northern Ontario in general.

Project Background:

The RAIN model was born out of discussions including Northern Growth Plan consultations that have taken place in Northern Ontario centres, including Sault Ste Marie to gain insight into a number of strategic areas of critical importance to the north including the need for improving Northern Ontario's agricultural and rural sectors. Northern agriculture is extremely important to Ontario and especially to the health, economic viability and diversity of its Northern communities. Land in agricultural production has the potential to quadruple. However, the agricultural community of the North often lacks the resources to be fully effective in many cases in identifying and pursuing projects and research that would support the growth and sustainability of the industry. To reach its full potential, Northern Ontario requires increased agricultural infrastructure, research, education and training that focus on high value crops and diversified agricultural practices tailored to the region's soils and climate. Support is needed to encourage early adoption of innovative technologies and practices, improvements in tile drainage, storage and processing facilities as well as new marketing approaches for food co-ops, farmers' markets and other opportunities to increase availability of local agri-based products in Northern communities.

The Sault Ste. Marie Innovation Centre and the NORDIK Institute will be seen as taking a lead in this effort to grow and diversify agricultural production within Algoma.

Prior to proceeding with implementation of the Algoma pilot, SSMIC along with support from the Community Development Corporations of Sault Ste. Marie & Area, and East Algoma, Innovation Initiatives Ontario North, the NORDIK Institute at Algoma University, Algoma Soil and Crop Improvement Association and the Algoma Federation of Agriculture, carried out feasibility activities that would provide the due diligence necessary to assess the strengths, weaknesses, opportunities and issues related to the RAIN model. The project was intended to bring these organizations and their members to a level of comfort and understanding that would permit them to commit, in principle, to supporting the establishment of an Algoma RAIN pilot and to define the process through which this could be evaluated, planned and implemented.

The RAIN model will support a comprehensive and coordinated approach combining collective resources and expertise of numerous organizations spanning several sectors; it will also provide an opportunity to reduce the financial burden of existing organizations and partnerships which are increasingly constrained due to the time demands on their mostly volunteer members. To this end, the scope of the

project encompassed the hiring of a consultant/facilitator who was tasked to undertake the following foundational work:

1. Development of a Terms of Reference (completed in 2011) which serves as a means of the participant organizations to summarize and agree on their collective vision for a future Algoma RAIN, along with a strategy for financing the 3 year pilot.
2. Development of a “discussion paper” (2011) which outlines the Algoma District context and RAIN pilot as it relates to the challenges and opportunities for local agriculture as determined through literature reviews and the stakeholder consultation process.
3. Confirmation of support from rural stakeholders via letters of support for the pilot project.
4. Preparation and submission of funding proposals for the 3 year project.

RAIN activities that have been identified as being beneficial include initiatives focused on research and development, business development, networking and market development, public outreach and communications, data collection and sharing, infrastructure investments and facilitating access to other supports and service providers on both the agriculture and related agri-business. The pilot project will position the RAIN as a diverse and comprehensive service delivery hub for agriculture organizations and the community members they represent; a model that can be replicated across Northern Ontario's agriculture districts

Project Objectives:

The RAIN will address industry gaps and become a convergence point for rural communities by supporting collaboration, creating linkages, and promoting the importance and achievements of agricultural and related activities. The project's success will be measured by its ability to align research, projects, investments and opportunities with commercial interests. In addition, the successful completion of the pilot will help to:

- Build an organization that is mandated to plan, implement and monitor research and development projects and create partnerships in support of agricultural and agri-forestry related organizations, individuals and private sector partners.
- Develop and manage a program of initiatives to support improvements and innovation in agriculture-based industry and research in Northern Ontario which incorporates mechanisms which support long term financial stability.
- Through the RAIN Research Facility, provide the local agriculture community and researchers with a testing facility that will allow farmers to improve, diversify and expand their businesses and reduce the risks associated with the implementation of new crops, practices and operations.
- Identify and promote agriculture and agri-forestry based business opportunities and entrepreneurship in the Algoma region.
- Support an increase in the number and diversity of agriculture-based resource businesses.
- Build awareness, interest, excitement and activity among governments and communities in researching and pursuing sustainable agriculture-based enterprises that contribute the economic development of Northern Ontario.
- Increase consumer awareness and preference for healthy, locally grown produce while also expanding local market opportunities for producers.

Vision: To connect Algoma's rural community with timely information and support in order to improve opportunities for maximizing the value of rural based crops, commodities, value-added products and services, and the achievements of Northern Ontario agriculture.

Mission: The Algoma RAIN is dedicated to the needs of agri-innovation organizations, producers, suppliers, and entrepreneurs in Northern Ontario. Its primary focus is to enhance the industry by providing a collaborative and facilitative network for stakeholders that allows them to enhance their capabilities, diversify their productive output and successfully build their capacity to grow as organizations and individual business owners.

Project Management Team:

The Sault Ste. Marie Innovation Center and NORDIK Institute have partnered to oversee and manage the administration of the pilot project. SSMIC will act as the sponsor and contracting entity for purposes of any agreements related to the Algoma RAIN pilot project, and for purposes of receiving and disbursing any related costs. Project coordination and governance for the RAIN pilot project will be within SSMIC and NORDIK for its 3-year duration.

- Errol Caldwell, Project Co-Chair (SSMIC)
- Dr. Gayle Broad, Project Co-Chair (NORDIK)
- Edith Orr, Johnson Township Farmers' Market and Mennonite community liaison
- Algoma Federation of Agriculture representative, Nick Kirby/Jason Koivisto
- Algoma Soil and Crop Improvement Association representative, Murray Cochrane
- Algoma Cattlemen's Association representative, Ken MacLeod
- Algoma Woodlot Owners Association representative, Ken MacLeod
- Christian Farmers' Association representative, Alf Roberts
- Algoma Food Network representative, Birgit Kroll
- North Shore Tribal Council representative, Patty Ann Owl
- Agri-business representative, Will Samis, Penokean Hills Farms
- Other members as required in future to ensure sector representation

Appendix E - Job Count 2013

New jobs generated in 2013 are listed below. Job Target was 35 jobs for 2013.

SME Support	Total Jobs
BioForest	1
Canadian Bank Note	5
Catalyst	0
Fuzed Notions	0
North Channel Management	0
Superior Energy Solutions	0
Superior Energy Solutions	0
TapTrack	2
Case Innovations	1
SafetyLynx	1
OCE Discovery	1
Biosphere Labs	1
Andrew Naphan	1
GreenTree	1
InZeit Solutions	1
MT Enterprises	1
Penokean	1
SooFoundry	1
SooSte	2
Market Development	0
GIS Interns	1
GIS Staff	2
Health	0
Gaming	0
HII	0
Mkt. Development Interns	2
Incubator	0
Insightworks	3
TerraFact	
Digital Grounds Inc.	2
eQOL	3
Dig	1
Veracity	2
Additions	0
RAIN	3.5
Science Projects	0
ISRI Interns	0
Alternative Energy	2
Naturallia	1
Water	0
SSMIC Intern	2
	48.5



Grant Thornton

Financial Statements

Sault Ste. Marie Innovation Centre

December 31, 2012

Contents

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Grant Thornton

Independent Auditor's Report

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To the Members of the
Sault Ste. Marie Innovation Centre

We have audited the accompanying financial statements of the Sault Ste. Marie Innovation Centre, which comprise the statements of financial position as at December 31, 2012, December 31, 2011 and January 1, 2011 and the statements of operations and net equity and cash flows for the years ended December 31, 2012 and 2011, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the 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.



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, 2012, December 31, 2011 and January 1, 2011 and its financial performance and its cash flows for the year ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Sault Ste. Marie, Canada

June 6, 2013

Grant Thornton LLP

Chartered accountants

Licensed public accountants

Sault Ste. Marie Innovation Centre Statement of Operations and Net Equity

Year Ended December 31

2012

2011

Revenue

Project	\$ 1,458,165	\$ 1,346,121
Grants and contributions		
City of Sault Ste. Marie	277,890	277,890
Industry Canada - FedNor	51,673	84,153
Northern Ontario Heritage Fund Corporation (NOHFC)	472,151	558,192
Trillium	150,660	140,099
Industrial Research Assistance Program	54,566	65,683
MaRS	119,750	104,343
Ministry of Research and Innovation	147,750	158,915
seA project	-	586
Rent	136,015	100,182
Programs and services	728,252	295,756
Miscellaneous	77,756	153,338
	<u>3,674,628</u>	<u>3,285,258</u>

Expenses

Administration and overhead	662,895	755,754
Amortization	72,693	63,643
Computer and software	118,318	113,455
Rent	103,920	67,581
Provision for doubtful accounts	1,264	2,345
Travel	50,617	28,337
Wages and benefits	2,198,208	2,060,300
	<u>3,207,915</u>	<u>3,090,415</u>

Excess of revenue over expenses	\$ 466,713	\$ 194,843
---------------------------------	------------	------------

Net equity, beginning of year	\$ 638,956	\$ 444,113
-------------------------------	------------	------------

Excess of revenue over expenses	<u>466,713</u>	<u>194,843</u>
---------------------------------	----------------	----------------

Net equity, end of year	<u>\$ 1,105,669</u>	<u>\$ 638,956</u>
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See accompanying notes to the financial statements.

Sault Ste. Marie Innovation Centre

Statement of Financial Position

December 31 2012 2011 January 1, 2011

Assets

Current

Cash	\$ 482,413	\$ 413,927	\$ 353,453
Receivables	842,627	453,733	494,166
Prepays	49,056	39,182	20,979
	<u>1,374,096</u>	<u>906,842</u>	<u>868,598</u>

Investment (Note 4)	5,000	5,000	5,000
Capital assets (Note 5)	<u>191,364</u>	<u>256,088</u>	<u>193,633</u>
	<u>196,364</u>	<u>261,088</u>	<u>198,633</u>
	<u>\$ 1,570,460</u>	<u>\$ 1,167,930</u>	<u>\$ 1,067,231</u>

Liabilities

Current

Payables and accruals	\$ 121,699	\$ 104,320	\$ 78,090
Unearned revenue	229,333	190,895	251,269
Deferred interest payable (Note 6)	6,555	11,498	18,876
Current portion of long term debt (Note 6)	<u>57,723</u>	<u>115,056</u>	<u>52,623</u>
	<u>415,310</u>	<u>421,769</u>	<u>400,858</u>

Long term debt (Note 6)	<u>44,481</u>	<u>102,205</u>	<u>217,260</u>
	<u>459,791</u>	<u>523,974</u>	<u>618,118</u>

Equity

Net equity	1,105,669	638,956	444,113
Contributed surplus	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<u>1,110,669</u>	<u>643,956</u>	<u>449,113</u>
	<u>\$ 1,570,460</u>	<u>\$ 1,167,930</u>	<u>\$ 1,067,231</u>

Commitment (Note 7)

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	2012	2011
Cash derived from (applied to)		
Operating		
Excess of revenue over expenses	\$ 466,713	\$ 194,843
Amortization	<u>72,693</u>	<u>63,643</u>
	539,406	258,486
Change in non-cash operating working capital (Note 8)	<u>(347,895)</u>	<u>(19,291)</u>
	<u>191,511</u>	<u>239,195</u>
Financing		
Repayment of long term debt	<u>(115,056)</u>	<u>(52,623)</u>
Investing		
Purchase of capital assets	<u>(7,969)</u>	<u>(126,098)</u>
Increase in cash position	68,486	60,474
Cash position		
Beginning of year	<u>413,927</u>	<u>353,453</u>
End of year	<u>\$ 482,413</u>	<u>\$ 413,927</u>
Supplemental disclosure:		
Cash interest paid	<u>\$ 744</u>	<u>\$ 559</u>

See accompanying notes to the financial statements.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2012

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. Impact of the change in the basis of accounting

These financial statements are the first financial statements for which the Innovation Centre has applied the Canadian accounting standards for not-for-profit organizations ("ASNPO"). The financial statements for the year ended December 31, 2012 were prepared in accordance with ASNPO. Comparative period information presented for the year ended December 31, 2011 was prepared in accordance with ASNPO and the provisions set out in Section 1501 First-time adoption by not-for-profit organizations.

The date of transition to ASNPO is January 1, 2011. The Innovation Centre's transition from Canadian generally accepted accounting principles ("previously GAAP") to ASNPO has had no significant impact on the opening surplus as at January 1, 2011 or the statement of revenue and expenses for the year ended December 31, 2011. As a result, the reconciliations and disclosures required by Section 1501 First-time adoption by not-for-profit organizations, for the surplus at the transition date, the comparative period excess of revenue over expenses and the cash flow statement are not necessary and have not been presented in these financial statements.

3. 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.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2012

3. Summary of significant accounting policies (continued)

Capital assets

Capital assets are stated at cost. Amortization is applied to write off the cost of the assets over their estimated lives on a straight-line basis as follows:

Computer hardware	3 - 5 years
Computer software	3 years
Furniture and equipment	3 years
NOHFC funded equipment	3 years
Trillium funded equipment	3 years

Contributed services

Volunteers contribute time to assist the Centre in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Financial instruments

The Organization's financial instruments are comprised of cash, receivables, payables and accruals and interest-free debt owing to the City of Sault Ste. Marie.

Financial assets or liabilities obtained in arm's length transactions are initially measured at their fair value and financial assets or liabilities obtained in related party transactions are measured at their exchange amount.

The Organization subsequently measures all of its financial assets and liabilities at amortized cost.

4. Investment

The Innovation Centre developed intellectual property that was contributed to Infonaut Inc. in exchange for 5,000 common shares of the capital stock of that corporation. Infonaut Inc. had valued the intangible asset received and the common shares issued at \$160,000. The intellectual property was comprised of the Innovation Centre's materials and labour hours to develop a prototype system for disease tracking for hospitals. Funding was provided in the past to Infonaut Inc. and to the Innovation Centre to develop this project. The receipt of the 5,000 common shares resulted in a 4% ownership interest in Infonaut Inc. and the Innovation Centre was provided with a first right of refusal on any consulting work coming out of the sales of the technology.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2012

4. 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 are no sales yet in Infonaut, valuing the company on a capitalized earnings or cash flow basis would not be an acceptable methodology. The computed value was \$1 per share or \$5,000 for the investment. Contributed surplus was recorded at \$5,000 in the equity of the Centre.

5. Capital assets

			2012 Net
	Cost	Accumulated Amortization	Book Value
Computer hardware	\$ 838,868	\$ 647,504	\$ 191,364
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>\$1,641,411</u>	<u>\$1,450,047</u>	<u>\$ 191,364</u>

			2011 Net
	Cost	Accumulated Amortization	Book Value
Computer hardware	\$ 830,900	\$ 574,812	\$ 256,088
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>

			January 1, 2011 Net
	Cost	Accumulated Amortization	Book Value
Computer hardware	\$ 719,280	\$ 525,647	\$ 196,633
Computer software	388,100	388,100	-
Furniture and equipment	88,806	88,806	-
NOHFC funded equipment	311,158	311,158	-
	<u>\$1,507,344</u>	<u>\$1,313,711</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 Corporation shall be transferred to the City of Sault Ste. Marie.

Sault Ste. Marie Innovation Centre

Notes to the Financial Statements

December 31, 2012

6. 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. The Centre has revalued the loan effective the date of its transition to the new accounting standards for not-for-profit organizations to conform to the requirements for financial instruments under ASNPO. The Centre has recorded the loan at the present value of its future cash flows and has included a deferred interest charge on its statement of financial position. During 2012, the Centre's repayment was increased to \$120,000, in subsequent years it will remain at \$60,000.

7. 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, 2012 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.

8. Change in non-cash operating working capital	<u>2012</u>	<u>2011</u>
Receivables	\$ (388,894)	\$ 40,433
Prepays	(9,874)	(18,203)
Payables and accruals	17,379	26,230
Deferred interest payable	(4,944)	(7,377)
Unearned revenue	38,438	(60,374)
	<u>\$ (347,895)</u>	<u>\$ (19,291)</u>

9. 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

Notes to the Financial Statements

December 31, 2012

10. Financial instruments

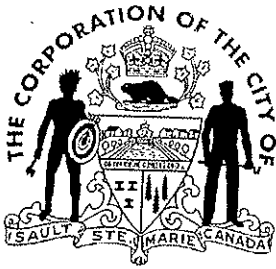
Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

Credit risk

The Organization is subject to credit risk through receivables. Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Organization's management does not expect any financial loss on the December 31, 2012 receivables balance.

Liquidity risk

Liquidity risk is the risk that the Organization may encounter difficulty in meeting its obligations associated with its financial liabilities as they become due. It is management's opinion that the Organization is not exposed to significant liquidity risks arising from its financial instruments.



CITY COUNCIL RESOLUTION

Date: April 12, 2010

Agenda Item

5(0)

MOVED BY
SECONDED BY

Councillor
Councillor

L. Turco

P. Mick

Resolved that the report of the Commissioner of Finance and Treasurer, dated 2010 04 12 concerning Accountability Agreement with the Sault Ste. Marie Innovation Centre be accepted and the recommendation that Council approve the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre be approved.

☒ CARRIED
☐ REFERRED

☐ DEFEATED
☐ OFFICIALLY READ NOT DEALT WITH

☐ AMENDED

☐ DEFERRED

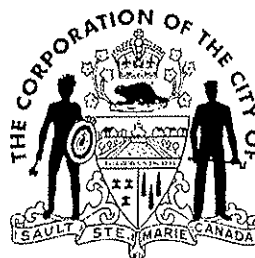
SIGNATURE

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

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

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

William Freiburger, CMA
Commissioner of Finance
and Treasurer



Finance Department

2010 04 12

Mayor John Rowswell and
Members of City Council

Re: Accountability Agreement with the Sault Ste. Marie Innovation Centre (SSMIC)

The Finance Committee has been working with Sault Ste. Marie Economic Development Corporation (SSMEDC) and the Sault Ste. Marie Innovation Centre to create an accountability agreement in response to the following resolution dated April 30, 2008.

Moved by: Councillor L. Tridico
Seconded by: Councillor P. Mick

Resolved that the report of the Commissioner of Finance and Treasurer dated 2008 04 28 concerning Accountability Agreements for Outside Agencies be accepted and the recommendation that Council approve the Sault Ste. Marie Economic Development Corporation and the Sault Ste. Marie Innovation Centre entering into an accountability agreement with the City for the purpose of demonstrating the community benefits of City funding to their organizations be approved.

The Finance Committee reviewed the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre (SSMIC) on January 19, 2010 and recommended changes that were approved by the SSMIC Board on March 23, 2010.

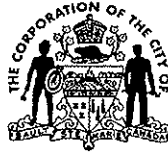
Recommendation

City Council approve the Memorandum of Understanding with the Sault Ste. Marie Innovation Centre.

Respectfully submitted,

W. Freiburger, CMA
Commissioner of Finance and Treasurer

WF/kl
attachment



**Memorandum of Understanding
Between the
City of Sault Ste. Marie (City)
and the
Sault Ste. Marie Innovation Centre (SSMIC)
For Accountability**

Table of Contents:

1. Purpose
2. Program
3. Deliverables
4. Administrative and Cost Sharing Arrangements
5. Reporting and Monitoring
6. Promotion and Publicity
7. Term of Agreement
8. Dispute Resolution
9. Signatures

This Memorandum of Understanding includes the following schedules:

Schedule A	SSMIC Business Plans (Period of agreement)
Schedule B	SSMIC Reporting Template (Quarterly)
Schedule C	SSMIC Budget
Schedule D	Small Business Support Partnership Agreement

Memorandum of Understanding
Between
the City of Sault Ste. Marie
and
the Sault Ste. Marie Innovation Centre

for Accountability

1. Purpose

- 1.1 The intent of this Memorandum of Understanding (MoU) between the City of Sault Ste. Marie (City) and the Sault Ste. Marie Innovation Centre (SSMIC) is to ensure there is an understanding of accountability between the two organizations and to put in place reporting and communications timeframes on this understanding.

2. Program

- 2.1 In recognition of the vital role of SSMIC to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors, the City and the SSMIC have agreed to sign this Memorandum of Understanding to provide clarity, agree on reporting, and to increase collaborative support between the two signing parties.

3. Deliverables

In accordance with the terms and conditions in this MOU, the SSMIC shall:

- 3.1 Carry out the following mission: The Sault Ste. Marie Innovation's mission is to drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.
- 3.2 The SSMIC will deliver its programs and services as outlined in its annual business plan that will aim to produce strategic outcomes (increased and retained job creation, program funding leveraging, business incubation, value-added services, youth outreach activities, GIS business and raise the profile of the IT sector locally and externally).
- 3.3 Operate with best practices on governance, management and public relations and ensure that the funding provided by the City to the SSMIC is spent wisely and effectively in the pursuit of developing an innovative science and technology hub.
- 3.4 Report bi-annually on the strategic outcomes as driven by the SSMIC programs and services.

- 3.5 Work in good faith, integrity, remain non-political, and maintain positive relations with the Mayor, City Council, City staff, its community partners, and ensure a high standard of client satisfaction that would ultimately benefit Sault Ste. Marie businesses and citizens.
- 3.6 Work with other community and economic development agencies and partners (e.g., Sault Ste. Marie Economic Development Corporation, Community Development Corporation, Chamber of Commerce, etc.) in a positive and collaborative manner to best service the community and to avoid overlap and the duplication of services as outlined in the attached Small Business Support Partnership Agreement.

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- 3.7. Go to the SSMIC as its lead agency on economic development in the information technology and science based sectors for strategic advice, policy, implementation of projects, etc. pertaining to growth and development and private sector relations.
- 3.8 Provide to the SSMIC moral support and recognition for its efforts based upon positive strategic outcomes and success stories.
- 3.9 Provide continued financial support for the operations of the SSMIC as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests from the SSMIC for those economic development activities that would be above and beyond the existing agreement as a result of significant events or opportunities that would support economic development.
- 3.10 Work in lead role with SSMIC as a partner on City infrastructure, regulations, and special projects that would support priority economic development enablers that would be effective in attracting and supporting new and existing private and public sector investment.

4. Administrative and Cost-Sharing Arrangements

- 4.1 It is understood that the SSMIC is responsible for its own Administration Costs and that the City of Sault Ste. Marie understands that City funds are required to support the SSMIC Corporation.

5. Reporting and Monitoring

- 5.1 In addition to the annual Business Plan and Annual Report, SSMIC will provide the City of Sault Ste. Marie bi-annual reports and other reports that the City may reasonably request in a manner and format mutually agreed upon.

- 5.2 SSMIC shall provide to the City of Sault Ste. Marie its annual financial statements. The City will maintain and respect the confidential nature of its relationships with clients, partners, and individuals.
- 5.3 The Corporation of the City of Sault Ste. Marie will nominate a City Councillor for election to the SSMIC Board of Directors.
- 5.4 The SSMIC will respond to City Council resolutions and requests for information on a timely basis.
- 5.5 The SSMIC Board of Directors would present its business plans to City Council annually by year end. Prior to the City Council presentation, the SSMIC Board of Directors will meet with the Finance Committee to review the business plans.
- 5.6 The key indicators behind performance measurement for SSMIC should focus on whether or not the time and money that the organization is using is resulting in these key considerations:
- i. Direct job creation
 - ii. Program funding leveraging.
 - iii. Business Incubation maintenance and growth.
 - iv. Provide value-added services (e.g. referral, advice, business plan review, etc.)
 - v. Continue youth outreach activities with presentation.
 - vi. Increase GIS related business in Sault Ste. Marie
 - vii. Raise the profile of the IT sector locally and externally
 - viii. Create the environment for growth in IT.
- 5.7 The City of Sault Ste. Marie will maintain core funding to ensure the SSMIC can operate. It is expected that SSMIC will work proactively to attract additional funding and revenue streams that will decrease City of Sault Ste. Marie funding over time.

6. Promotion and Publicity

- 6.1 SSMIC will recognize the City of Sault Ste. Marie in appropriate publications of the SSMIC for its financial and partnership contributions. The City will provide appropriate logo information for such promotion.

7. Term of Memorandum of Understanding

- 7.1 This Memorandum of Understanding is in effect upon the signature by all parties concerned, and can be amended at any time by mutual consent or can be terminated by either party upon one year's written notice.

8. Dispute Resolution

- 8.1 In the event that the City of Sault Ste. Marie or the SSMIC is of the opinion that there has been a breach by either party, both organizations agree to work on a collaborative solution to address the breach.

9. Signatures

- 9.1 This Memorandum of Understanding has been signed on behalf of the City of Sault Ste. Marie and on behalf of the Sault Ste. Marie Innovation Centre by the proper signing authorities.



Mayor John Rowswell

April 12, 2010

Date



Malcolm White

April 12, 2010

Date



Tom Vair, Executive Director, SSMIC

MAY 26, 2010

Date



Chris Wray, President, SSMIC

May 27, 2010

Date

Schedules

Schedule A

SSMIC Business Plan – http://www.ssmic.com/UploadedFiles/file/2009_Business_Plan_v5.pdf

Schedule B

SSMIC Reporting Quarterly Reporting Template

Schedule C

City of Sault Ste. Marie Budget for SSMIC

Schedule D

Small Business Support Partnership Agreement

Sault Ste. Marie Innovation Centre Report on Key Performance Indicators

The Sault Ste. Marie Innovation Centre is a non-profit organization, funded by public and private partners whose vision is to build and actively develop an innovative science and technology hub: a perpetual generator of knowledge and prosperity.

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

The SSMIC Board of Directors has identified the following Key Performance Indicators used to measure the Corporation's performance and effectiveness:

- Direct Job Creation – 20 jobs
- Program Funding Leveraged – \$750,000
- Business Incubation – maintain Technology Incubator to include seven companies
- Provide value-added services (referral, advice, business plan review, etc) to 30–45 existing businesses
- Continue youth outreach activities with presentations to over 300 local youth
- Increase GIS related business as measured by revenue growth and staff count for SSMIC Community Geomatics Centre

City of Sault Ste Marie
INNOVATION CENTRE
For the Eleven Months Ending November 30, 2009

Schedule C

Department	YTD Actual	YTD Budget	Variance	Percentage Budget-Rem
REVENUE				
EXPENDITURES				
Grants to others	\$277,890.00	\$277,890.00	\$0.00	0.00%
	<u>277,890.00</u>	<u>\$277,890.00</u>	<u>\$0.00</u>	<u>0.00%</u>
NET (REVENUE)/EXPENDITURE	277,890.00	\$277,890.00	\$0.00	0.00%

Small Business Support Partnership Agreement
Term: Dec. 31, 2007 – Dec. 31, 2009

1. The parties to this agreement include (but will be not limited too):
 - a) Sault Ste. Marie Chamber of Commerce
 - b) Community Development Corporation of Sault Ste. Marie & Area
 - c) Sault Ste. Marie Economic Development Corporation (which includes the Enterprise Centre, Tourism SSM, Development SSM)
 - d) Sault Ste. Marie Innovation Centre
 - e) Science Enterprise Algoma
2. The parties are committed to (operational standards):
 - a) develop and implement a streamlined process to establish new businesses and support entrepreneurial ventures through the various stages of business;
 - b) promote the small business portal which outlines SSM local development processes and provides guidance for start-ups and businesses who want to expand or change operations;
 - c) communicate the local small business development process to existing and potential clients;
 - d) update partners on any changes to program delivery
 - e) establish an effective network for entrepreneurs to share information, best practices and training
 - f) refer/deliver government programs efficiently
3. The parties agree to the following administrative requirements:
 - a) Provide consistent message of programs/services
 - b) update portal information on a regular basis
 - c) remain fair and impartial when advising small business clients on products/services which are available in Sault Ste. Marie and area
 - d) work on a coordinated basis to promote and distribute information
 - e) avoid duplication of programs and services where possible
 - f) investigate processes (i.e., feasibility/liability of common intake forms or centralized ListServ for clients) and implement improvements
 - g) provide appropriate referral and direction to appropriate partners when necessary and ensure highest quality service standards
 - h) cost share in professional development when opportunities exist

NOTE: This agreement shall remain in force until modified or terminated by any party. This agreement does not confer a contractual obligation to perform upon any party. Parties are not subject to any legal liability resulting from non-performance.

We hereby agree to the terms noted in this agreement.

[Signature] 3/3/08
Chair, SSM EDC Date

WZ [Signature] Feb 21 '08
Chair, Chamber SSM Date

[Signature] 3/7/08
Chair, CDC SSM Date

[Signature] 19 FEB 08
Chair, seA Date

[Signature]
Chair, SSMIC Date

Schedule D – Board of Directors

Dereck Whitmell; VP, Lottery IT, EIM & iGaming; OLG – Chair

Lisa Richter; Consultant; - Vice-Chair

Kelly McLellan; Director, Financial Planning & Analysis; OLG – Treasurer

Kirsten Corrigan, Supervisor, Tenure Implementation Unit, Ontario Ministry of Natural Resources – Executive Committee Member

Nevin Buconjic; Strategic Business Advisor; Ontario Ministry of Natural Resources

Steve Butland; City Councillor

Dr. Ron Common, President, Sault College

Jim Harmer; Senior Partner, Shelby Environmental Services

Dr. Richard Myers; President; Algoma University

Art Osborne; Communications Consultant

Marty Wright; Vice President, IT and Application Development



global thinking. local solutions

Our Strategy Our Community Our Future

Destiny SSM 2014

Presentation to City Council and Partner
Boards of Directors

Mike Marinovich, Chair

Overview

1. Background
2. Who We Are and What We Do
3. Vision and Purpose
4. Key Strategic Activities
5. Closing and Questions

Background

- 2001 – Initiated
- 2002 – First Economic Diversification Strategy
- 2003 – 2008
 - Revised strategy and implementation
 - Annual Economic Progress Report
 - Best Practices Guide published and distributed to communities across Canada
- 2009
 - Strategic Plan Updated
 - Annual Economic Progress Report
- NOTE: Two full-time staff up until 2009

Background - 2010 onward

- Meet regularly
- No other organization like this
- Information exchange group
- Proven track record
- Committed membership
- Administered by the SSM Economic Development Corporation
- Collaborative actions in implementing strategy

Committed Membership

Organization	Representative's Names
Community Member	Mike Marinovich (Chair)
SSM Economic Development Corporation	Tom Dodds
Community Development Corporation	Brian Irwin
City of Sault Ste. Marie	Don McConnell
SSM Innovation Centre	Tom Vair
Sault College Employment Solutions	Linda Ryan
SSM Chamber of Commerce	Rob Reid
Algoma Workforce Investment Corp.	Jonathan Coulman
Sault College	Leo Tiberi
Algoma University	Dr. Rick Myers

Resource Membership (non-voting)

Organization	Representative's Names
FedNor	Lisa McHugh / Tracey Forsyth
Ministry of Northern Development and Mines (MNDM)	Christine Kucher
Ministry of Training, Colleges and Universities Representative	Judy Montague
SSMEDC	Debbie LaFleur



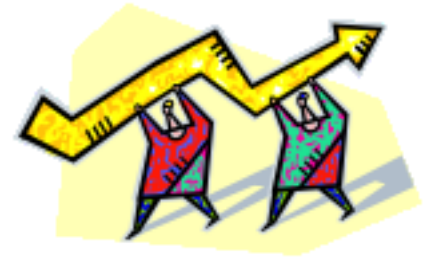
Purpose

Act as a “common voice” to create and implement Destiny SSM Strategic Plan:



- Establish a community vision
- Engage community organizations in developing and implementing the vision and plan
- Support community's efforts to diversify the economy and increase prosperity

Purpose



Mission/Vision

Together, public and private sectors will provide economic leadership, to create a prosperous, diversified, growing and sustainable economy in SSM.

Recent Collaborative Activities Complete

- Review and Update Past Economic Diversification Strategy
- Community engagement for Community Promotion and Attraction strategy
- Alignment to Federal and Provincial Priorities
- Initial Canal District Assessment



Growth Engines

1. Business Development, Retention and Expansion
2. Labour and Immigration
3. Manufacturing and Assembly
4. Post-Secondary Growth
5. Science and Technology (R&D)
6. Smart Energy
7. Tourism Development
8. Transportation and Infrastructure

Growth Engine-Diversification Strategy

1. Business Development, Retention and Expansion

- Small business incubator
- Retention and expansion strategy
- Lottery and gaming modernization strategy
- Industrial regional benefits program

2. Labour and Immigration

- Labour Needs Assessment and training
- Algoma Training Consortium (ATC)
- Succession planning
- Economic Indicator Reporting – to communicate labour market needs now and in future

Growth Engine-Diversification Strategy

3. Manufacturing and Assembly

- Essar Steel Algoma

4. Post-Secondary Growth

- IE2 (Institute for Energy)
- Aviation program expansion
- Campus renewal
- Programming and funding
- Student recruitment (Community Promotion and Attraction Strategy)

Growth Engine-Diversification Strategy

5. Science and Technology (R&D)

- ICT
- IT Strategy

6. Smart Energy

- Technology
- Energy policy
- Conservation and demand management
- Smart Energy conference

Growth Engine-Diversification Strategy

7. Tourism Development

- Destination North
- Support existing tourism attractions
- Gateway Site development
- Snowmobiling strategy
- Art Gallery expansion
- Group of Seven product development

Growth Engine-Diversification Strategy

8. Transportation and Infrastructure

- Deep Water Port (as part of the Multimodal Strategy)
- HCR Update
- International Bridge upgrade
- Industrial land development
- Rental Housing Community Improvement Plan
- Downtown development
- Community Improvement Plan
- Canal District Master Plan
- New St. Mary's College

2014 Collaborative Activities

1. 2014 Community Economic Indicator Report
2. Economic Summit
3. 2014 Economic Diversification Strategy
(outcome of Summit)
4. Community Promotional Strategy

Thank You!

We look forward to your continued participation
and support!

Any questions?

“Destiny is not a matter of chance; it is a matter of
choice. It is not something to be waited for; it is
something to be achieved”

William Jennings Bryan

Malcolm White

From: Bianca Berlingieri on behalf of j.fratesi (Internet)
Sent: Friday, January 31, 2014 9:06 AM
To: Malcolm White
Subject: FW: Update on Canada Post plan to phase out home delivery

Malcolm:
Please put the FCM notice and letter on the Council Addendum.

Joe

From: FCM Communiqué [mailto:communiqué@fcm.ca]
Sent: Thursday, January 30, 2014 1:43 PM
To: j.fratesi (Internet)
Subject: Update on Canada Post plan to phase out home delivery

January 30, 2014

[Change your language](#) | [View email in your browser](#)



Update on Canada Post plan to phase out home delivery

Dear members,

Please find included a [letter](#) from Canada Post President and CEO Deepak Chopra. The information and views expressed in the included letter are solely those of Canada Post.

The letter provides information about Canada Post's five-year phasing out of home delivery, starting in late 2014.

You should know that FCM met with Canada Post to discuss the impacts these changes may have on municipalities and to share your concerns with them. FCM stressed the importance of consultations with our members and stated that Canada Post must communicate directly with municipal leaders. If you have any questions, please [contact Marnie Armstrong](#), Canada Post's Director of Municipal Engagement, (613-734-6589).

Sincerely,

Claude Dauphin
President

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24 Clarence Street, Ottawa, Ontario K1N 5P3 • T. 613-241-5221 • F. 613-241-7440
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January 29, 2014

Dear Municipal Leader

Last month we announced a five-point plan to protect the postal service in a world in which digital communication is rapidly replacing traditional mail. In a key initiative, Canada Post will convert the remaining five million addresses that have door-to-door delivery to community mailbox delivery. This will occur over the next five years. I would like to assure you that the transition of delivery service in your community will be handled responsibly and with respect.

While the majority of Canadians will not see any change to how their mail is delivered, a fair number will be impacted. **As we carefully plan our next steps, I would like to share with you the guiding principles that will govern our approach in the communities that are affected:**

- We recognize that dense urban cores in our larger cities, with their older neighbourhoods and smaller lots, present different challenges for locating community mailboxes than suburban areas. With this in mind, we will leave the majority of these areas until the final stage of this multi-year project. We will take the necessary time to understand their unique needs and find solutions that work for these neighbourhoods.
- We will be sensitive to the needs of seniors and of disabled Canadians. We are developing alternative approaches for people with significant mobility challenges, who lack viable alternatives and upon whom delivery to a community mailbox would impose an unacceptable hardship.
- There will be no change in delivery to people living in apartment buildings, seniors' buildings and condominiums who already have mail delivered in the building lobby. In addition, customers who have mail delivered to a rural mailbox (a customer-owned mailbox at the end of a driveway) will not be affected by this change.
- We will work with community leaders and municipal planning officials to choose safe and appropriate sites.
- We will seek the views of affected citizens directly, through multiple channels including surveys and online feedback tools.
- We will be as innovative and flexible as possible, while being responsible towards our goal to protect the financial sustainability of postal service for all Canadians. We will look at various solutions and different equipment, taking the necessary time to address any significant challenges in a given community.
- We will respect the needs of businesses to have mail delivered to their door. The vast majority of business addresses will continue to have mail and parcels delivered to their door and will experience no change. The businesses that will continue to have delivery to the door:
 - > are located in well-established business areas, such as main streets or "business corridors"
 - > or receive a relatively large volume of mail or parcels.

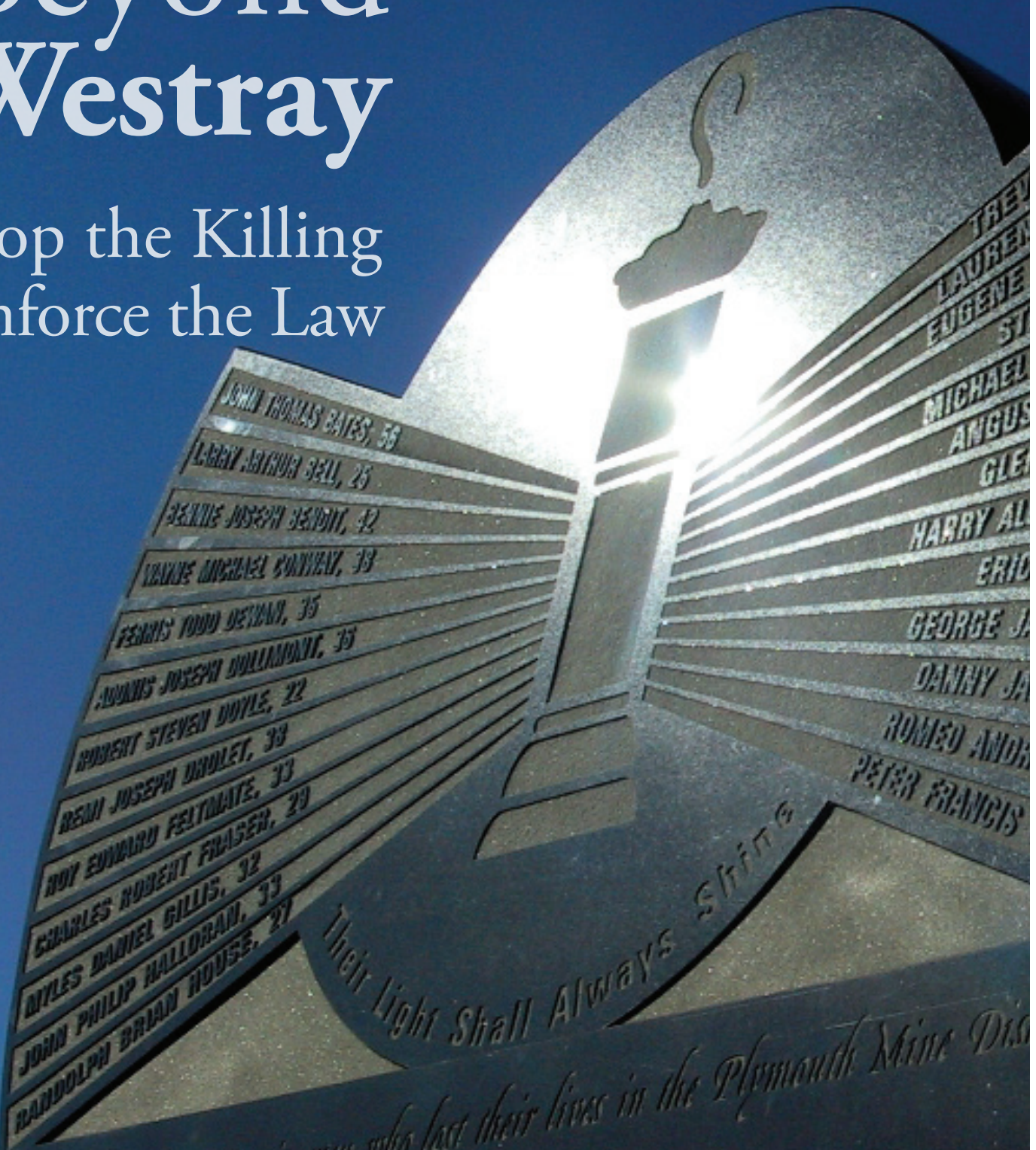
This initiative is a crucial aspect of our plan to protect and sustain postal service for Canadians, both today and for tomorrow. As we execute it, I intend to see that we live up to our special responsibility to serve every Canadian and every community. We are committed to doing this in a thoughtful way, and to keeping you informed as this initiative unfolds.

Yours sincerely,

Deepak Chopra
President and CEO
Canada Post Corporation

Beyond Westray

Stop the Killing
Enforce the Law



Their Light Shall Always Shine

This symbol honours the twenty-six men who lost their lives in the Plymouth Mine Disaster
May 9, 1992.
The miner's lamp, central to the design, represents pride of their profession.
The "eternal light" symbolic of eternal life



“The Westray story is a complex mosaic of actions, omissions, mistakes, incompetence, apathy, cynicism, stupidity and neglect.”

The Westray Story: A Predictable Path to Disaster
report from the inquiry led by Justice K. Peter Richard, 1997.



On the cover: The Westray Monument in Westray Memorial Park in New Glasgow, Nova Scotia.

In March 2004, to great acclaim and with the support of a unanimous House of Commons and Senate, the Governor General signed into law amendments to the Criminal Code of Canada.

Widely known as the Westray Bill, these amendments were so named after the killing of 26 workers in the explosion of the Westray coal mine on May 9, 1992.

Designed to hold criminally accountable those corporations that fail to protect the health of their employees or the public, the amendments marked a significant shift in the liabilities of organizations for the failure of their senior officers to act.

“Mr. Speaker, the passage of Bill C-45 represents the final step in the House in making significant reforms to the criminal law as it applies to all organizations. The bill has its origins in the terrible tragedy of the Westray mine explosion. All parties in the House co-operated in ensuring that the bill received high priority.”

Paul Macklin, then Liberal MP and Parliamentary Secretary to the Minister of Justice,
October 27, 2003.

Failure to Enforce the Law

In the years since the passage of these Criminal Code amendments, only a few charges have been laid, with minimal consequences for employers. Yet the killing continues.

Every year across Canada almost 1,000 people are killed at work. Canada has one of the worst safety records of the developed world. Since the passing of the Westray amendments there has actually been an increase in workplace fatalities.

What Canada needs is a societal change in how we look at death, illness and injury caused by work. The 2004 Criminal Code amendments must be enforced.

Mr. Speaker, the passage of Bill C-45 represents the final step in the House in making significant reforms to the criminal law as it applies to all organizations. The bill has its origins in the terrible tragedy of the Westray mine explosion. All parties in the House co-operated in ensuring that the bill received high priority.”

Paul Macklin, then Liberal MP and Parliamentary Secretary to the Minister of Justice, October 27, 2003.

Justice Has Not Yet Been Served

The public inquiry following the 1992 Westray disaster delivered a damning report of management greed and government incompetence. In all, Justice Peter Richard made 74 recommendations. Most notable is recommendation #73:

“The Government of Canada, through the Department of Justice, should institute a study of the accountability of corporate executives and directors for the wrongful or negligent acts of the corporation and should introduce in the Parliament of Canada such amendments to legislation as are necessary to ensure that corporate executives and directors are held properly accountable for workplace safety.”

The United Steelworkers, the union representing workers in mines, mills, and thousands of other kinds of employment across North America, took up the cause and with the Westray Families lobbied Parliament for a decade.

The Westray amendments do not address all of the goals of preventing fatal injuries in the workplace, but they acknowledge management responsibility and the need for criminal liability for the failure to exercise it.

“The fundamental and basic responsibility for the safe operation of an undertaking, rests clearly with management.... Management failed in this primary responsibility and the significance of that failure cannot be mitigated or diluted simply because others were derelict in their responsibilities.”

Justice K. Peter Richard

The Westray Bill will not bring back the 26 miners who died, nor the thousands who have died because of work since then.

However, careful and judicious use of the Westray amendments by provincial authorities, to address corporate leadership failure to exercise their responsibility for health and safety of employees and contractors, will prevent future fatalities from happening.

“The fundamental and basic responsibility for the safe operation of an undertaking, rests clearly with management.... Management failed in this primary responsibility and the

significance of that failure cannot be mitigated or diluted simply because others were derelict in their responsibilities.”

Justice K. Peter Richard

Cruel Irony

The Westray mine received an award for safety just a week before the mine exploded in 1992. One of the workers, sent by the company to receive the JT Ryan Safety Award, was killed in the explosion. Despite the overwhelming evidence that came to light, the award was not taken away from Westray until years afterwards, after the Richard report was released, and then only after a letter writing campaign from disgusted miners and their union.

Westray's corporate leaders were never penalized.

“There was a time, especially after the charges were dropped, that I could have broken some laws myself. I thought about it seriously. I thought about punishing those who did this to me and my family, and the only thing that stopped me was that I knew that I would be held accountable, and I couldn't stand the thought of being taken away from my family, losing everything I worked for, future plans. I still can't understand why that fear is not present with corporations and companies.”

Allen Martin, brother of killed Westray miner and leader of the Westray Families.

Why Did Parliament Unanimously Support the Westray Bill?

In October 2003 when the Westray Bill was debated for the last time, the House of Commons was made up of 172 Liberals, 66 Reform Alliance, 38 Bloc Québécois, 13 NDP, and 12 Conservatives. Members were able to come together in one common cause in both the Commons and the Senate.



Westray becomes law: USW National Director Lawrence McBrearty in Ottawa with Prime Minister Jean Chrétien in 2003 for Royal Assent of the Westray amendments.

“This Bill is the outcome of the efforts of ordinary members of this House and not an initiative of the Government. Members worked hard to ensure that tragedies such as the one at the Westray mine would never occur again or, if they did, that very harsh penalties could be incurred,” said BQ MP Richard Marceau at the time.

“There was a time, especially after the charges were dropped, that I could have broken some laws myself. I thought about it seriously. I thought about punishing those who did this to me and my family, and the only thing that stopped me was that I knew that I would be held accountable, and I couldn’t stand the thought of being taken away from my family, losing everything I worked for, future plans. I still can’t understand why that fear is not present with corporations and companies.”

Allen Martin, brother of killed Westray miner and leader of the Westray Families.

No one spoke against the Westray Bill. Some wanted it to be stronger. In the end, it was accepted by everyone because something had to be done.

Liability Before and After the Westray Amendments

Prior to the Westray amendments, corporations could only be held criminally liable if the CEO had personal knowledge of and involvement in the problem. This ignored management’s role in the design, planning, and supervision of work. Safety and health is a part of the process and not just an afterthought. Often workers are confronted with the reality that production and profit take precedence over safety and health.

Before the Westray Bill, organizations and individuals in charge could claim they were unaware of the potential risks or harm and escape

responsibility. The Westray amendments create a legal duty to take reasonable steps to avoid bodily harm.

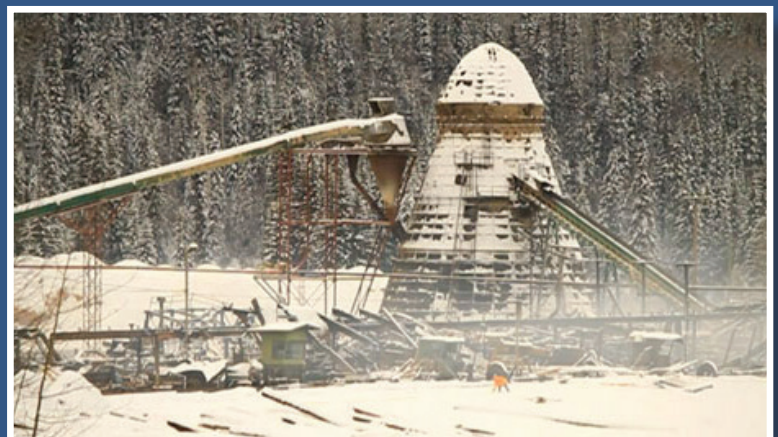
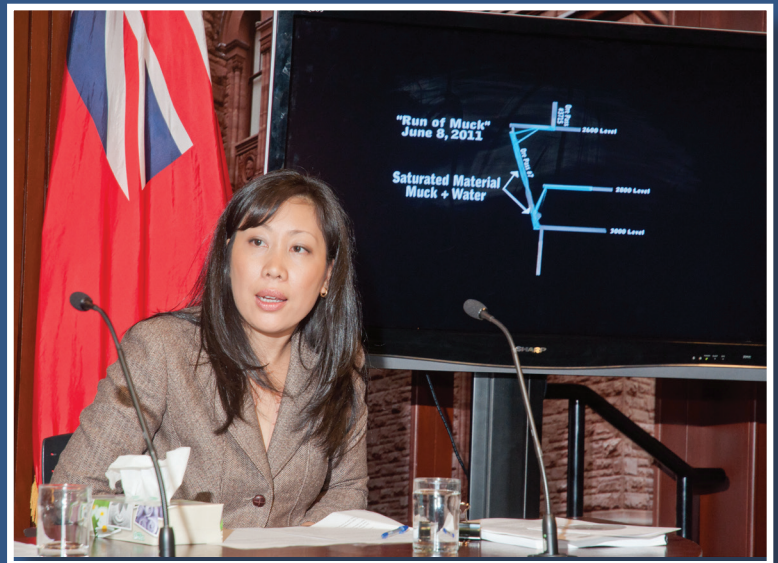
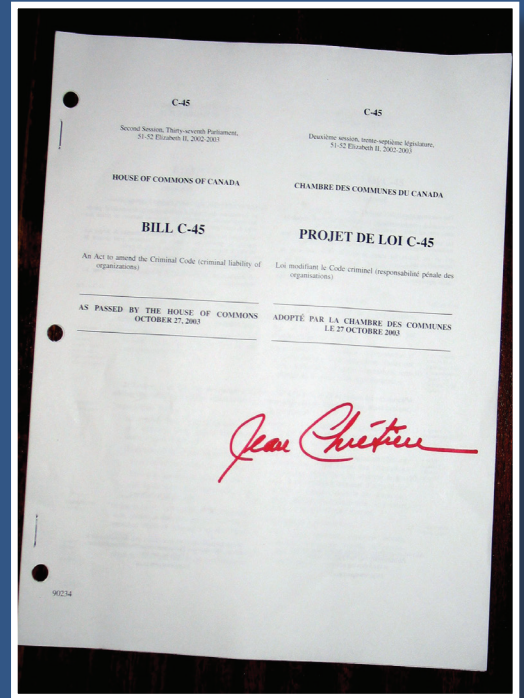
It is no defence for an individual or organization to say they didn’t know there was a problem.

Such a claim could be an admission of guilt. If an individual did not even know of a problem, then they may not have taken reasonable steps to avoid bodily harm to other persons and failure to inquire could support a charge of criminal negligence.

Enforce the Law

In Canada, enforcement of the Criminal Code is a provincial responsibility, led by the provincial Attorneys General. The performance across Canada of the provincial authorities responsible for protecting workers’ lives is poor.

Clockwise from top: The Kill a Worker, Go to Jail campaign demands that employers be held criminally liable for the deaths of workers. Bill C-45 signed by Prime Minister Jean Chrétien. Run of Muck: press conference at Queen’s Park in 2012 releasing the results of USW Local 6500’s investigation into the 2011 deaths of two workers at Vale’s Stobie mine in Sudbury. A sawdust explosion killed 2 workers and injured 19 others at a sawmill in Burns Lake, B.C. in 2012. USW members perform a mock rescue exercise.



Despite on-going reductions in the number of claims by injured workers for lost time, the number of fatalities at work has steadily increased, profoundly contradicting claims that work is safer.

Almost a thousand people now die annually because of a traumatic event at work. One in 10 severe injuries among Canadians occurs while working.

Since the Westray amendments were proclaimed into law, only a handful of charges have been attributed to it. That has to change.

Direction From the Top Down

Attorneys General must give policy direction to Crown attorneys in order for change to occur. Workplace fatalities are no different than drunk driving, domestic assault or gun violence – they are all the same in that there is a point when the cause is criminal.

The Criminal Code represents the outside boundary of acceptable behaviour. Governments today continue to pursue policies of deregulation. Today, policing or fire fighting are not the most dangerous jobs. There is greater risk of being killed at work as a security guard, a logger, or truck driver. And if your job is contracted out, that risk increases further.

In 2005, there were 43 deaths and 115 serious injuries in the BC forest industry, the highest numbers since the 1970s when loggers were still on bonus and not salary.

“Employers blame the workers and claim that there is a ‘culture of risk-taking’ causing this,” says the United Steelworkers Western Canada Director Steve Hunt.

“Today there are more contractors in the forest industry than ever before, and workers are being forced by economic blackmail to work longer hours with fewer resources to protect their safety.

“Industry, by its reckless, single-minded and selfish pursuit of corporate profits above all else, has created a ‘culture of desperation’ in which workers are pushed to their physical and mental limits.”

The Story of Lyle Hewer

In November 2004, sawmill worker Lyle Hewer worked at Weyerhaeuser’s New Westminster sawmill. A supervisor asked Hewer to clean out a hopper that funneled waste material into a hog, a high-speed grinder that reduces wood waste. Workers regularly climbed inside to manually remove waste-wood products and clear out any jams, even though the hopper constitutes a “confined space” as defined in BC’s workers’ compensation laws. Hewer climbed into the hopper, became trapped and was asphyxiated.

Investigators from WorkSafe BC and the New Westminster police found that Weyerhaeuser management was aware that the hopper was a safety hazard but had resisted repeated requests to fix it. After Hewer died, Weyerhaeuser repaired the hopper at a cost of about \$30,000.

Following its investigation, WorkSafe BC fined Weyerhaeuser \$297,000, the largest such penalty in BC

history. The New Westminster police recommended charges under the Westray amendments to the Criminal Code.

Yet, in spite of the glaring nature of the case and the urging of WorkSafe and police, the BC prosecution service declined to launch a prosecution. Asked in the Legislature, then-attorney general Wally Oppal indicated there was no need to explain the Crown's reasons. His office (incorrectly) said that the matter was under federal jurisdiction.

The United Steelworkers decided that wasn't good enough. So it sought leave from the courts to launch a private prosecution. Vancouver lawyer Glen Orris began a year of legal work to show that there are reasonable grounds for a prosecution.

The private prosecution was launched in March 2010 in New Westminster Provincial Court. Over three days of hearings in October and November 2010, Orris called 16 witnesses, presenting the Steelworkers' case that there was sufficient evidence for Weyerhaeuser to be tried under the Westray amendments. In March 2011, provincial court judge Therese Alexander ordered a process hearing, allowing the prosecution to proceed. Orris indicated that he was prepared to proceed as prosecutor on behalf of USW.

However, the policy of the BC Crown is to handle all privately-initiated prosecutions itself. Rather than proceed with the prosecution, in August 2011, the Criminal Justice Branch stayed the proceedings



Taking Weyerhaeuser to court: in 2011, USW brought a private criminal prosecution against Weyerhaeuser for the 2004 death of sawmill worker Lyle Hewer.

against Weyerhaeuser, saying in a statement that, “There is no evidence that management at Weyerhaeuser was aware that workers were entering the hog in these circumstances.”

A Deep Disconnect

The Hewer case is just one of many workplace fatalities that should have been investigated through the lens of the Westray amendments. Other recent fatalities that ought to be prosecuted include the deaths of John Wilson at the Craigmont mine in BC; Sam Fitzpatrick at Kiewit’s Toba-Montrose hydroelectric project, also in BC; Jason Chenier and Jordan Fram at Vale’s Stobie mine in Sudbury, ON. There are many more that have escaped justice.

Until there is clear direction from all of our provincial and territorial attorneys-general, there will continue to be a clear and deep disconnect between the intent of the Westray amendments and their application. All parties in Parliament at the time of the passage of the Westray Bill indicated that the new law would better protect workers and hold companies to account by making it easier to obtain prosecutions.

“It is painfully obvious that the provinces do not know how to proceed in criminal prosecutions that involve workplace health and safety,” says the USW’s National Director, Ken Neumann.

It’s the Law – *Make it Work*

The United Steelworkers, the grown-up sons and daughters of the 26 Westray miners, the families of so many workers killed at work – all support the campaign to enforce the Westray amendments.

Specifically, we are seeking support and political will – just as we did in the aftermath of Westray – for these specific actions to ensure enforcement:

- ▶ Educate, train and direct Crown attorneys to apply the Westray amendments;
- ▶ Give responsibility for health and safety fatalities to dedicated prosecutors;
- ▶ Educate, train and direct police to apply the Westray amendments;
- ▶ Ensure greater coordination among regulators, police and Crowns so that health and safety regulators are trained to reach out to police when there is a possibility that Westray amendment charges are warranted.

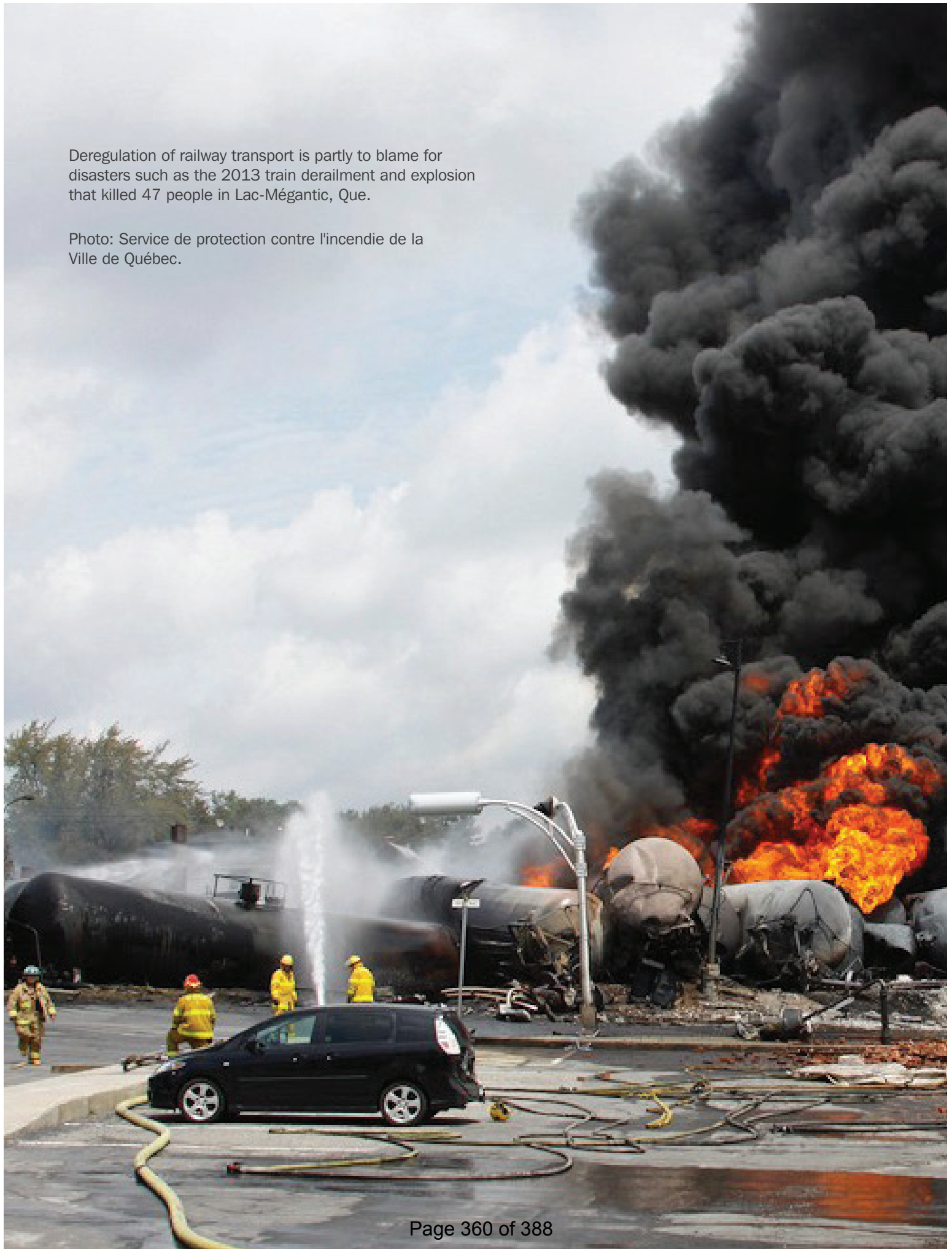
STOP THE KILLING

ENFORCE THE LAW

IT’S NOT TOO LATE

Deregulation of railway transport is partly to blame for disasters such as the 2013 train derailment and explosion that killed 47 people in Lac-Mégantic, Que.

Photo: Service de protection contre l'incendie de la Ville de Québec.





Ron Corbeil

Health, Safety & Environment Coordinator
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René Bellemare

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Sylvia Boyce

Health, Safety & Environment Coordinator
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Etobicoke, ON M9W 5Z9
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Gerry Leblanc

Health, Safety & Environment Department Lead
USW Canadian National Office
234 Eglinton Avenue East, Suite 800
Toronto, ON M4P 1K7
Tel.: 416-487-1571

www.usw.ca/westray

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-37

AGREEMENT: (G1.3) A by-law to authorize the execution of an Authorization and Agreement for Disclosure between the City and Algoma Bioseptic Technologies Inc. for the release of necessary information for the completion of a Class Environmental Assessment.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an Authorization and Agreement for Disclosure dated February 3, 2014 between the City and Algoma Bioseptic Technologies Inc. for the release of necessary information for the completion of a Class Environmental Assessment.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 3rd day of February, 2014.

MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

This Authorization and Agreement for Disclosure ("Agreement") made this 3rd day of February, 2014.

AUTHORIZATION AND AGREEMENT FOR DISCLOSURE

BETWEEN:

ALGOMA BIOSEPTIC TECHNOLOGIES INC.

(hereinafter referred to as "Algoma Bio")

AND

CORPORATION OF THE CITY OF SAULT STE. MARIE

(hereinafter referred to as "the City")

WHEREAS Algoma Bio and the City are collectively hereinafter referred to as the "Parties".

AND WHEREAS the Parties entered into an Indemnity Agreement made the 28th day of May, 2012 (the "Indemnity Agreement") for the provision of biosolids from the East End Plant for a pilot composting project;

AND WHEREAS the Indemnity Agreement was amended by City By-law 2012-177, to effectively amend the timeframes for the commencement and completion of the pilot composting project at the consent of the Parties;

AND WHEREAS the Parties further entered into a Confidentiality Agreement, appended as Schedule "A" to this Agreement;

AND WHEREAS the Confidentiality Agreement continues to be essential and binding;

AND WHEREAS the City is proceeding with a Class Environmental Assessment as required under the *Environmental Protection Act* as such requires the express written authorization pursuant to section 7.3 of the Confidentiality Agreement, to disclose Confidential Information, Business Activities and Intellectual Property and information related to the proposal in the Environmental Assessment and final document;

AND WHEREAS the City has retained AECOM to complete the aforesaid Class Environmental Assessment;

NOW THEREFORE in consideration of the Confidentiality Agreement executed and with due consideration given to the requirement for the City to disclose information when preparing the Class Environmental Assessment, the parties hereto agree as follows:

1. Algoma Bio hereby authorizes the Corporation of the City of Sault Ste. Marie to disclose confidential information, business activities and intellectual property to AECOM for the aforementioned purpose, following the terms contained and agreed to herein.
2. Algoma Bio hereby designates Gary Konner and Cyndy Vanier, and/or such other person as Algoma Bio may expressly authorize in writing as the individual(s) on behalf of Algoma Bio who shall provide the City with such information as is necessary for the completion of the aforesaid Class Environmental Assessment.

3. By execution of this Agreement, the Corporation of the City of Sault Ste. Marie agrees to the following terms:

- 3.1 **SAFEGUARDING:** The City agrees to hold in confidence any and all information and materials relating to or arising out of the Confidential Information, Business Activities and Intellectual Property;
- 3.2 **USE OF INFORMATION:** The City agrees that this Agreement permits the use Confidential Information, Business Activities and Intellectual Property for the sole purpose of preparing an Environmental Assessment as required under the Environmental Protection Act. This authorization does not extend to any other purpose other than in direct relation to the preparation and presentation of the Class Environmental Assessment.
- 3.3 **TRANSFER OF RIGHTS:** The City acknowledges and agrees that no right or license is granted under this Agreement by Algoma Bio to the City, either expressly or by implication. The City understands that any and all rights, including without limitation, patent rights and proprietary rights in and to the Confidential Information, Business Activities and Intellectual Property shall be and remain in accordance with the provisions of the Confidentiality Agreement.
- 3.4 **IRREPARABLE HARM:** The City understands that any breach by the City or by third parties in the above obligations, or in obligations under the Confidentiality Agreement, resulting in the wrongful disclosure or use of the Confidential Information, Business Activities and Intellectual property may give rise to irreparable injury to Algoma Bio and may subject the City to substantial money damages and injunctive proceedings.

3. **GOVERNING LAW:** The validity and interpretation of this Agreement and the legal relations of the parties to it shall be governed by the laws of Ontario.

IN WITNESS WHEREOF, the parties have executed this Agreement as a sealed instrument this 3rd day of February, 2014.

The Corporation of the City of
Sault Ste. Marie

Algoma Bio Septic Technologies
Inc.

Per: _____
Mayor - Debbie Amaroso

Per: _____

Per: _____
City Clerk - Malcolm White

Per: _____

The above named has authority to
bind the Corporation.

The above named has authority to
bind the Corporation.

Witness
Staff/Legal/Engineering/Engineering General G1.3/ABT Disclosure Agreement

Witness

CONFIDENTIALITY AGREEMENT

THIS CONFIDENTIALITY AGREEMENT (hereinafter referred to as "this Agreement") made this ____ day of _____, 2012, between, **THE CORPORATION OF THE CITY OF SAULT STE. MARIE**, (herein after referred to as the "City of Sault Ste. Marie") and **ALGOMA BIO SEPTIC TECHNOLOGIES INC.** (herein after referred to as "Algoma Bio").

1. WHEREAS ALGOMA BIO SEPTIC TECHNOLOGIES INC. is involved in the following business activities:

- i) The Operation of converting sewage waste into topsoil and other marketable products;
- ii) Cleaning sewage waste;
- iii) revitalizing septic systems;
- iv) installations of septic systems; and
- v) Any other proprietary processes of **Algoma Bio**.

(The aforementioned mentioned business activities are hereinafter referred to as "Business Activities")

2. WHEREAS it is an essential and continuing condition of this Agreement that all terms therein be agreed to by all individuals who are to have access to intellectual, proprietary, trade secret, confidential information, materials, processes, and concepts relating to the Business Activities of **Algoma Bio** and any Concepts/Programs/Projects arising out of the Business Activities. (The aforementioned is hereinafter referred to as "Confidential Information")

3. WHEREAS the process, system and method in which **Algoma Bio** converts sewage waste into topsoil and/or other marketable products is intellectual property solely belonging to **Algoma Bio**. (The aforementioned is hereinafter referred to as "Intellectual Property")



4. **AND WHEREAS** the process, system and method in which **Algoma Bio** cleans sewage waste is intellectual property solely belonging to **Algoma Bio**. (The aforementioned mentioned is hereinafter referred to as "Intellectual Property")

5. **AND WHEREAS** the process, system and method in which **Algoma Bio** revitalizes septic systems is intellectual property solely belonging to **Algoma Bio**. (The aforementioned mentioned is hereinafter referred to as "Intellectual Property")

6. **AND WHEREAS** the City of Sault Ste. Marie **HEREBY CONFIRMS** that it may have access to the Confidential Information, Business Activities and Intellectual Property which belongs to **Algoma Bio**.

7. **NOW THEREFORE** in consideration for being granted access to Confidential Information, Business Activities and Intellectual Property, and for other good and valuable consideration, the City of Sault Ste. Marie on behalf of itself and its officers, directors, employees, lawyers advocates and financial advisors, **hereby** agree with **Algoma Bio** as follows:

7.1 **SAFEGUARDING:** the City of Sault Ste. Marie agrees to hold in confidence any and all information and materials relating to or arising out of the Confidential Information, Business Activities and Intellectual Property;

7.2 **USE OF INFORMATION:** City of Sault Ste. Marie agrees that, without the express written permission of **Algoma Bio**, it will not use the Confidential Information, Business Activities and Intellectual Property for any purpose other than in direct relation to work as contracted for, and/or employed for;



7.3 DISCLOSING: City of Sault Ste. Marie further agrees not to disclose the Confidential Information, Business Activities and Intellectual Property to any third party without the express written permission of Algoma Bio. The foregoing limitation on disclosure shall not be construed as preventing disclosure between City of Sault Ste. Marie and any authorized party having executed a copy of this Confidentiality Agreement.

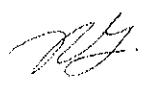
7.4 TRANSFER OF RIGHTS: City of Sault Ste. Marie acknowledges and agrees that no right or license is granted under this Agreement by Algoma Bio to City of Sault Ste. Marie, either expressly or by implication. City of Sault Ste. Marie understands that any and all rights, including without limitation, patent rights and proprietary rights in and to the Confidential Information, Business Activities and Intellectual Property shall be and remain in accordance with the provisions of this agreement, and employment of Algoma Bio.

7.5 IRREPARABLE HARM: City of Sault Ste. Marie understands that any breach by City of Sault Ste. Marie of the above obligations, resulting in the wrongful disclosure or use of the Confidential Information, Business Activities and Intellectual Property may give rise to irreparable injury to Algoma Bio and may subject City of Sault Ste. Marie to substantial money damages and injunctive proceedings.

7.6 GOVERNING LAW: The validity and interpretation of this Confidentiality Agreement and the legal relations of the parties to it shall be governed by the laws of Ontario.

8. NON-COMPETITION

8.1 The City of Sault Ste. Marie, on behalf of itself and its officers, directors, employees, lawyers advocates and financial advisors **HEREBY**



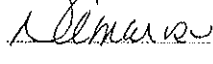
ACKNOWLEDGE that it may become familiar with the proprietary aspects of the Confidential Information, Business Activities, and Intellectual Property and agrees that it will not for itself or on behalf of other person or corporation, directly or indirectly contact any supplier, client, partner or associate of **Algoma Bio** for the purpose of initiating competition to the business activities of **Algoma Bio** anywhere in the Province of Ontario. **The City of Sault Ste. Marie** further understands that if it engages in any such activity that adversely affects the business or prospects of **Algoma Bio** or its affiliates in any material way, this may give rise to irreparable injury to **Algoma Bio** and may subject **The City of Sault Ste. Marie** to substantial money damages and injunctive proceedings.

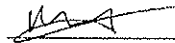
8.2 COMPETITION with **Algoma Bio**, for purposes of this agreement, shall mean engaging in operating, managing or founding a business that performs Business Activities as detailed in Paragraph 1 of this Agreement

THIS AGREEMENT, and all terms, covenants and conditions contained herein shall ensure to the benefits of **Algoma Bio** and shall be binding on the undersigned parties.

IN WITNESS WHEREOF, the parties have executed this Agreement as a sealed instrument the day and year first above written.

CORPORATION OF THE CITY OF SAULT STE. MARIE

Per: 

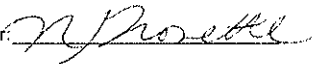
Per: 

Per: _____

The above named has authority to
bind the Corporation

WITNESS

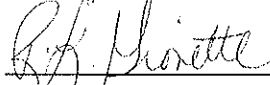
ALGOMA BIO SEPTIC TECHNOLOGIES

Per: 

Per: _____

Per: _____

The above named has authority to
bind the Corporation


WITNESS



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-39

AGREEMENT: (S3) A by-law to authorize the execution of an agreement between the City and Canadian Red Cross Sault Ste. Marie and District Branch with an annual budget up to \$125,000 for the delivery of Homemakers and Nurses Services for the 2014 calendar year.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement dated February 3, 2014 between the City and Canadian Red Cross Sault Ste. Marie and District Branch with an annual budget up to \$125,000 for the delivery of Homemakers and Nurses Services for the 2014 calendar year.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 3rd day of February, 2014.

MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

This Agreement made the 3rd day of February 2014.

B E T W E E N:

CORPORATION OF THE CITY OF SAULT STE. MARIE
hereinafter called "Social Services Department"

-- and --

CANADIAN RED CROSS
SAULT STE. MARIE AND DISTRICT BRANCH
hereinafter called "Service Provider"

in consideration of the mutual covenants and agreements contained herein and subject to the terms and conditions hereinafter set out, the Social Services Department and the Service Provider agree as follows:

1. Designated Program

The specific details of the Designated Program including the service or program, terms, and special conditions are fully set out in Schedule "A" hereto attached.

2. Engagement of Service Provider

The Social Services Department will assist the Service Provider financially to deliver the Designated Program called "Homemaker and Nursing Care Services"

3. Term of Agreement

The term of this Agreement is from January 01 2014 to December 31 2014.

4. Termination of Agreement

The Social Services Department may terminate this Agreement without notice or without any liability in the event of:

- (a) serious misconduct by Service Provider, in the opinion of the Social Services Department, or the neglect, failure or refusal to proceed promptly with the Agreement as proposed; or
- (b) failure to comply with any of the terms and conditions of this Agreement;
or
- (c) withdrawal of government funding for the Designated Program.

5. Termination with Notice

Either party may terminate this Agreement in whole or in part with respect to the provision of any particular service upon thirty (30) days written notice to the other party. If the Agreement is terminated in part, all obligations with respect to the provision of all other services continue in full force and effect.

6. Social Services Department and Consultation

- (a) The Service Provider will permit the Social Services Department staff to enter at reasonable times any premises used by the Service Provider in connection with the provision of service pursuant to this Agreement and under its control in order to observe and evaluate the services and inspect all records relating to the services provided pursuant to this Agreement.
- (b) The Service Provider agrees that the staff providing services pursuant to this contract will, upon reasonable request, be available for consultation with the Social Services Department staff.

7. Financial Records and Reports

- (a) The Service Provider will maintain financial records and books of account in accordance with Generally Accepted Accounting Principles (GAAP) respecting services provided pursuant to this contract for each site where service is being provided and will allow the Social Services Department staff or such other persons appointed by the Social Services Department to inspect and audit such books and records at all reasonable times both during the term of this Agreement and subsequent to its expiration or termination.
- (b) The Service Provider will upon request submit to the Social Services Department an audited financial statement and reconciliation report with respect to the services provided pursuant to this Agreement within four (4) months of the Service Provider's financial year-end.
- (c) The Service Provider will retain the records and books of account referred to in Clause 7 (a) for a period of seven (7) years.
- (d) The Service Provider will retain all relevant documentation supplied by and/or to applicants to support funding decisions and allocations.
- (e) The Social Services Department may withhold payment pending the receipt of monthly expenditures and monthly progress/program statistics. The Social Services Department agrees that it will not act unreasonably in exercising its right to withhold payment under this clause.
- (f) The sum of up to \$125,000.00 has been approved from January 01, 2014 to December 31, 2014 to be paid on quarterly basis.

8. Service Records

In the event the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the services provided for under this Agreement without the prior consent of the Social Services Department, which may be given subject to such conditions as the Social Services Department deems advisable.

9. Insurance

The Service Provider shall arrange minimum liability insurance in the amount of \$2 million that includes the Designated Program activity during the term of this agreement. Verification of insurance coverage shall be provided to the Social Services Department within 30 days of the signing of this agreement.

10. Amendments

This Agreement may be amended by a written instrument duly signed by the parties to this Agreement.

11. Disposition

Where applicable, the Service Provider will not sell, change the use or otherwise dispose of any item, furnishing or equipment purchased with Social Services Department funds pursuant to this Agreement without the prior written consent of the Social Services Department, which may be given subject to such conditions as the Social Services Department deems advisable. In the event the Service Provider ceases operation, all items, furnishings, or equipment purchased with Social Services Department funds will be returned to the Social Services Department.

12. Confidentiality

The parties and their directors, officers, employees, agents and volunteers will hold confidential and will not disclose or release to any person other than Social Services Department staff at any time during or following the term of this Agreement, except where required by law, any information or document that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document. Where the Service Provider is an "institution" as defined in the *Municipal Freedom of Information and Protection of Privacy Act*, the provisions of such Act with respect to the disclosure or release of information may apply.

13. Conflict of Interest

The Service Provider, any of its sub-contractors and any of their respective advisors, partners, directors, officers, employees, agents and volunteers shall not engage in any activity or provide any services to Social Services Department where such activity or the provision of such services creates a conflict of interest (actually or potentially in the sole opinion of the Social Services Department) with the provision of services pursuant to the Agreement. The Service Provider acknowledges and agrees that it shall be a conflict of interest for it to use confidential information of the Corporation of the City of Sault Ste Marie and/or the District of Sault Ste Marie Social Services Administration Board relevant to the services where the Social Services Department has not specifically authorized such use.

14. Freedom of Information

Any information collected by the Social Services Department pursuant to this Agreement is subject to the rights and safeguards provided for in the *Municipal Freedom of Information and Protection of Privacy Act*.

15. Indemnification

The Service Provider will, both during and following the term of this Agreement indemnify and save harmless the Social Services Department from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents or volunteers in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this Agreement.

16. Non-Assignment

The Service Provider shall not assign this Agreement, or any part thereof, without the prior written approval of the Social Services Department, which approval may be withheld by the Social Services Department in its sole discretion or given subject to such conditions as the Social Services Department may impose.

17. Schedules

This Agreement and the attached Schedules embody the entire Agreement and supersede any other understanding or agreement, collateral, oral or otherwise, existing between the parties at the date of execution and relating to the subject matter of this Agreement.

18. Laws

The Service Provider agrees that the Service Provider and its employees and representatives, if any, shall at all times comply with any and all applicable laws, ordinances, statutes, rules regulations and orders in respect of the performance of this Agreement.

19. Binding Upon Parties

This Agreement shall be binding upon the parties hereto and their respective successors and, where permitted, assigns.

IN WITNESS WHEREOF the parties hereto have affixed their hands and seals on the date written below.

DATED at Sault Ste Marie, Ontario this day of February 2014.

SIGNED, SEALED AND DELIVERED	)	CORPORATION OF THE CITY OF
	)	SAULT STE. MARIE
	)	Per:
	)	
	)	
_____	)	_____
WITNESS	)	MAYOR Debbie Amaroso
	)	
	)	_____
	)	CITY CLERK Malcolm White

DATED at Sault Ste Marie, Ontario this day of February 2014.

	)	SERVICE PROVIDER
	)	Per:
	)	
	)	
_____	)	_____
WITNESS	)	Diane Lajambe
	)	District Branch Manager
	)	

SCHEDULE "A"

SOCIAL SERVICES DEPARTMENT

ADDRESS: 540 Albert Street East
Sault Ste. Marie, ON P6A 7A7

CONTACT PERSON: Mike Nadeau

PHONE: 705.541.7301

FAX: 705.759.1796

EMAIL: m.nadeau@cityssm.on.ca

SERVICE PROVIDER

NAME: Canadian Red Cross, Sault Ste. Marie District Branch

ADDRESS: 105 Allard Street, Sault Ste. Marie P6B 5G2

CONTACT PERSON: Diane Lajambe

PHONE: 705.759.4547

FAX: 705.759.5865

EMAIL: diane.lajambe@redcross.ca

PURPOSE: Homemaker and Nursing Care Services

TERM: 1 Year

LOCATION: 105 Allard Street, Sault Ste. Marie P6B 5G2

APPROVED AMOUNT: up to \$125,000.00 for the 2014 calendar year;
to be determined by actual expenses incurred

DISBURSEMENT: Quarterly – March 14, 2014; June 16, 2014;
September 15 2014 and December 15 2014

FUNDING ENVELOPE: Homemaker and Nursing Care

REPORTING CRITERIA

Monthly expenditures and program statistics are to be sent to the Social Services Department no later than 10 working days following the end of the previous month.

EVALUATION AND ASSESSMENT

The services provided under this agreement will be evaluated and assessed monthly based on program statistics, financial expenditures, gaps filled and gaps identified in the area of jurisdiction.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

B -LAW 014-33

COUNCIL PROCEDURES: (A1.6) A by-law to repeal various by-laws that amend Procedures By-laws for the City of Sault Ste. Marie which have been repealed.

WHEREAS on April 6, 1981 City Council passed By-law 81-100 which repealed Procedures By-law 69-160;

AND WHEREAS on June 26, 1995 City Council passed By-law 95-100 which repealed Procedures By-law 81-100;

AND WHEREAS on April 12, 1999 City Council passed By-law 99-100 which repealed Procedures By-law 95-100;

AND WHEREAS on June 24, 2013 City Council passed By-law 2013-100 which repealed Procedures By-law 99-100;

AND WHEREAS any by-law that was passed by City Council whose purpose was to amend the aforementioned repealed by-laws no longer serves any purpose;

NOW THEREFORE THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 151 of the *Municipal Act, 2001*, S.O. 2001, c.25, **ENACTS** as follows:

1. B -LAW AMENDING B -LAW 70-160 REPEALED

By-law 70-160 is hereby repealed.

. B -LAWS AMENDING B -LAW 81-100 REPEALED

By-laws 82-77, 84-263, 86-21 and 88-350 are hereby repealed.

3. B -LAW AMENDING B -LAW 98-9 REPEALED

By-law 98-9 is hereby repealed.

4. B -LAWS AMENDING B -LAW 99-100 REPEALED

By-laws 99-160, 2007-31, 2009-192, 2011-41 are hereby repealed.

5. EFFECTIVE DATE

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

PASSED in open Council this 3rd day of February, 2014.

MA OR DEBBIE AMAROSO

CIT CLERK MALCOLM WHITE

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-38

PARKING: (P3.9(3)) A by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 15 of the *Police Services Act*, R.S.O. 1990, chapter P.15 and amendments thereto, **ENACTS** as follows:

1. **SCHEDULE "A" TO BY-LAW 90-305 AMENDED**

Schedule "A" to By-law 90-305 is hereby repealed and replaced with Schedule "A" attached to this by-law.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 3rd day of February, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A"

<u>JUDGE SPECIAL CONSTABLE</u>	<u>EMPLOYER</u>	<u>PROPERTY LOCATION</u>
12 ROUSE,BRIAN	ALGOMA UNIVERSITY	1520 QUEEN ST E
26 MCLEOD,ROD	FLEMING & SMITH	378 QUEEN ST E. & APARTMENTS & 27 KING ST.
30 RENDELL,VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
35 ORR,DEREK	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
59 BARONE,MARCELLO	ALGOMA UNIVERSITY	1520 QUEEN ST E
109 SEBECIC,JOHN,LUDVIC	DENTAL BUILDING	946 & 216 QUEEN ST E.
113 TAYLOR,GARY	ALGOMA UNIVERSITY	1520 QUEEN ST E
115 LEE,RICHARD,JOHN	ALGOMA UNIVERSITY	1520 QUEEN ST E
138 CAIN,JOSEPH	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
151 PARR,DEREK,RAYMOND	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
153 TASSONE,VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163 BUMBACCO,PHILIP,CARMEN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
178 D'AGOSTINI,ROSEMARY	DR. RAYMOND CHO	71 & 131 EAST ST.
191 BROWN,STEVEN,GEORGE	SEP. SCHOOL BOARD	SEPARATE SCHOOL BOARD PROPERTIES
196 SEABROOK,LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
240 MASON,STEPHEN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
241 COGHILL,ROBIN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
248 CHAN,GILBERT	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
249 CHO,LINDA	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
253 TRAVSON,TERRANCE(TERRY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
267 CORBIERE,JOHN(TED)	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
276 SMITH DENNIS,ROBERT	G4S SECURE SOLUTIONS	AIRPORT
314 AASEN,PAULINE	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
321 LORENZO,COREY	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
334 MILLER,BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
335 GROSSO,DONALD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
343 CHILLMAN,JODI	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
344 HARPE,KENNEITH	DAYS INN	DAYS INN HOTEL
346 HAZELTON,MARGARET	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
354 STEEVES,ROBERT	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
366 TROINOW,VICTORIA	G4S SECURE SOLUTIONS	AIRPORT
369 CARMICHAEL,MARY	ON.FINNISH HOME ASS.	FINNISH REST HOME
370 HANSEN,LOUIS	ON.FINNISH HOME ASS.	FINNISH REST HOME
372 BENOIT,ALAIN	ON.FINNISH HOME ASS.	FINNISH REST HOME
374 TAAVEL,ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
376 FINN,ROBERT	G4S SECURE SOLUTIONS	AIRPORT
377 BADGERO,PAUL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
384 BOREAN,RICK	CITY OF SAULT STE MARIE	BELLUVE MARINA & BONDAR MARINE & PARK
389 SANDIE,KEVIN	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
391 MCLEOD,HEATHER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
397 LAFRAMBOISE,YVON	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
400 JOHNSON,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
404 HUDSON,BRIAN	CORPS OF COMM	22 BAY ST (FEDERAL BUILDING)
405 MATCHETT,CASEY	G4S SECURE SOLUTIONS	AIRPORT/HOSPITAL
406 LEBLANC,SERGE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
410 POYNER,HAROLD	G4S SECURE SOLUTIONS	AIRPORT
411 MOORE,ROBERT	G4S SECURE SOLUTIONS	AIRPORT
413 HILL,MICHAEL	G4S SECURE SOLUTIONS	SAULT HOSPITAL
420 FABIANO,ANTONIO	G4S SECURE SOLUTIONS	AIRPORT
423 VANDERLIFT,DYLAN	CORPS OF COMM	SAULT HOSPITAL
430 RUSCIO,DOMINIC	MAJOR CONTR.	TRAVELODGE
431 DICKSON,SHANE	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
435 TRUMBLE,GEORGE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
439 LAMBERT,JOSEPH	STANDARD PARKING	ONTARIO REALITY CORP/ROBERTA BONDAR PLACE/426 QUEEN ST E
440 HAMMERSTEDT,ERIC	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
441 WILSON,DAVID	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
442 MACLENNAN,MATTHEW	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
443 MARCIL,MARK	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
444 MARSHALL,JONATHAN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
446 HALLIDAY,DANA	SAULT COLLEGE	SAULT COLLEGE
447 FRIGAULT,JESSE	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
450 CHAPMAN,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
452 ROGERS,RICHARD	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
453 DERASP,RICHARD	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
455 BOYCHUK,BLAINE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
456 CONEYBEARE,KEVIN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
458 ROBINSON,GEORGE	CORPS OF COMM	SAULT AREA HOSPITAL
459 SLEEMAN,RAY	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
460 BOUGIE,DAN	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
462 GAULT,JAMES	CORPS OF COMM	SAULT AREA HOSPITAL
463 MORIN,ALEX	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
464 DITOMMASO,RYAN	2220917 ONT. INC.	489 BAY ST.
465 DELAVALLE,DON	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
467 BERNIER,JUNE	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
468 AGNEW,BRENDAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
469 SANTELLI,DOMINIC	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
470 WOOLLEY,NATHANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
471 STOYCHEFF,CHRISOPHER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
472 BRUNETTA,ANGELO	NORPRO SECURITY	REGENT PRO./S.COLLEGE/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
474 MANCUSO,ANTHONY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
475 TORRANCE,RENEE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
477 BROWLEY,DAVID	CORPS OF COMM	SAULT AREA HOSPITAL
479 GROULX,VINCE	CORPS OF COMM	SAULT AREA HOSPITAL
480 TELFORD,JASON	CORPS OF COMM /NORPRO	SAULT AREA HOSPITAL /REGENT PRO./S.COLLEGE/QUEENSCENTRE/GHC/APH

481	FORD,BRIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
482	LEWCELLE,BRACE	CORPS OF COMM	SAULT AREA HOSPITAL
484	MCLEOD,VIRIGINA	CITY OF SAULT STE MARIE BELLUVE MARINA & BONDAR MARINE & PARK	
485	ARMSTRONG,KENNETH	CITY OF SAULT STE MARIE BELLUVE MARINA & BONDAR MARINE & PARK	
486	LONGO,NADIA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
487	ROUGEAU,MARISA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
488	LEFLEUR,MARILYN	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
489	MCQUEEN,WANDA	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
490	LUXTON,JEFF	GT.NORTHERN RET.HOME	760 GREAT NORTHERN RD.
492	PARKER,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
493	BROWN,FRASER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
494	SHEWFELT,CODY	G4S SECURE SOLUTIONS	AIRPORT
497	ALLEN,ROBERT	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
498	MARQUES,STEVEN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
499	SCALI,NICOLA	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
500	EASBY,JOSHUA	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
501	QUARRELL,ROBERT	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
502	HAMEL,CHRIS	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
503	HAMEL,MELANIE	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
505	JONES,CHELSEY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
507	SMYTHE,RICHARD	BANK OF MONTREAL	556 QUEEN ST E
509	MATTALO,JOE	CORPS OF COMM	SAULT AREA HOSPITAL
511	ADAIR,BRENDAN	CORPS OF COMM	SAULT AREA HOSPITAL
512	DIMMA,JUSTIN	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
513	MEINCKE,KEN	CORPS OF COMM	SAULT AREA HOSPITAL
514	BONIFERRO,BRIAN	CORPS OF COMM	SAULT AREA HOSPITAL
515	MANGONE,MATT	CORPS OF COMM	SAULT AREA HOSPITAL
516	GAY,JAMES	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
517	ROY,BRENDA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
518	TREPASSO,GRANT	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
519	FRAGOMENI,JOSEPH	CORPS OF COMM	SAULT AREA HOSPITAL
520	THOMPSON,JOHN	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
522	MCONAMA,STEVEN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
523	MCBRIDE,GUY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
524	DUNLOP,DAVID	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
525	IACHETTA,CHRIS	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
526	JOHNSTON,CORY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
527	KOZAK,EMILIE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
529	ROMAIN,GERALDINE	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
530	WADE,SAMUEL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
531	AHIAEGBE,ENOHUOMEN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
532	BROUILLARD,BERNARD	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
533	STILLERT,CHRISTIAN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
534	LADOUCEUR,RACHAEL	CORPS OF COMM	SAULT AREA HOSPITAL
535	HUTZAN,CHRISTIAN	CORPS OF COMM	SAULT AREA HOSPITAL
536	SAUERZOPF,JUSTIN	CORPS OF COMM	SAULT AREA HOSPITAL
537	GRAWBARGER,KYLE	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
538	MCCAIG,BRANDON	CORPS OF COMM	SAULT AREA HOSPITAL
539	CUTLER,JESSE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
540	ZEPPA,ROBERT	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
541	DIMMA,WILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
542	RALPH,NANCY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
543	HAYNES,MICHAEL	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
544	NELSON,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
545	GRECO,BRYAN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
546	ZORIT,TRAVIS	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR.(CIVIC CENTRE)
549	WICKSTROM,IZAACK	G4S SECURE SOLUTIONS	AIRPORT
550	BADU,EDMUND	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
551	PIPER,ADAM	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
552	SENEGAL,GUDUR,DANIEL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
553	ST.PIERRE,WILLIAM	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
554	IRWIN,JACOB	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
555	ROY,DARCY	G4S SECURE SOLUTIONS	AIRPORT
556	ARCAND,SCOTT	G4S SECURE SOLUTIONS	AIRPORT
557	HUTCHING'S GEORGE	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
558	LARKIN,NICHOLAS	CORPS OF COMM	SAULT AREA HOSPITAL
559	SUMMERS,STEPHEN	CORPS OF COMM	SAULT AREA HOSPITAL
560	ADDISON,CHRISTOPHER	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
561	CARTER,TIGER	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
562	DEARING,DEVIN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
563	FLEURY,TAMMY-JO	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
564	LAPRADE,DANIEL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
565	LISCUMB,GERALD	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
566	SWEET,WILLARD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
567	BOSTON,CODY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
568	PICK,DENNY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
569	ZEPPA,JACOB	G4S SECURE SOLUTIONS	AIRPORT
570	BERTRAND,CHRISTOPHER	G4S SECURE SOLUTIONS	AIRPORT
571	BRESNAHAN,JAMES	SSM.AIRPORT CORP.	AIRPORT -SUPERVISOR OF BUSINESS OPERATIONS
572	BELANGER,COWAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
573	RHODES,LILIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
575	LALOUE,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
576	HULL,BRADLEY	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
577	LARIVIERE,EUGENE	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
578	MAKI,ROBERT	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
579	SANTERRE,JAYCE	CORPS OF COMM	SAULT AREA HOSPITAL
580	CHARETTE,ROBERT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
581	PAVONI,JORDAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
582	MAITLAND,DARLA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY&RES/ESSAR/GHC/CAMBRIAN MALL/TENARIS
583	MADIGAN,LORRI-ANNE	ELSTRONG MANAGEMENT	621,627,631 MACDONALD AVE
584	PROULX,PAUL	G4S SECURE SOLUTIONS	AIRPORT
585	WOODS,CAROL	G4S SECURE SOLUTIONS	AIRPORT
586	WERTH,KARL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH

587	GIULIETTI, MATTHEW	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
588	BRUCE-SHARP, MATTHEW	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
589	TWENTYMAN, DANIEL	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
590	WARMINGTON, KAYLA	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
591	KUSCH, CLINTON	G4S SECURE SOLUTIONS	AIRPORT/ HOSPITAL
592	ZACK, MOLLI	G4S SECURE SOLUTIONS	AIRPORT/ HOSPITAL
593	AMBEAULT, TYLER	G4S SECURE SOLUTIONS	AIRPORT/ HOSPITAL
594	PELOSO, MATT	G4S SECURE SOLUTIONS	AIRPORT/ HOSPITAL
595	SCHMIDT, DAVE	G4S SECURE SOLUTIONS	AIRPORT/ HOSPITAL
596	WAGNER, TODD	G4S SECURE SOLUTIONS	SAULT AREA HOSPITAL
597	WALLS, BRIAN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
598	COULL, ROBIN	NORPRO SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
599	BUMBACCO, CARL	CB HOME INSTALLATIONS	321 JOHN ST.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2014-40

PROPERTY SALE: (PR1.47) A by-law to authorize the sale of surplus property at 384 Dovercourt to Mary-Ann Borrelli in Trust.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **LANDS DECLARED SURPLUS**

The lands more particularly described in Schedule "A" to this by-law are surplus to the requirements of the municipality.

2. **SALE AUTHORIZED**

The Corporation of the City of Sault Ste. Marie shall sell the lands more particularly described in Schedule "A" hereto to the person or persons (or such other person or companies directed) and at the consideration shown therefore in the Schedule upon the conditions set out in Schedule "A".

3. **EXECUTION OF DOCUMENTS**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to complete the sale.

4. **SCHEDULE "A"**

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

5. **EFFECTIVE DATE**

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

PASSED in open Council this 3rd day of February, 2014.

ACTING MAYOR – TERRY SHEEHAN

CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\2014\2014-40 PROPERTY SALE OF 384 DOVERCOURT (BORRELLI).DOC

SCHEDULE "A" TO BY-LAW 2014-40

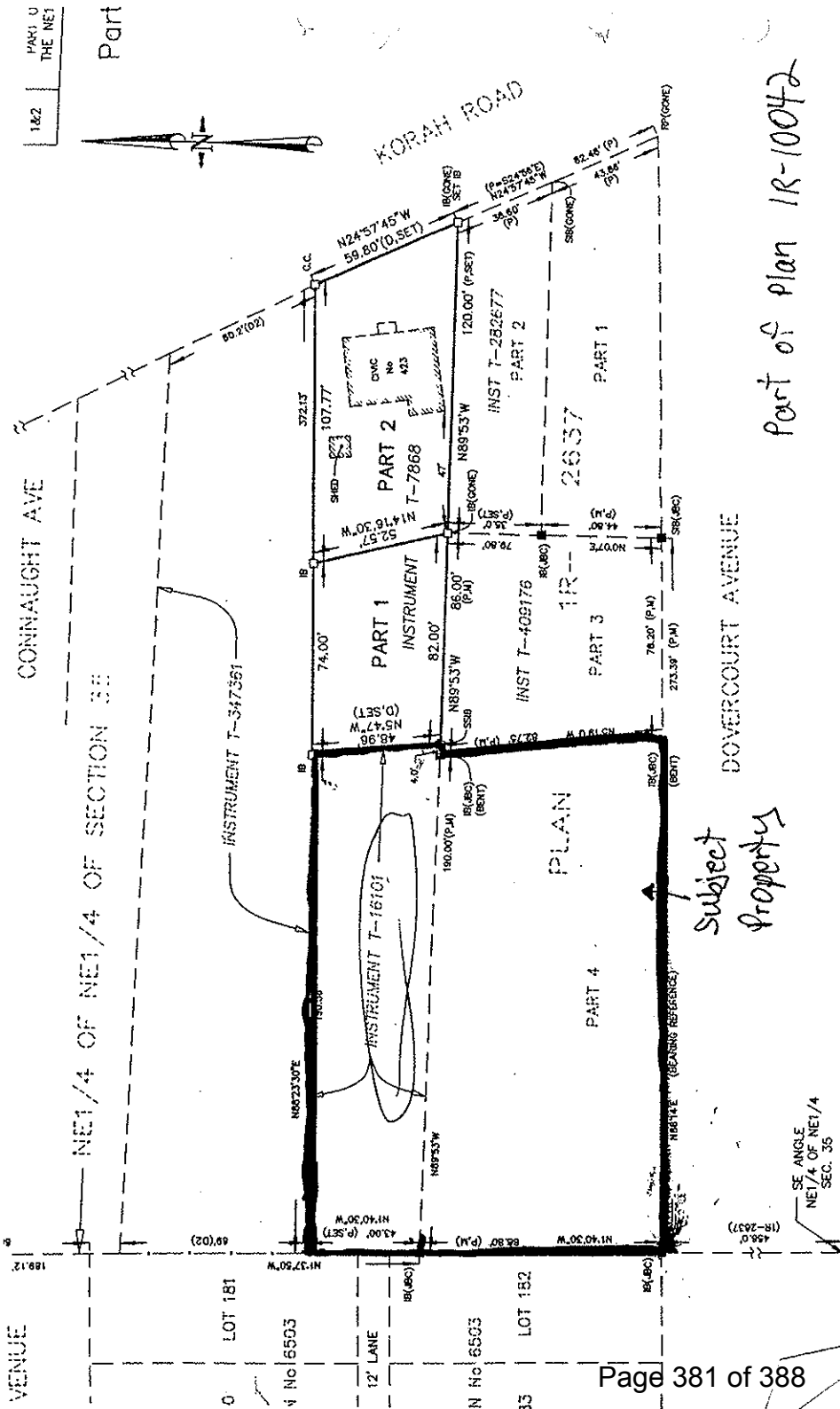
PURCHASER: MARY-ANN BORRELLI IN TRUST

ADDRESS: 384 DOVERCOURT

LEGAL DESCRIPTION: PIN 31589-0095 PT SEC 35 KORAH PT 4 1R2637
AND AS IN T16101; SAULT STE. MARIE

CONSIDERATION: Twenty-Five Thousand (\$25,000.00) Dollars
(plus HST)

Subject to the usual adjustments and any easements required.



Part of plan 1R-10042

Subject Property

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2014-23

LOCAL IMPROVEMENT: (L2.1) A by-law to authorize the construction of a concrete sidewalk on Queen Street East from Pine Street to the Golf Course Entrance under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works.

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. The Corporation shall construct the work described in Schedule "A" hereto as a local improvement under the said Act and in accordance with plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said work.
3. The construction and completion of the said work shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$27.00 per metre frontage shall be specially assessed upon the lots abutting directly on the said work according to the extent of their respective frontages thereon and the remainder of the cost of the work shall be borne by the Corporation.
6. The special assessments shall be paid in one payment by December 31st of the current year or in the alternative by ten equal annual installments.
7. The debentures to be issued for the loan to be effected to pay the cost of the work when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
8. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
9. The said Schedule "A" forms a part of this by-law.
10. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 3rd day of February, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

FIRST reading: February 3, 2014
SECOND reading: February 3, 2014
THIRD reading:



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Civic Centre
99 Foster Drive
P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2014-23, SECTION 3
REGULATION 586/06 MUNICIPAL ACT**

ENGINEER'S REPORT

2014 02 03

Nature of Work

Construction of: Construction of concrete sidewalk
On: Queen Street East
From: Pine Street
To: Golf Course Entrance

Estimated Cost of Work \$275,000.00

Estimated Assessable Abutting Frontage 1503.49m

Estimated Cost to be Borne by
Assessable Abutting Property \$40,594.23

Estimated Cost to be Borne by
The Corporation \$234,405.77

Special Rate per Metre Frontage \$27.00

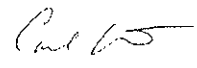
Estimated Interest Rate 3%
Term 10 years

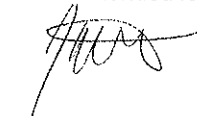
Estimated Annual Rate per Metre Frontage \$3.17

Estimated Lifetime of the Work 20 years

Respectfully submitted,

Recommended for approval,


Carl Rumel, P. Eng.
Design & Construction Engineer


Jerry D. Dolcetti, RPP
Commissioner of Engineering & Planning

CR/al
attachment

CORPORATION OF THE CITY OF SAULT STE. MARIE
CONCRETE SIDEWALK - SECTION 3

SCHEDULE "A"					BY-LAW 2014-23			
JOB NUMBER	STREET	FROM	TO	LENGTH	WIDTH	SIDE	ASSESSABLE FRONTAGE	ESTIMATED COST
A-14-9-01	Queen Street East	Pine Street	SSM Golf Club Entrance	2100m	1.5m - 3.0m	South	487.300m	\$275,000.00

CR/al
2014 02 03

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2014-36

LOCAL IMPROVEMENT: (L2.1) A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on Simpson Street from Forest Avenue to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works;

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie ENACTS as follows:

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31st of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 3rd day of February, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

FIRST reading: February 3, 2014

SECOND reading: February 3, 2014

THIRD reading:

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cf LEGAL\STAFF\BYLAWS\2014\2014-36 LOCAL IMPROVEMENTS Simpson Street



THE CORPORATION OF THE
CITY OF SAULT STE. MARIE

JAN 27 2014

LEGAL DEPARTMENT

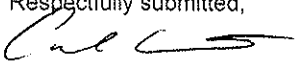
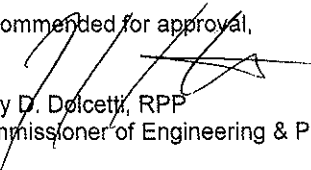
THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Civic Centre
99 Foster Drive
P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2014-36, SECTION 3
REGULATION 586/06 MUNICIPAL ACT**

ENGINEER'S REPORT

2014 02 03

Nature of Work	Construction of:	Construction of sanitary sewer, private drain connection and Class "A" pavement
	On:	Simpson Street
	From:	Forest Avenue
	To:	Wellington Street East
Estimated Cost of Work		\$287,000.00
Estimated Assessable Abutting Frontage		30.8m (Sanitary sewer) 82.3m (Class "A" pavement)
Estimated Cost to be Borne by Assessable Abutting Property		\$1,233.64 (Sanitary sewer) \$6,543.73 (Class "A" pavement)
Estimated Cost to be Borne by The Corporation		\$279,222.63
Special Rate per Metre Frontage		\$30.50 (Sanitary sewer) \$79.50 (Class "A" pavement)
Special Rate per Private Drain Connection		\$304.00
Estimated Interest Rate		3%
Term		10 years
Estimated Annual Rate per Metre Frontage		\$3.58 (Sanitary sewer) \$9.32 (Class "A" pavement)
Estimated Annual Rate per Private Drain Connection		\$35.64
Estimated Lifetime of the Work		20 years
Respectfully submitted,	Recommended for approval,	
		
Carl Rumel, P. Eng. Design & Construction Engineer	Jerry D. Dolcetti, RPP Commissioner of Engineering & Planning	
CR/al attachments		

**CORPORATION OF THE CITY OF SAULT STE. MARIE
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS- SECTION 3**

SCHEDULE "A"

BY-LAW 2014-36

JOB NUMBER	STREET	FROM	TO	LENGTH	SIZE	#OF P.D.C.	ASSESSABLE FRONTAGE	ESTIMATED COST
A-2014-5-02	Simpson Street	Forest Avenue	Wellington Street East	82m	250mm	2	30.8m	\$1,233.64

CR/al
2014 02 03

**CORPORATION OF THE CITY OF SAULT STE. MARIE
CLASS "A" PAVEMENT - SECTION 3**

SCHEDULE "B"

BY-LAW 2014-36

JOB NUMBER	STREET	FROM	TO	LENGTH	WIDTH	#OF P.D.C.	ASSESSABLE FRONTAGE	ESTIMATED COST
A-2014-7-02	Simpson Street	Forest Avenue	Wellington Street East	82m	10.0m	n/a	82.3m	\$6,543.73

CRAI
2014 02 03