



The Corporation of the City of Sault Ste. Marie
Regular Meeting of City Council
Agenda

Tuesday, October 14, 2025

5:00 pm

Council Chambers and Video Conference

Meetings may be viewed live on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

Pages

1. Land Acknowledgement

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

2. Adoption of Minutes

15 - 42

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that the Minutes of the Regular Council Meeting of September 22, 2025 be approved.

3. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda

4. Declaration of Pecuniary Interest

5. Approve Agenda as Presented

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that the Agenda for October 14, 2025 City Council Meeting as presented be approved.

6. Presentations

6.1 Aypa Power Canada – Proposed Battery Project 43 - 54

Ondrej Benjik, Director of Development, Aypa Power Canada

7. Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that all the items listed under date October 14, 2025 – Agenda item 7 – Consent Agenda be approved as recommended.

7.1 Preliminary Report of Integrity Commissioner 55 - 56

The preliminary report of the Integrity Commissioner is attached for the information of Council.

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo

Resolved that the Preliminary Report of the Integrity Commissioner dated October 7, 2025 be received as information.

7.2 Fire Chief Hiring Process Authorization 57 - 58

The report of the CAO is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that the report of the CAO dated October 14, 2025 concerning Fire Chief Hiring Process Authorization be received and that Council authorize staff to commence the hiring process as outlined.

7.3 2026 Council Meeting Schedule 59 - 61

The report of the City Clerk is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that the report of the City Clerk dated October 14, 2025 concerning 2026 Council meeting schedule be received and that the proposed schedule be approved.

7.4 Enterprise Resource Planning Strategy and Roadmap 62 - 118

The report of the Manager of Information Technology is attached for the consideration of Council.

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that the report of the Manager of Information Technology dated October 14, 2025 concerning the Enterprise Resource Planning Strategy and Roadmap be received as information.

7.5 Downtown Business Improvement Area Update 119 - 123

The report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.

The relevant By-law 2025-138 is listed elsewhere on the Agenda and will be read with all by-laws under that item

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated October 14, 2025 concerning the Downtown Business Improvement Area Update be received and that an operating request be referred to the 2026 budget.

7.6 YMCA Conditional Contribution Agreement – NOHFC 124 - 125

The report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.

The relevant By-law 2025-147 is listed elsewhere on the Agenda and will be read with all by-laws under that item.

7.7 Watch Tower Convention Agreement 2026 126 - 127

The report of the Director of Community Services is attached for the consideration of Council.

The relevant By-law 2025-151 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.8 Financial Assistance for National Sports Competition – Mixed Curling Team 2025 128 - 129

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025 concerning Financial Assistance for National Sports Competition – Mixed Curling Team 2025 be received and that a grant in the maximum amount currently eligible under the policy (\$600) to team

representative Charlie Robert be approved.

7.9 Provincial/National/International Competition Financial Assistance Policy Updates 130 - 132

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

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025 concerning Provincial/National/International Competition Financial Assistance Policy Updates be received and that amounts awarded for the National and International Sports Competitions, National and International Miscellaneous Competitions, and Provincial, National, and International Cultural Competitions be set as follows:

- Individual \$300
- One to 6 participants \$600
- One to 15 participants \$1,150
- 16+ participants \$1,500

and that the appropriate committees be delegated authority to approve grant applications.

7.10 Winter Control – Maintaining Services – Budget Requirement 133 - 137

A report of the Deputy CAO, Public Works and Engineering Services is attached for the consideration of Council.

Mover Councillor S. Kinach

Seconder Councillor A. Caputo

Resolved that the report of the Deputy CAO, Public Works and Engineering Services concerning Winter Control Budget Requirement be received and that Council support the recommendation that the five-year average expenditure be the basis for budget allocation for winter control starting with the 2026 budget.

Further that Public Works staff report back to Council regarding the winter control enhancements with the cost to implement such enhancements at a later date.

7.11 Hard Surface Courts 138 - 141

The report of the Director of Public Works and the Director of Community Services is attached for the consideration of Council.

Mover Councillor S. Kinach

Second Councillor A. Caputo

Resolved that the report of the Director of Public Works and the Director of Community Services dated October 14, 2025 concerning Hard Surface Courts be received and that Council direct staff to refer operating cost increases to the 2026 budget.

7.12 Herkimer Street Bridge Closure Update 142 - 145

The report of the Manager of Design and Transportation Engineering is attached for the consideration of Council.

Mover Councillor M. Bruni

Second Councillor R. Zagordo

Resolved that the report of the Manager of Design and Transportation Engineering dated October 14, 2025 concerning the Herkimer Street Bridge Closure Update be received and that staff proceed with the reinforcement and reopening of the Herkimer Street Bridge as per the recommendations and proceed with retaining a consulting engineer to begin the Municipal Class Environmental Assessment.

The relevant By-law 2025-145 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.13 2024 Building Report 146 - 148

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

Mover Councillor M. Bruni

Second Councillor R. Zagordo

Resolved that the report of the Chief Building Official dated September 25, 2025 concerning 2024 Building Division Annual Fee Report be received as information.

7.14 Establishment of Public Library 149 - 150

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

The relevant By-law 2025-149 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.15 Official Plan Update 151 - 255

The report of the Intermediate Planner is attached for the consideration of Council.

Mover Councillor M. Bruni

Second Councillor R. Zagordo

Resolved that the report of the Intermediate Planner dated October 14, 2025

concerning the Official Plan Update be received as information.

8. Reports of City Departments, Boards and Committees

8.1 Administration

8.2 Corporate Services

8.3 Community Development and Enterprise Services

8.3.1 Municipal Support Resolution – Proposed Battery Storage Project

256 - 262

The report of the Manager of Business Attraction is attached for the consideration of Council.

The relevant By-law 2025-146 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that the report of the Manager of Business Attraction, Economic Development dated October 14, 2025 concerning the proposed battery storage project be received and that Council approve the municipal support resolution as outlined below:

Project 1: Soo Reliability Project – 380MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project
- Technology of the Long-Term Capacity Services Project: Battery

Energy Storage System

- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 380MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

Mover Councillor M. Bruni

Secondar Councillor A. Caputo

Resolved that the report of the Manager of Business Attraction, Economic Development dated October 14, 2025 concerning the proposed battery storage project be received and that Council approve the municipal support resolution as outlined below:

Project 2: Soo Reliability Project II – 190MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project II LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project II
- Technology of the Long-Term Capacity Services Project: Battery Energy Storage System
- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 190MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.

2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 1. The Municipal Project Lands are not designated as Specialty Crop Areas;
 2. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 3. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 4. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

8.7 Planning

8.7.1 A-9-25-Z – 72 Corey Avenue (The Corporation of the City of Sault Ste. Marie) 263 - 273

The report of the Junior Planner is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that the report of the Junior Planner dated October 14, 2025 concerning A-9-25-Z – 72 Corey Avenue be received and that Council rezone the subject property from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2).

And that the Legal Department be requested to prepare the necessary by-law(s) to effect the same.

8.8 Boards and Committees

9. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council

9.1 DSSAB Presentation Request

Mover Councillor S. Kinach

Seconder Councillor M. Scott

Whereas the City of Sault Ste. Marie contributes a significant annual levy to the District Social Services Administration Board (DSSAB) in support of programs and services including housing, Ontario Works, and child care; and

Whereas DSSAB expenditures form a material portion of the City of Sault Ste. Marie's budget and directly affect the tax levy paid by residents; and

Whereas the City of Sault Ste. Marie, like many communities across Ontario, has experienced a marked increase in homelessness, housing insecurity, and related social pressures that require coordinated responses between municipal government, DSSAB, and community partners; and

Whereas Council recognizes the establishment of the HART (Homelessness Assistance Response Team) Hub as an important initiative in addressing urgent community needs, and wishes to better understand its funding, operations, and long-term sustainability within the broader DSSAB budget framework; and

Whereas City Council has a responsibility to ensure transparency, accountability, and effective stewardship of taxpayer funds allocated to external agencies, and to ensure that resources directed toward homelessness response and prevention achieve measurable outcomes

Now Therefore Be It Resolved That Sault Ste. Marie City Council formally request that representatives of the District Social Services Administration Board be summoned to attend and deliver a presentation during the City's annual budget proceedings.

9.2 PUC Solar Project Site Plan Control

Mover Councillor C. Gardi

Seconder Councillor M. Scott

Whereas at the September 22, 2025 Council Meeting the Council for the City of Sault Ste. Marie approved, in principle, a support resolution for the PUC West End Solar Farm in and around the Sault Ste. Marie Airport, Des Chenes Drive, Nokomis Beach Road, and other areas surrounding those locations; and

Whereas concern was raised by Council and neighbourhood residents about the prospect of solar panels on the locations shown by PUC as “Array 4” and Array 5”, specifically being areas near Des Chenes Drive and Nokomis Beach Road; and

Whereas the City of Sault Ste. Marie has delegated authority to the Planning Director with respect to Site Plan Control for all properties subject to Site Plan Control in the City of Sault Ste. Marie; and

Whereas the Sault Ste. Marie Airport Development Corporation is subject to site plan control, and the proposed Array 4 and Array 5 locations for solar panels are on Sault Ste. Marie Airport Development Corporation lands; and

Whereas the Council of the City of Sault Ste. Marie wishes to avoid, to the greatest degree possible, conflict between the installation of solar panels and the natural habitats and tranquility of the area, while recognizing the need for additional power generation in the community at large;

Now Therefore Be It Resolved That the Council of the City of Sault Ste. Marie revokes the delegation of Site Plan Control previously given to the Planning Director as it relates to Site Plan Control for the installation of Solar Panels in Array 4 or Array 5 of the PUC West End Solar Project, and assumes responsibility for approval of the site plan for any solar panels within those two locations.

10. Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution

11. Adoption of Report of the Committee of the Whole

12. Consideration and Passing of By-laws

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that all By-laws under item 12 of the Agenda under date October 14, 2025 be approved.

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

12.1.1 By-law 2025-138 (Improvement Area) Repeal By-law 76-419 Downtown Business Improvement Area BIA

274 - 274

A report from the Deputy CAO is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-Law 2025-138 being a by-law to repeal By-Law 76-419 (being a by-law to designate an area in the Sault Ste. Marie Central Business

District as an Improvement Area and to establish a Board of Management for Queenstown, the Sault Ste. Marie Central Business Improvement Area) and By-Laws 87-223 and 98-157 (being amending by-laws to 76-419) be passed in open Council this 14th day of October, 2025.

12.1.2 By-law 2025-145 (Temporary Street Closing) Herkimer Street 275 - 275

A report from the Manager of Design and Transportation Engineering is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law #2025-145 being a by-law to authorize the temporary closing of Herkimer Street between Victoria Street and Carpin Beach Road to permit reinforcement of the Herkimer Street Bridge be passed in open Council this 14th day of October, 2025.

12.1.3 By-law 2025-146 (Agreement) Soo Reliability Project LP (Aypa) Municipal Support Resolution 276 - 286

A report from the Manager of Business Attraction, Economic Development is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-146 being a by-law to authorize the execution of the Agreement between the City and Soo Reliability Project LP (Aypa) for two proposed battery storage projects in the form of a Municipal Support Resolution be passed in open Council this 14th day of October, 2025.

12.1.4 By-law 2025-147 (Agreement) YMCA and Northern Ontario Heritage Fund Corporation (NOHFC) Conditional Contribution 287 - 312

A report from the Deputy CAO Community and Development Enterprise Services is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-147 being a by-law to authorize the execution of the Conditional Contribution Agreement between the City, Northern Ontario Heritage Fund Corporation (NOHFC) and Young Men's Christian Association of Sault Ste. Marie (YMCA) costs related to carrying out repairs, renovations and upgrades to critical systems and high-use areas of the fitness centre, pool, and gymnasium be passed in open Council this 14th day of October, 2025

12.1.5 By-law 2025-148 (Street Assumptions) Various Parcels of Land 313 - 314

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-148 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 14th day of October, 2025.

12.1.6 By-law 2025-149 (Local Board) Establishment of Public Library 315 - 316

A report from the City Solicitor is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-149 being a by-law to establish a Public Library for the City of Sault Ste. Marie.

12.1.7 By-law 2025-151 (Agreement) Watch Tower Bible and Tract Society of Canada Convention 2026 317 - 326

A report from the Director of Community Services is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-151 being a by-law to authorize the execution of the Agreement between the City and the Watch Tower Bible and Tract Society of Canada for the Watch Tower Convention 2026 be passed in open Council this 14th day of October, 2025.

12.1.8 By-law 2025-152 (Traffic) 77-200 Amendments 327 - 329

Council Report was passed by Council resolution on October 1, 2014 and January 13, 2025.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-Law 2025-152 being a by-law to amend Schedules "A", "K", "X" and "BB" to Traffic By-law 77-200 be passed in open Council this 14th day of October, 2025.

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

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

13. Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda

14. Closed Session

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that this Council move into closed session to discuss:

- one item concerning a proposed acquisition of land by the municipality or local board;
- two items concerning labour relations or employee negotiations

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

Municipal Act R.S.O.2001 – s. 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board; (d) labour relations or employee negotiations

15. Adjournment

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL

MINUTES

Monday, September 22, 2025

5:00 pm

Council Chambers and Video Conference

Present: Mayor M. Shoemaker, Councillor S. Hollingsworth, Councillor S. Spina, Councillor L. Dufour, Councillor L. Vezeau-Allen, Councillor A. Caputo, Councillor R. Zagordo, Councillor M. Bruni, Councillor S. Kinach, Councillor C. Gardi, Councillor M. Scott

Officials: T. Vair, R. Tyczinski, S. Schell, S. Hamilton Beach, B. Lamming, J. King, P. Johnson, N. Maione, P. Tonazzo, C. Rumiel, D. Perri, T. Anderson, F. Coccimiglio, T. Vecchio, M. Zuppa, R. Van Staveren, K. Neveu, M. McAuley, D. Morrell, K. Pulkkinen

14. Closed Session

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that this Council move into closed session to discuss:

- one item concerning a disposition of land;
- one item subject to solicitor-client privilege;
- one item supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position of an organization; and
- one item concerning negotiations carried on or to be carried on by or on behalf of the municipality or local board

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

Municipal Act R.S.O.2001 – s. 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board; (f) advice that is subject to solicitor-client privilege; (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

Carried

1. Land Acknowledgement

Darrell Boissoneau of Garden River First Nation reflected on the significance of the Wampum Belt, outlining its purpose, intent, and the promise conveyed through its teachings. He then led a smudge and shared with representatives of the City of Sault Ste. Marie. In 2024, the Wampum Belt was gifted to the City by Garden River First Nation and was officially placed in Council Chambers. It stands as a reminder of the collective responsibility to work toward the greater good of the future through harmony and partnership.

2. Adoption of Minutes

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that the Minutes of the Regular Council Meeting of September 2, 2025 be approved.

Carried

3. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda

4. Declaration of Pecuniary Interest

4.1 Mayor M. Shoemaker – Seniors Drop-In Centre – Second Extension Agreement

One of the parties to the agreement is a client of the law firm.

4.2 Mayor M. Shoemaker – By-law 2025-140 (Agreement) Sault Ste. Marie Housing Corporation Seniors Drop in Centre Second Extension 619 and 615 Bay Street

One of the parties to the agreement is a client of the law firm.

4.3 Councillor L. Dufour – Seniors Drop-In Centre – Second Extension Agreement

Employed by Sault Ste. Marie DSSAB.

4.4 Councillor L. Dufour – By-law 2025-140 (Agreement) Sault Ste. Marie Housing Corporation Seniors Drop in Centre Second Extension 619 and 615 Bay Street

Employed by Sault Ste. Marie DSSAB.

5. Approve Agenda as Presented

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that the Agenda for September 22, 2025 City Council Meeting and Addenda #1 and #2 as presented be approved.

Carried

6. Presentations

6.1 Wind Farm Project

Will Colucci, Project Lead; Toby Shepherd, Community Engagement Manager; EDF power solutions (EDF)

Jim Tait, Senior Director, Energy; Batchewana First Nation

6.2 PUC – Solar Projects

Andy McPhee, Chair; and Rob Brewer, President and CEO

Jim Tait, Senior Director, Energy, Batchewana First Nation

7. Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda

Moved by: Councillor M. Scott

Seconded by: Councillor L. Dufour

Resolved that all the items listed under date September 22, 2025 – Agenda item 7 – Consent Agenda save and except Agenda items 7.4, 7.8, and 7.10 be approved as recommended.

Carried

7.1 2026 Budget – Mayoral Direction

7.2 2025 City of Sault Ste Marie Credit Rating

The report of the Chief Financial Officer/Treasurer was received by Council.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Dufour

Resolved that the report of the Chief Financial Officer/Treasurer dated September 22, 2025 concerning the 2025 City of Sault Ste. Marie Credit Rating be received as information.

Carried

7.3 Election 2026 – Budget Update

The report of the City Clerk was received by Council.

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the City Clerk dated September 22, 2026 concerning Election 2026 – Budget Update be received and that \$46,000 be reallocated from the IT Equipment Reserve (2024 Capital Budget) to the Election Reserve.

Carried

7.5 Tourism Development Fund Applications – September 2025

The report of the Director of Tourism and Community Development was received by Council.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Dufour

Resolved that the report of the Director of Tourism and Community Development dated September 22, 2025 concerning Tourism Development Fund Applications – September 2025 be received and that the recommendation of the Tourism Sault Ste. Marie Board of Directors to allocate \$22,000 as detailed below:

- Henderson Metal Fall Classic – \$10,000;
- Northeastern Ontario Regional Swim Meet – \$2,000; and
- Conference Bid #2025-001 – \$10,000.

be approved.

Carried

7.6 Designated Heritage Property Grant 1048 Queen Street East

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

Moved by: Councillor M. Scott

Seconded by: Councillor L. Dufour

Resolved that the report of the Manager of Recreation and Culture dated September 22, 2025 concerning Designated Heritage Property Grant 1048 Queen Street East (Eastbourne) for a grant in the amount of \$1,452 to support the restoration and painting of the porch at 1048 Queen Street East be approved.

Carried

7.7 Pedestrian Crossovers

The report of the Manager of Design and Transportation Engineering was received by Council.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Dufour

Resolved that the report of the Manager of Design and Transportation Engineering dated September 22, 2025 concerning Pedestrian Crossovers be received and that staff perform PXO compliance studies to develop a list of priority locations that may be enhanced through the additional flashing beacons installed on the overhead sign.

Carried

7.9 Civic Centre Parking Lot

The report of the City Solicitor was received by Council.

The relevant By-law 2025-128 is listed under item 12 of the Minutes.

7.11 Lane Assumption, Closing and Conveyance – Lyons A Subdivision

The report of the Assistant City Solicitor/Senior Litigation Counsel was received by Council.

The relevant By-laws 2025-141 and 2025-142 are listed under item 12 of the Minutes.

7.12 Housing Community Improvement Plan Update No. 1

The report of the Administrative Clerk – Housing Support was received by Council.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the Administrative Clerk – Housing Support dated September 22, 2025 concerning Housing Community Improvement Plan Incentive Programs Update be received as information.

Carried

7.4 Transit On-Demand Amendment and Extension – Via Mobility, LLC

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

The relevant By-Law 2025-137 is listed under item 12 of the Minutes.

7.8 Hope's Cradle

The report of the City Solicitor was received by Council.

Amendment:

Moved by: Councillor A. Caputo

Seconded by: Councillor L. Vezeau-Allen

Resolved that the main motion be amended by adding the words "that Hope's Cradle be implemented in an appropriate location in 2026."

	For	Against	Conflict	Absent
Mayor M. Shoemaker		X		
Councillor S. Hollingsworth		X		

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Councillor S. Spina		X		
Councillor L. Dufour		X		
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo		X		
Councillor M. Bruni		X		
Councillor S. Kinach		X		
Councillor C. Gardi				X
Councillor M. Scott		X		
Results	2	8	0	1
				Defeated

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the City Solicitor dated September 22, 2025 concerning Hope's Cradle be received as information.

Carried

7.10 Seniors Drop-In Centre – Second Extension Agreement

Mayor M. Shoemaker declared a conflict on this item. (One of the parties to the agreement is a client of the law firm.

Councillor L. Dufour declared a conflict on this item. (Employed by Sault Ste. Marie DSSAB)

The report of the Assistant City Solicitor/Senior Litigation Counsel was received by Council.

The relevant By-law 2025-140 is listed under item 12 of the Minutes.

8. Reports of City Departments, Boards and Committees

8.1 Administration

8.1.1 Former Sault Area Hospital Update

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

The relevant By-law 2025-144 is listed under item 12 of the Minutes.

8.2 Corporate Services

8.3 Community Development and Enterprise Services

8.3.1 Municipal Support Resolution – Proposed Wind Farm Project

The report of the Manager of Business Attraction was received by Council.

The relevant By-Law 2025-135 is listed under item of the Minutes.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the Manager of Business Attraction dated September 22, 2025 concerning the proposed wind farm project be received and that Council approve the municipal support resolution as outlined below:

Whereas the Proponent is proposing to construct and operate a Long-Term Energy Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Energy Supply (Window 1) Request for Proposals (“LT2(e-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(e-1) RFP; and

Whereas the Proponent has delivered a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Energy Project (if available): To Be Determined by the IESO
- Legal name of the Proponent: Canuck Wind Project Inc.
- Name of the Long-Term Energy Project: Canuck Wind Project
- Technology of the Long-Term Energy Project: Wind
- Maximum potential Contract Capacity of the Long-Term Energy Project (in MW): 200 MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 313500102, 313500106, 313500107, 313500108, 313500111, 313500115, 313500118, 313500120, 315080022, 315990016, 315990025, 315990070, 316000023, 316000048, 316000049, 316010152, 316180057, 316180059, 316180061, 316180090, 316180106, 316180205, 316000005, 316000006, 316180043, 316180077, 316180601, 315990026, 316000011, 316000012, 316000013, 316000051, 316180073, 316180111, 313500003, 313500109, 313500001, 313500002, 313500110, 313500117, 315990017, 315990029, 316000015. Note: These are the PINs that represent the buildable area for this project. As the project continues to progress, some of these PINs could adjust, for example as a result of environmental studies. EDF has tried to be inclusive of all areas that could host equipment. EDF will communicate any changes to the City of Sault Ste. Marie as soon as possible.

Whereas pursuant to the LT2(e-1) RFP, if the Long-Term Energy Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation, which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Energy Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(b)(iii) of the LT2(e-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Energy Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Energy Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the Pre-AIA Submission Filing Requirement to the satisfaction of the Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(e-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete an Agricultural Impact Assessment.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth		X		
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			

Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	10	1	0	0
Carried				

8.3.2 Municipal Support Resolution – Proposed Solar Project

The report of the Manager of Business Attraction was received by Council.

Joe Bisceglia and Stevie Rae Luzzi were in attendance and made delegations to Council.

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that the report of the Manager of Business Attraction dated September 22, 2025 concerning the proposed solar projects be received and that Council approve the following municipal support resolutions as outlined below:

Project 1: Sault Ste. Marie West End Solar Project I Leigh's Bay

Whereas the Proponent is proposing to construct and operate a Long-Term Energy Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Energy Supply (Window 1) Request for Proposals (“LT2(e-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(e-1) RFP; and

Whereas the Proponent has delivered a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Energy Project (if available): N/A
- Legal name of the Proponent: 1001341379 Ontario Inc.
- Name of the Long-Term Energy Project: Sault Ste. Marie West End Solar Project I Leighs Bay
- Technology of the Long-Term Energy Project: Solar Photovoltaic (PV) Generation
- Maximum potential Contract Capacity of the Long-Term Energy Project (in MW): 35.2MW

- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 1643 Third Line West, Sault Ste. Marie, ON P6A 5K8; 1513 Third Line West, Sault Ste. Marie, ON P6C 3B5; 1169 Leigh's Bay Road, Sault Ste. Marie, ON P6A 5K8.

Whereas pursuant to the LT2(e-1) RFP, if the Long-Term Energy Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Energy Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(b)(iii) of the LT2(e-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Energy Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Energy Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the Pre-AIA Submission Filing Requirement to the satisfaction of the Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(e-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete an Agricultural Impact Assessment.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			

Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	11	0	0	0

Carried

Moved by: Councillor M. Scott

Seconded by: Councillor L. Dufour

Project 2: Sault Ste. Marie West End Solar Project I Carpin Beach

Whereas the Proponent is proposing to construct and operate a Long-Term Energy Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Energy Supply (Window 1) Request for Proposals (“LT2(e-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(e-1) RFP; and

Whereas the Proponent has delivered a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Energy Project (if available): N/A
- Legal name of the Proponent: 1001341379 Ontario Inc.
- Name of the Long-Term Energy Project: Sault Ste. Marie West End Solar Project I Carpin Beach
- Technology of the Long-Term Energy Project: Solar Photovoltaic (PV) Generation
- Maximum potential Contract Capacity of the Long-Term Energy Project (in MW): 17.6MW

- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 846 Carpin Beach Road, Sault Ste. Marie, ON, P6A 5K8

Whereas pursuant to the LT2(e-1) RFP, if the Long-Term Energy Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Energy Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(b)(iii) of the LT2(e-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Energy Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Energy Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 1. The Municipal Project Lands are not designated as Specialty Crop Areas;
 2. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 3. The Proponent has satisfied the Pre-AIA Submission Filing Requirement to the satisfaction of the Municipality; and
 4. If the Proponent is selected as a Selected Proponent under the LT2(e-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete an Agricultural Impact Assessment.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour	X			

Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	11	0	0	0
Carried				

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Dufour

Project 3: Sault Ste. Marie West End Solar Project I Leigh's Bay and Carpin Beach Combined

Whereas the Proponent is proposing to construct and operate a Long-Term Energy Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Energy Supply (Window 1) Request for Proposals ("LT2(e-1) RFP") issued by the Independent Electricity System Operator ("IESO"); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(e-1) RFP; and

Whereas the Proponent has delivered a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Energy Project (if available): N/A
- Legal name of the Proponent: 1001341379 Ontario Inc.
- Name of the Long-Term Energy Project: Sault Ste. Marie West End Solar Project I
- Technology of the Long-Term Energy Project: Solar Photovoltaic (PV) Generation
- Maximum potential Contract Capacity of the Long-Term Energy Project (in MW): 50MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 1643 Third Line West, Sault Ste. Marie, ON P6A 5K8; 1513 Third Line West, Sault Ste. Marie, ON P6C 3B5; 1169 Leigh's Bay Road, Sault Ste. Marie, ON P6A 5K8; 846 Carpin Beach Road, Sault Ste. Marie, ON, P6A 5K8.

Whereas pursuant to the LT2(e-1) RFP, if the Long-Term Energy Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Energy Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(b)(iii) of the LT2(e-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Energy Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Energy Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the Pre-AIA Submission Filing Requirement to the satisfaction of the Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(e-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete an Agricultural Impact Assessment.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			

Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	11	0	0	0
Carried				

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Project 4: Sault Ste. Marie West End Solar Project II Airport

Whereas the Proponent is proposing to construct and operate a Long-Term Energy Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Energy Supply (Window 1) Request for Proposals (“LT2(e-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(e-1) RFP; and

Whereas the Proponent has delivered a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Energy Project (if available): N/A
- Legal name of the Proponent: 1001341430 Ontario Inc.
- Name of the Long-Term Energy Project: Sault Ste. Marie West End Solar Project II Airport
- Technology of the Long-Term Energy Project: Solar Photovoltaic (PV) Generation
- Maximum potential Contract Capacity of the Long-Term Energy Project (in MW): 200MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands:
 - PT SEC 3 PARKE AS IN T155779 EXCEPT PT 9 1R2116; SAULT STE. MARIE;
 - Subdivided portion of PCL 3937 SEC AWS; PT SEC 11 PARKE AS IN LT 36088 EXCEPT LT49740; SAULT STE. MARIE, being PART OF PIN 31615-0058;
 - PT SEC 3 PARKE AS INT155779 EXCEPT 9 1R2116; SAULT STE. MARIE;
 - PT SEC 3 PARKE AS IN T142510 EXCEPT PT 11 1E2116; SAULT STE. MARIE;

- PT SEC 11 PARKE AS IN T153674 EXCEPT PT 5 1R2116; SAULT STE. MARIE.

Whereas pursuant to the LT2(e-1) RFP, if the Long-Term Energy Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Energy Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(b)(iii) of the LT2(e-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Energy Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Energy Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the Pre-AIA Submission Filing Requirement to the satisfaction of the Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(e-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete an Agricultural Impact Assessment.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth		X		
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo		X		

Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott		X		
Results	8	3	0	0
				Carried

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

8.7 Planning

8.7.1 A-7-25-Z – Repeal and Replacement of Schedule A to By-law 2025-127

The report of the Junior Planner was received by Council.
The relevant By-law 2025-143 is listed under item 12 of the Minutes.

8.8 Boards and Committees

8.8.1 PUC Shareholder

Moved by: Councillor C. Gardi
Seconded by: Councillor L. Vezeau-Allen

Resolved that City Council is now authorized to meet in open session as the sole shareholder of PUC Inc. and PUC Services Inc.; and
Further Be It Resolved that City Council appoints Mayor Matthew Shoemaker as Council's proxy to vote on the resolutions of the shareholder of PUC Inc. and PUC Services Inc.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			

Councillor A. Caputo	X
Councillor R. Zagordo	X
Councillor M. Bruni	X
Councillor S. Kinach	X
Councillor C. Gardi	X
Councillor M. Scott	X

Results	11	0	0	0
				Carried

8.8.1.1 PUC Inc. Board of Directors Appointment

Be It Resolved That the following individual(s) are recommended for election:

- Danielle Baker is recommended for election to commence a 3-year term on the Board.

8.8.1.2 PUC Services Inc. Board of Directors Appointment

Be It Resolved That the following individual(s) are recommended for election:

- Danielle Baker is recommended for election to commence a 3-year term on the Board.

8.8.1.3 Shareholder Resolutions – IESO LT2 Partnerships

1001341379 Ontario Inc.

Whereas the City of Sault Ste. Marie, as the Shareholder of PUC Inc., has established a Shareholder Declaration that requires PUC Inc. to seek and receive shareholder approval for equity investments and capital expenditures in excess of established thresholds; and

Whereas the City of Sault Ste. Marie requires additional generation capacity in the west end to support community growth and economic development;

Now Therefore Be It Resolved that the City Council of Sault Ste. Marie hereby approves PUC Inc. purchasing, at a minimum, ten percent (10%) of the common shares of 1001341379 Ontario Inc., established for the purpose of submitting solar generation projects into the IESO Long-Term 2 (LT2) procurement process.

1001341430 Ontario Inc

Whereas the City of Sault Ste. Marie, as the Shareholder of PUC Inc., has established a Shareholder Declaration that requires PUC Inc. to seek and receive shareholder approval for equity investments and capital expenditures in excess of established thresholds; and

Whereas the City of Sault Ste. Marie requires additional generation capacity in the west end to support community growth and economic development;

Now Therefore Be It Resolved that the City Council of Sault Ste. Marie hereby approves PUC Inc. purchasing, at a minimum, ten percent (10%) of the common shares of 1001341430 Ontario Inc., established for the purpose of submitting solar generation projects into the IESO Long-Term 2 (LT2) procurement process.

8.8.2 Board and Committee Appointments

The Board and Committee Nominating Task Force met on September 15, 2025 to review applications to various boards and committees.

Moved by: Councillor S. Spina

Seconded by: Councillor L. Dufour

Resolved that all the items listed under date September 22, 2025 – Agenda item 8.8.2 – Board and Committee Appointments save and except Agenda item 8.8.2.2 be approved as recommended.

Carried

8.8.2.1 Cultural Vitality Committee

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that community members Anne Arnott, Eunbyeol Cho, and Dawn Lalonde be appointed to the Cultural Vitality Committee from September 22, 2025 to December 31, 2026.

Carried

8.8.2.3 Environmental Sustainability Committee

Moved by: Councillor C. Gardi

Seconded by: Councillor L. Vezeau-Allen

Resolved that Trishala Parmar be appointed to the Environmental Sustainability Committee from September 22, 2025 to December 31, 2026.

Carried

8.8.2.4 Property Standards Committee

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that Frank Bruni, Joseph Greco, Wayne Greco, Melinda McGregor, and Anthony Rossi be appointed to the Property Standards Committee from September 22, 2025 to December 31, 2025.

And that the Legal Department be requested to prepare a by-law for a future meeting.

Carried

8.8.2.5 Sault Ste. Marie Economic Development Committee

Moved by: Councillor M. Scott

Seconded by: Councillor L. Dufour

Resolved that Donatello Marini and Amanda Stitt be appointed to the Sault Ste. Marie Economic Development Corporation Board from September 22, 2025 to December 31, 2026.

Carried

8.8.2.2 Downtown Development Committee

Mayor M. Shoemaker and Councillor S. Kinach indicated an interest in serving on this Committee; therefore, a simultaneous recorded vote was held.

Mayor M. Shoemaker

Councillor S. Kinach

Mayor Shoemaker

Councillor S. Hollingsworth

Councillor S. Spina

Councillor S. Kinach

Councillor L. Vezeau-Allen

Councillor L. Dufour

Councillor A. Caputo

Councillor R. Zagordo

Councillor M. Bruni

Councillor M. Scott

Moved by: Councillor M. Scott

Seconded by: Councillor L. Dufour

Resolved that Mayor Shoemaker and community members Isabella Buratti, Dennis Houle, Jamie MacDonald, Donatello Marini, Jason Naccarato, Marie-Lyne O'Brien, Andre Riopel, and Sophia Stone be appointed to the Downtown Development Committee from September 22, 2025 to December 31, 2026.

Carried

9. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council

9.1 Kindness Week

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor S. Spina

Whereas the Government of Canada declared Kindness Week as the third week of February; and

Whereas the federal Kindness Week Act was enacted in 2021; and

Whereas the Act states that kindness encourages values such as empathy, respect, gratitude and compassion; and

Whereas the 2023 End-of-the-Year Message from Governor General Mary Simon implored Canadians to “Let us rekindle our connections to one another and face challenges, change and progress with a renewed sense of unity...and commitment to make the country a better – and kinder – place”; and

Whereas Kindness Week is celebrated in other Canadian communities; and

Whereas by taking part in Kindness Week, community members are helping make a positive impact in our City

Now Therefore Be It Resolved that the City of Sault Ste. Marie officially declares the third week of February as Kindness Week and promotes Kindness activities throughout the community.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour				X
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi				X
Councillor M. Scott	X			
Results	9	0	0	2
Carried				

9.2 Snowdon Park Pickleball Courts

Moved by: Councillor S. Hollingsworth

Seconded by: Councillor S. Spina

Whereas pickleball is one of the fastest growing sports in Sault Ste. Marie, with participation numbers increasing each year with approximately 200 registered members of the Soo

Pickleball Association in 2021, doubling to 416 in 2022, with much of this growth likely attributable to the City's decision to construct Elliot Park; and

Whereas participation has continued to increase each year, with 2025 figures showing 925 players registered through a court-booking app, not including the many additional residents who play but are not formally registered; and

Whereas demand for courts is outpacing supply, creating long wait times at outdoor facilities and capacity issues indoors; and

Whereas it is the responsibility of a municipality to offer free, affordable space for physical activity for all residents; and

Whereas preventative repairs are less costly than full reconstruction if "non-essential" services such as the Snowdon Park courts are maintained and invested in; and

Whereas the Snowdon Park tennis and pickleball courts serve as a true community hub, used daily by constituents of all ages from across the City; and

Whereas outdoor recreation facilities such as tennis and pickleball courts are an important part of community health, wellness, and active living, aligning with the objectives outlined in the City's Parks and Recreation Master Plan; and

Whereas investment in safe and modern recreation facilities also brings broader economic and social benefits, including opportunities to host tournaments, attract visitors, promote active living for seniors, support youth engagement, and reduce long-term health care costs through preventative wellness; and

Whereas access to safe and properly designed courts will help meet the growing demand for pickleball while maintaining tennis opportunities, ensuring that residents of all ages have access to inclusive and sustainable recreation options;

Whereas constituents have expressed a willingness to work with the City and are prepared to assist through fundraising or individual donations if project costs exceed any budgeted amount. Once the project is complete they will discuss with City staff the Adopt-a-Park program to support ongoing costs related to the facility;

Now Therefore Be It Resolved that City Council request that staff refer the cost to upgrade Snowdon Park, including the courts and resurfacing to the 2026 preliminary budget.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			

Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	11	0	0	0
Carried				

9.3 Review of Recreation Fees for Non-Residents

Moved by: Councillor S. Kinach

Seconded by: Councillor M. Bruni

Whereas the City of Sault Ste. Marie, under the authority of the *Municipal Act, 2001, S.O. 2001, c. 25*, may impose fees and charges for services and the use of municipal facilities; and

Whereas the City of Sault Ste. Marie and its residents invest significant municipal tax dollars in the operation, maintenance, and improvement of recreation facilities and programs for the benefit of its residents; and

Whereas surrounding municipalities and unorganized areas have access to City-operated recreational facilities and services, though they do not directly contribute through municipal property taxation to the cost of their operation;

Now Therefore Be It Resolved that staff be requested to report back to Council as part of the 2026 budget process with a plan to either increase non-resident recreation fees or establish community-to-community agreements with surrounding townships.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			

Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi				X
Councillor M. Scott	X			
Results	10	0	0	1
Carried				

9.4 Allotting MAT Tax to Activate Downtown Plaza

Moved by: Councillor A. Caputo

Seconded by: Councillor L. Vezeau-Allen

Whereas the Municipal Accommodation Tax (MAT) is a tax charged at a rate of 6% to guests staying in short-term accommodations within Sault Ste. Marie to ensure that visitors help fund local tourism; and

Whereas revenues are mandated to be reinvested into marketing and product development that benefit both residents and tourists, contributing to Sault Ste. Marie's economic and cultural growth; and

Whereas a portion of the MAT fund remains within the City Tourism Division to support tourism related product development initiatives and operations; and

Whereas the Downtown Plaza is a piece of local infrastructure that can and should host local events and experiences promoting tourism; and

Whereas the current budget for events at the Downtown Plaza is very limited;

Now Therefore Be It Resolved that staff be requested to report back to Council with a detailed budget to provide adequate funding from MAT to properly activate the Downtown Plaza during all four seasons.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth		X		
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			

Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi				X
Councillor M. Scott	X			
Results	9	1	0	1
Carried				

10. Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution

11. Adoption of Report of the Committee of the Whole

12. Consideration and Passing of By-laws

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that all By-laws under item 12 of the Agenda under date September 22, 2025 save and except By-law 2025-140 be approved.

Carried

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

12.1.1 By-law 2025-128 (Parking Civic Centre) Amend By-law 90-245

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-law 2025-128 being a by-law to amend By-law 90-245 (being a by-law regulating Parking for the Civic Centre) be passed in open Council this 22nd day of September, 2025.

Carried

**12.1.2 By-law 2025-135 (Agreement) EDF Power Solutions Development Inc. (Corey Basil)
Proposed Wind Farm**

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-law 2025-135 being a by-law to authorize the execution of the Agreement between the City and EDF Power Solutions Development Inc. (Cory Basil) for a proposed wind farm in the form of an executed Municipal Support Resolution be passed in open Council this 22nd day of September, 2025.

Carried

12.1.3 By-law 2025-137 (Agreement) Via Mobility On Demand Transit Technology Amendment

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-Law 2025-137 being a by-law to authorize the execution of the Amending Agreement between the City and Via Mobility, LLC for the On-Demand Transit Technology System be passed in open Council this 22nd day of September, 2025.

Carried

12.1.4 By-law 2025-139 (Zoning by-Law 2005-150) Parking Amendments to Zoning By-law 2005-150

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-Law 2025-139 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 for the purpose of revising and updating City-wide parking regulations be passed in open Council this 22nd day of September, 2025.

Carried

12.1.6 By-law 2025-141 (Street Assumption) Part Laneway Abutting 206 St. George's Avenue West

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-law 2025-141 being a by-law to assume for public use and establish as a public street a portion of laneway described as PART PIN 31572-0050 (LT) PT LT 23 PL 6061 KORAH AS IN T127796; LANE PL 6061 KORAH LYING E OF HUSTON ST (AKABEVERLY) PL 6061 EXCEPT T134490 & T134491; SAULT STE. MARIE, Lyons "A" Subdivision be passed in open Council this 22nd day of September, 2025.

Carried

12.1.7 By-law 2025-143 (Zoning) Fox Run Subdivision (Housekeeping Amendments Installment One)

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-law 2025-143 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 163 Memorial Avenue; 2, 3, 6, 7, 10, 11, 14, 15, 18, 19, 22, 23, 27, 30, 31, 34, 35, 38, 29, 42, 43, 46, 50, 54, 58, 79 Mulberry Street; and 159 Foxborough Trail (Fox Run Subdivision) be passed in open Council this 22nd day of September, 2025.

Carried

12.1.8 By-law 2025-144 (Property Sale) Agreement Purchase and Sale GIP former hospital property

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-Law 2025-144 being a by-law to amend Schedule "A" to By-law 2024-171 being a by-law to authorize the sale of surplus property being Civic 941 Queen Street East, legally described in PIN 31539-0151(LT); Civic 941 Queen Street East Water Lot, legally described in PIN 31539-0153(LT); and Civic 10 Lucy Terrace, legally described in PIN 31539-0148(LT) to Green Infrastructure Partners Inc. ("GIP") be passed in open Council this 22nd day of September, 2025.

Carried

12.1.5 By-law 2025-140 (Agreement) Sault Ste. Marie Housing Corporation Seniors Drop in Centre Second Extension 619 and 615 Bay Street

Mayor M. Shoemaker declared a conflict on this item. (One of the parties to the agreement is a client of the law firm.)

Councillor L. Dufour declared a conflict on this item. (Employed by Sault Ste. Marie DSSAB.)

Moved by: Councillor M. Scott

Seconded by: Councillor L. Vezeau-Allen

Resolved that By-Law 2025-140 being a by-law to authorize the execution of the Second Extension Agreement between the City and Sault Ste. Marie Housing Corporation for a lease of space for Seniors Drop In Centre located at 619 and 615 Bay Street be passed in open Council this 22nd day of September, 2025.

	For	Against	Conflict	Absent
Mayor M. Shoemaker			X	
Councillor S. Hollingsworth	X			
Councillor S. Spina	X			
Councillor L. Dufour			X	
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			

Councillor C. Gardi				X
Councillor M. Scott	X			
Results	8	0	2	1
				Carried

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

12.2.1 By-law 2025-142 (Street Closing and Conveyance) Part Laneway Abutting 206 St. George's Avenue West (Gaspere and Colleen Muto)

Moved by: Councillor M. Scott
Seconded by: Councillor L. Vezeau-Allen

Resolved that By-law 2025-142 being a by-law to stop up, close and authorize the conveyance of a portion of laneway in the Lyons “A” Subdivision, Plan 6061 (Gaspere and Colleen Muto) be passed in open Council this 22nd day of September, 2025.

Carried

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

13. Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda

15. Adjournment

Moved by: Councillor M. Scott
Seconded by: Councillor L. Vezeau-Allen

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk



Soo Reliability Project

Proposed LT2 project to the City of Sault Ste Marie

Aypa Power Canada

October 14, 2025

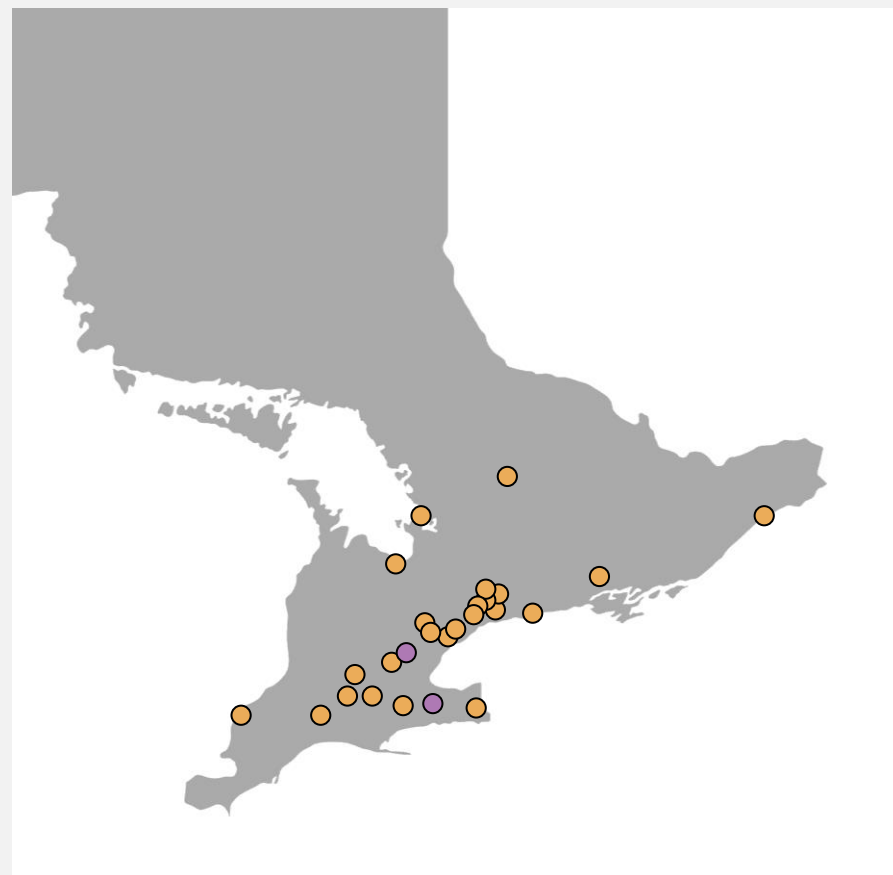
A Trusted Industry Leader

The nation's largest battery energy storage developer

About Aypa Power Canada

Founded in Toronto in 2018, Aypa Power Canada has been developing and operating standalone energy storage and hybrid energy projects to build more resilient communities and support a reliable, sustainable grid.

- World's largest battery storage independent power producer
- 80+ currently projects under development
- 20-gigawatt (GW) project pipeline across North America
- Over 25 operational Canadian battery energy storage assets
- 2 projects selected in IESO's Long-Term Procurement 1 (LT1) and scheduled to start construction in late 2025



Serving the Canadian Grid, Economy & Workforce

Proudly Putting Canada First



Strengthening Energy Independence

We're investing over **\$600 million in energy infrastructure projects across Southwestern Ontario**—directly supporting local grid reliability and energy independence



Investing in a Strong Canadian Supply Chain

Our procurement practices strengthen Canadian partners with **~82% of LT1 project costs contracted to Canadian goods, businesses, and services**



Powering Local Jobs

Our energy storage investments across Southwestern Ontario are creating **400+ construction jobs, powered by a skilled CUSW workforce**

Setting the Standard for Design & Operation



Community Engagement

- Ongoing community outreach
- Local information sessions
- Dedicated project information website
- Indigenous outreach



Respectful Design

- Thoughtful design to align with Sault Ste. Marie community values
- Visual screening to preserve cultural heritage
- Setbacks to avoid disturbance to neighbors



Best-in-Class Safety Approach

- Project-specific emergency response plans
- Meet / exceeds local, provincial and international safety standards
- 24/7 site monitoring

Recent Aypa Power Canada projects selected by the IESO



- Nameplate capacity: 210.53MW / 800MWh
- Location: Fergus, ON
- IESO LT1 contract executed Jun.'24
- Target Construction Start: Q4 2025
- Target COD: May 1st, 2027



- Nameplate capacity: 210.53MW / 800MWh
- Location: Jarvis, ON
- IESO LT1 contract executed Jun.'24
- Target Construction Start: Q4 2025
- Target COD: May 1st, 2027

Soo Reliability Project Site Selection Process

Project location meets extensive siting criteria

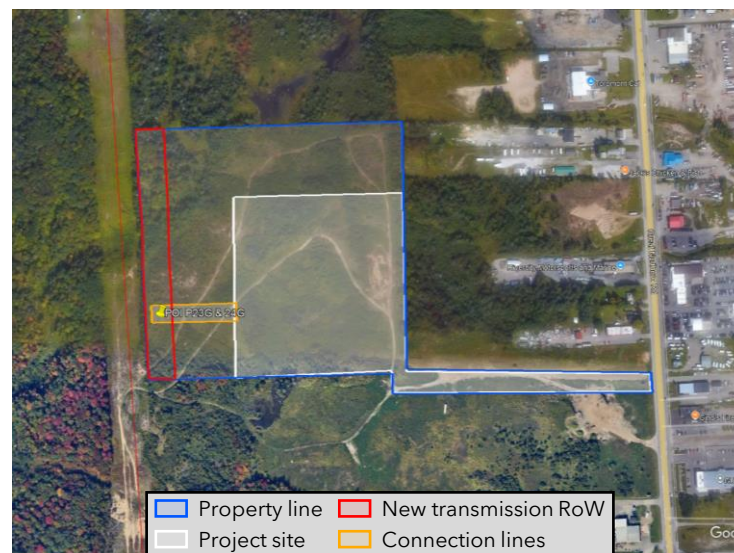


Soo Reliability Project

Up to 380 MW / 8hrs* BESS located in an industrial district of the City of Sault Ste. Marie

* The nameplate capacity of 400MW

Key Project Details		Development Timeline	
Equivalents	- Powering 150,000 homes each day - Avoiding emissions equal to those produced by 125,000 passenger vehicles each year	Dec 2025	IESO LT2 Bid Submission
Commercial Offtake	20-21-year fixed price capacity contract with IESO	2Q 2026	IESO LT2 Contract Award
Land	1091 Great Northern Rd., 30 acres adjacent to the point of interconnection secured via option-to-lease - Industrial zoning - Neighboring uses are industrial and commercial - No sensitive receptors (e.g., homes) within 500 m	2026-27	Detailed Design & Site Diligence
		1Q 2028	Local & Provincial Approvals
		2Q 2028	Start of Construction
Environmental Permitting	- Studies underway/scheduled: - Environmental and land use constraint analysis - Natural heritage baseline study - Phase 1 environmental site assessment - Comprehensive environmental permitting after the IESO contract award including: - Class EA - ECA for stormwater management	2Q 2029	Start of Commercial Operation
Municipal Permitting after LT2 award	- Zoning by-law amendment, BESS permitted use - Site Plan Control Application - Building permits		
Interconnection	Line-tap new 230 kV circuits		
Ownership & Management	- Estimated investment of approximately \$500M CAD - Developed, operated, maintained, and decommissioned by Aypa 24/7/365 remote monitoring		



Soo Reliability Project II

Up to 190 MW / 8hrs* BESS located in an industrial district of the City of Sault Ste. Marie

* The nameplate capacity of 200MW

Key Project Details		Development Timeline	
Equivalents	- Powering 150,000 homes each day - Avoiding emissions equal to those produced by 125,000 passenger vehicles each year	Dec 2025	IESO LT2 Bid Submission
Commercial Offtake	20-21-year fixed price capacity contract with IESO	2Q 2026	IESO LT2 Contract Award
Land	1091 Great Northern Rd., 20 acres adjacent to the point of interconnection secured via option-to-lease - Industrial zoning - Neighboring uses are industrial and commercial - No sensitive receptors (e.g., homes) within 500 m	2026-27	Detailed Design & Site Diligence
		1Q 2028	Local & Provincial Approvals
		2Q 2028	Start of Construction
Environmental Permitting	- Studies underway/scheduled: - Environmental and land use constraint analysis - Natural heritage baseline study - Phase 1 environmental site assessment - Comprehensive environmental permitting after the IESO contract award including: - Class EA - ECA for stormwater management	2Q 2029	Start of Commercial Operation
Municipal Permitting after LT2 award	- Zoning by-law amendment, BESS permitted use - Site Plan Control Application - Building permits		
Interconnection	Line-tap existing 230 kV circuits		
Ownership & Management	- Estimated investment of approximately \$250M CAD - Developed, operated, maintained, and decommissioned by Aypa 24/7/365 remote monitoring		



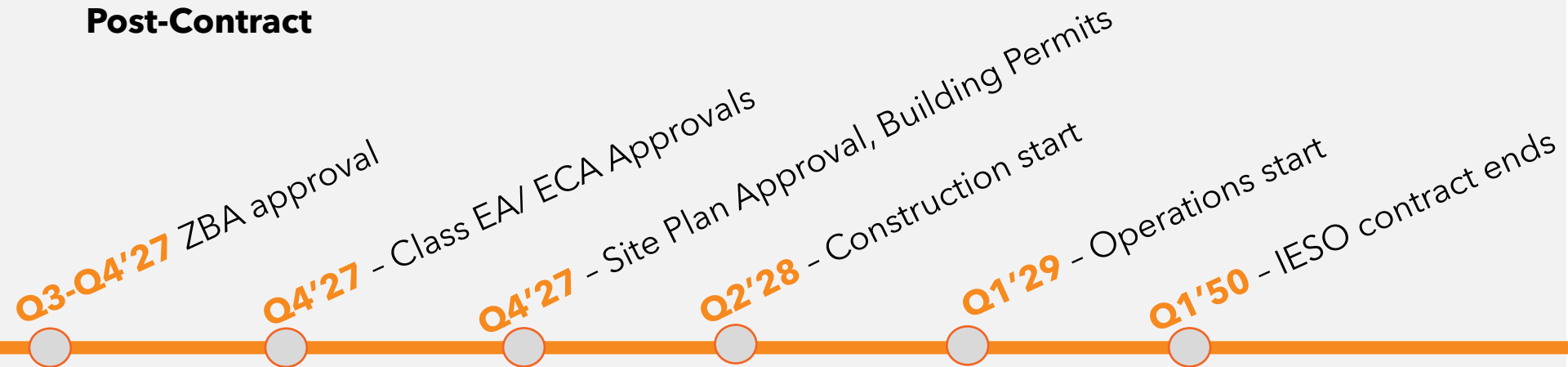
Timeline & Next Steps

***IESO RFP mandatory submission criteria**

Pre-Contract



Post-Contract



Municipal Community Benefits

Investing into the City of Sault Ste Marie

Employment

- Approximately 200-300 temporary full-time jobs during construction
- Approximately six full-time operation & maintenance jobs throughout the project's ~20-year life
- Engagement with local professional associations and/or labour unions to maximize opportunities for local hiring

Local Businesses Growth

- Engagement with local vendors, contractors, and other businesses
- Public announcements of local bid opportunities via the project website
- Equitable access to employment and contract services opportunities

Community Contributions to Sault Ste Marie

- Starting on the first anniversary of the commercial operation date, Aypa will annually contribute \$3,000/MW throughout the duration of the LT2c contract. **380MW for Project I and 190MW for Project II for a total of up to 570 MW which would result in up to \$1.71 million in annual payments to the City.**
- Starting on the first anniversary of the commercial operation date, Aypa will contribute **\$25,000/year** toward supporting community organizations throughout the duration of the LT2c contract.
- Starting on the LT2c agreement execution date until COD, Aypa will contribute **\$10,000/year**
- Additional revenue generated through property taxes



Questions



Integrity Commissioner's Preliminary Report Regarding Requests for Investigation

To Mayor and Council – The City of Sault Ste. Marie

Date of Report: Tuesday October 7, 2025

Complaints #: 2025-2, 2025-3, 2025-4 and 2025-5.

Requests for Investigation – Appendix” B,” to the Code of Conduct for Members of Council and Local Boards

Date Requests for Investigation Received:

The Requests for Investigation were emailed to the Integrity Commissioner from the City Clerk. The emails were received as follows:

Tuesday September 16, 2025, by email from Complainant #2025-2 at 11:38 am.
Tuesday September 16, 2025, by email from Complainant #2025-3 at 12:02 pm.
Tuesday September 16, 2025, by email from Complainant #2025-4 at 1:51 pm.
Thursday October 2, 2025, by email forwarded by Clerk from Complainant #2025-5 at 4:03 pm. – To be Sworn on Friday October 10, 2025.

Names of Requesters: Withheld - all three are members of the public.

Name of Councillor Alleged to have Breached Code of Conduct:

Councillor Angela Caputo

Request for Investigation Details and Process:

The first three complainants were advised by email on Monday September 22, 2025, that their requests for an investigation were received. One of the complainants requested anonymity. In the Code of Conduct under the section titled “Confidentiality”, it states, “The Integrity Commissioner shall carry out all inquiries in a manner which will ensure that the individual to whom the complaint relates is treated fairly and all complaints shall be treated as confidential to the extent possible and in accordance with the *Municipal Act*.” The nature of all three complaints relates to Councillor Angela Caputo’s Facebook posting, time stamped 6:55, posted “on or about” September 12, 2025. Given the nature and circumstances of these complaints, the Integrity Commissioner has determined

that in treating these complaints as confidential as possible, it is reasonable to provide these complainants with anonymity.

Complainant #2025-5 completed the Request for Investigation form, but it was not sworn in front of a commissioner or oaths or notary public. The complainant was advised by the City Clerk of this requirement and indicated willingness to do so. This Request for Investigation to be sworn on Friday October 10, 2025.

Code of Conduct

In the Code of Conduct, specifically the Formal Complaints, section 5, it states "Upon receipt of a complaint or request to conduct an inquiry within his/her jurisdiction the Integrity Commissioner will deliver a preliminary information report to an open meeting of Council.

Conclusions and Findings:

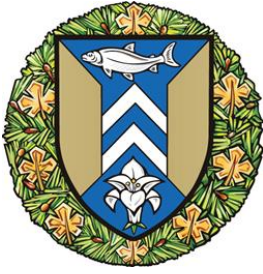
In accordance with this section of the Code of Conduct, the Integrity Commissioner concludes the following:

1. It is the opinion of the Commissioner that an inquiry is appropriate and can be conducted under the law applicable to such inquiries.
2. It is not the Integrity Commissioner's intention to conduct the inquiry under sections 33 and 34 of the *Public Inquiries Act*.
3. The Integrity Commissioner will not require any assistance and/or consultations from members of staff.
4. The estimated cost of the inquiry is approximately \$15,000 net cost, inclusive of legal fees.

Regards,



Antoinette Blunt MPA, CHRL, CHRE, FHRPA
Integrity Commissioner
City of Sault Ste. Marie



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: Fire Chief Hiring Process Authorization

Purpose

The purpose of this report is to seek Council approval to commence the hiring process for the Fire Chief position.

Background

Peter Johnson has provided the City with notice of his intent to retire and conclude his employment with the City as of January 30th, 2026.

As per policy, staff are seeking Council approval to commence the recruitment and hiring process for this position.

Analysis

Fire Chief Johnson will be greatly missed by the organization, and staff are grateful for his valuable contributions to the City during his tenure.

Mr. Johnson served as Fire Chief for over eight years and began his career with the City in 1995, marking over 30 years as an employee. He began as a firefighter and progressed through the ranks to Acting Officer, Deputy Chief, and ultimately Fire Chief.

Staff propose to undertake an open recruitment process (internal and external posting) that will be led by staff (no external recruitment consultants involved). Advertising and promotion of the vacancy will be undertaken in appropriate media publications.

The position will be posted with a change to the reporting structure, having the Fire Chief report directly to the Deputy CAO, Community Development and Enterprise Services and serving as a member of the Senior Management Team. The salary band will remain the same and there will continue to be direct communications with the CAO in the event of emergency situations.

Financial Implications

There are no financial implications to this report.

Fire Chief Hiring Process Authorization

October 14, 2025

Page 2.

Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the CAO dated October 14, 2025 concerning the authorization of the hiring process for the Fire Chief position be received and that Council authorize staff to commence the hiring process as outlined.

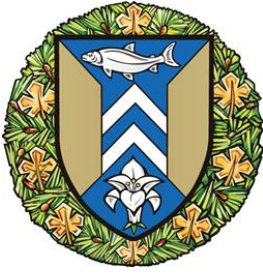
Respectfully submitted,

Tom Vair

CAO

705.759.5348

cao.vair@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Rachel Tyczinski, City Clerk
DEPARTMENT: Corporate Services
RE: 2026 Council Meeting Schedule

Purpose

The purpose of this report is to obtain Council approval of the 2026 Council meeting schedule.

Background

Not applicable.

Analysis

The proposed Council meeting schedule provides for the pattern of meeting dates as set out in the procedure by-law (approximate three-week intervals). The schedule takes into account public holidays in 2026, March break, AMCTO conference dates (June 7 – 10), and AMO conference dates (August 16 – 19).

As 2026 is an election year, budget meetings will be held in early 2027.

Financial Implications

There is no financial impact.

Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the Corporate Strategic Plan.

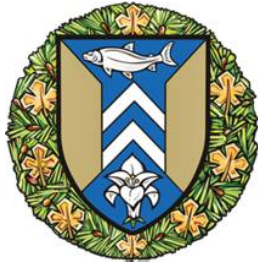
Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the City Clerk dated October 14, 2025 concerning 2026 Council meeting schedule be received and that the proposed schedule be approved.

Respectfully submitted,

Rachel Tyczinski
City Clerk
705.759.5391
r.tyczinski@cityssm.on.ca



The Corporation of the City of Sault Ste. Marie
 99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6
 saultstemarie.ca | 705.759.2500 | info@cityssm.on.ca

2026 City Council Meeting Schedule

JANUARY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
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19	20	21	22	23	24	25
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NOVEMBER

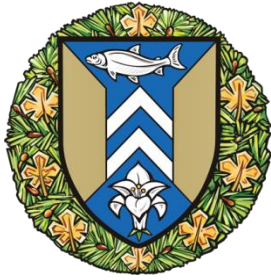
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DECEMBER

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Note:

- Public meetings under the Planning Act begin at 5 p.m.
- June 15 (joint with Sault Ste. Marie Michigan in USA at 4 p.m.)
- November 16 (Inaugural Meeting 2027-2030 Council)



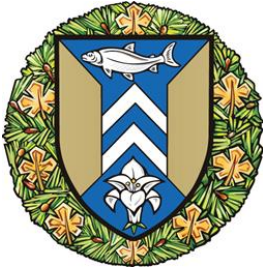
The Corporation of the City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6
saultstemarie.ca | 705.759.2500 | info@cityssm.on.ca

2026 City Council Meeting Schedule

Date

January 12	5 p.m.
February 2	5 p.m.
February 23	5 p.m.
March 23	5 p.m.
April 13	5 p.m.
May 4	5 p.m.
May 25	5 p.m.
June 15 (joint with Sault Ste. Marie Michigan in Canada)	4 p.m.
June 22	5 p.m.
July 13	5 p.m.
August 10	5 p.m.
September 1 (Tuesday)	5 p.m.
September 21	5 p.m.
November 16 (Inaugural Meeting 2027-2030 Council)	5 p.m.
December 7	5 p.m.

Note: Public meetings under the *Planning Act* begin at 5 p.m.



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Frank Coccimiglio, Manager of Information Technology
DEPARTMENT: Corporate Services
RE: Enterprise Resource Planning Strategy and Roadmap

Purpose

This report is to inform City Council about the comprehensive Enterprise Resource Planning (ERP) strategy and roadmap developed by a staff committee. This initiative addresses the strategic direction the City should take, considering the imminent end-of-life of the current ERP's Financial System modules and the operational challenges and deficiencies it presently faces.

Background

The City's Enterprise Resource Planning system has been developed and implemented over the years, utilizing various vendor solutions with sophisticated integration points that facilitate the sharing of information between these systems. It manages the City's financials, budgets, property taxes, HR records, payroll and Works management.

The existing ERP's financial modules (Microsoft Dynamics GP) are reaching end-of-life by December 31, 2029, creating potential risk in financial management and reporting if not replaced.

Analysis

A committee of staff was established in April to develop an ERP strategy and roadmap, guided by the methodology and expertise provided by the Info-Tech Research Group, a leading IT research and advisory company.

The ERP vision is to *"Implement an integrated software suite that empowers Sault Ste. Marie with a unified, efficient, adaptive, and sustainable Enterprise Resource Planning system that meets stakeholders' needs,"* aligning with the Corporate Strategic Plan's "Focus Area 4: Service Delivery" goals.

The ERP Strategy and Roadmap focused on assessing and documenting the current state while developing a comprehensive strategy and roadmap to guide toward future objectives. The complete report has been provided as Attachment A – ERP Strategy Roadmap Report Final. Presented below are some key findings from the study:

Illustration One: The ERP Process Inventory reveals that current technology has become outdated over the years, failing to meet the functional requirements necessary for operational needs.

The Corporation of The City of Sault Ste. Marie discussed business capabilities, value streams, and business processes to generate an organization-wide ERP process inventory

ERP Process inventory

Core Finance Financial		City Property Tax Management		Planning & Budgeting		Procurement		Procurement Contract Mgmt.		HR Core Record Management	
Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology
- GL & CL consolidation - AP & AR - Billing and Invoicing - Cash management - Revenue accounting - Payroll accounting - Grants Management - Financial Reporting - Annual financial reports - Inventory management - Internal Controls		- City Tax management - Property management - Assessments - Tax billing		- Budget reporting - Variance analysis - Multi-year operating plan - Monthly forecasting - Costing and allocation - Annual operating plan		- Vendor approval and sourcing processes - Requisition approvals - PO generation - Expense controls - Post award tracking - Procurements to Purchasing - Budgeting and encumbrance		- Contract lifecycle management - Contract repository - Contract prequalification compliance		- Core HR record management - Organizational structure - Benefits Administration	
										HR Core Payroll	
										Process	Technology
										- Payroll administration - Scheduling - Time & Attendance - Time Approval	
HR Workforce Management		HR Talent Management		Works Management		Asset Management		CRM		Integration	
Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology
- Leave Management - Workforce planning - Position management - Succession planning - Disability management - Attendance management		- Talent acquisition - Onboarding & offboarding - Performance management - Employee and union relationships - Employee training management - Job Evaluations		- Work Order Management - Work Order Job Costing - Fleet Management - Inventory management - Shift Log - Crew Scheduling - Call out management - Time Entry & Time Clocks		- Incident reporting consistency - Safety and hazardous reporting - Standard document management - Digitized incident reporting - Policy & protocol acknowledgement		- City Tax Information - City Tax payments - Financial Reporting - Work order requests and tracking - KPI Dashboard Reporting		- API Integration - Integration with internal and external systems - Microsoft Signal Sign-On integration - Multi-Factor Integration	

Capability maturity
● Strong ● Moderate ● Weak

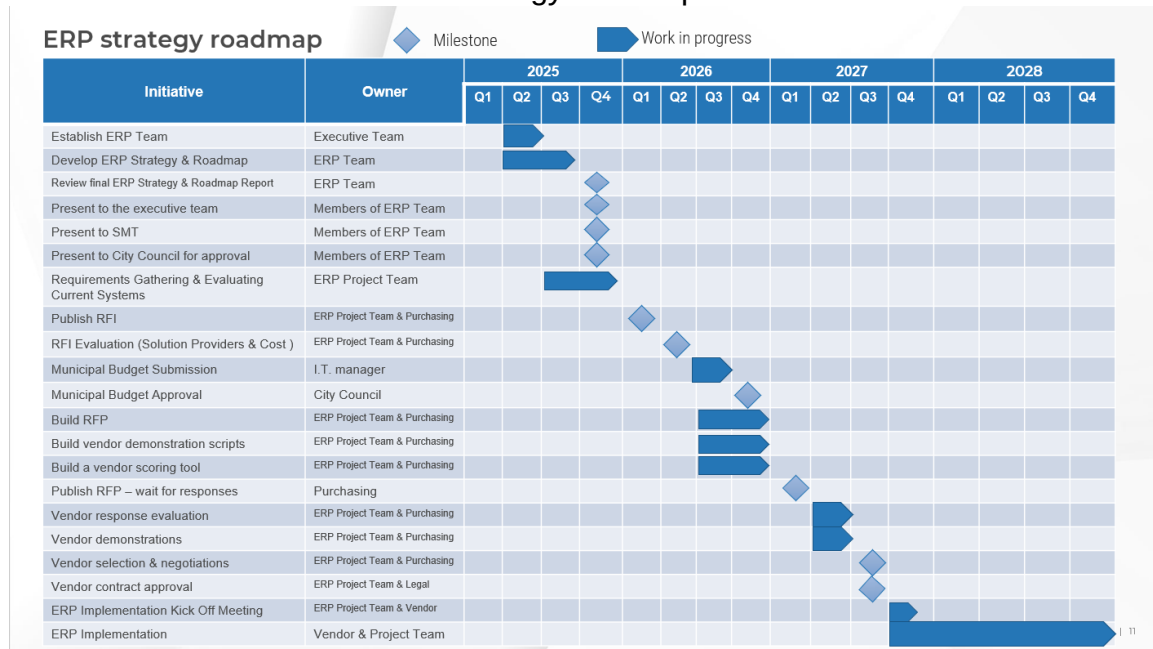
Illustration Two: The study highlights essential functional components for a future ERP solution.

The Corporation of The City of Sault Ste. Marie discussed and identified its ERP-Future State

ERP – Future State

- Comprehensive governance framework to enhance process ownership and maturity. - Standardized process, metrics, and tracking systems to gauge process efficiency and compliance - Deploys a Master Data Management (MDM) solution to centralize and synchronize data across systems, eliminating silos. - Establishes a data governance framework including a standardized business data glossary and nomenclature. - Integrates a CRM module within the ERP or choose an ERP with a robust customer service platform to ensure unified customer data and improve customer service processes. - Strong integration capabilities to unify systems and processes across departments. - Utilizes applications middleware to facilitate real-time data exchange and connectivity between legacy systems. - Workflow automation tools to replace manual and Excel-based processes, enhancing efficiency and accuracy. - Supports Power BI functionality with the capability of creating dashboards and visualizations that provide actionable insights. - Centralized analytics data warehouse to serve as a reliable data repository for BI tools, improving decision-making. - Enhanced security measures by implementing strong authentication, encryption, and regular security audits. - Ability for self-service capabilities to empower users with reporting tools and on-demand information access. - Ability to standardize processes across departments by establishing formal process documentation and compliance checkpoints - Automation platform that enhances data flows and minimizes manual intervention.
--

Illustration 3: Shows the ERP strategy roadmap.



The ERP Strategy and Roadmap recommends:

1. Phased migration with a detailed roadmap and action items commencing Q3 of 2025 to be completed by the end of 2028;
2. In Q1 of 2026, a Request for Information (RFI) will be released to gauge the interest of solution partners and obtain a budget for the yearly software subscription and implementation costs;
3. Internal staffing requirements needed for a dedicated ERP implementation team made up of 4 to 5 key staff members from different departments;
4. Additional staffing is required to backfill the staff positions dedicated to the implementation of the ERP solution;
5. An approved budget funding request for the 2027 budget to cover the cost of the implementation of the new ERP solution;
6. A budget staffing request for the 2027 budget;
7. Release of the RFP in Q1/Q2 of 2027, awarding the RFP in Q3 of 2027; and
8. Start ERP implementation in Q4 of 2027.

Financial Implications

Funding for the ERP strategy implementation should be allocated in the 2027 capital and operating budget to cover the following costs:

- Solution provider implementation service costs
- Ongoing ERP licensing and subscription costs
- Increased staffing levels required for implementation

The Request for Information (RFI) process, starting in Q1 2026, will identify key ERP solution providers capable of offering solutions for the City, including budgetary estimates for implementation. This information will be presented during 2027 budget deliberations.

Strategic Plan / Policy Impact / Climate Impact

The ERP Strategy and Roadmap support the goals outlined in “Focus Area 4: Service Delivery” of the Corporate Strategic Plan. The details are outlined in “Section 2” of the report.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Information Technology dated October 14, 2025, concerning the Enterprise Resource Planning Strategy and Roadmap be received as information.

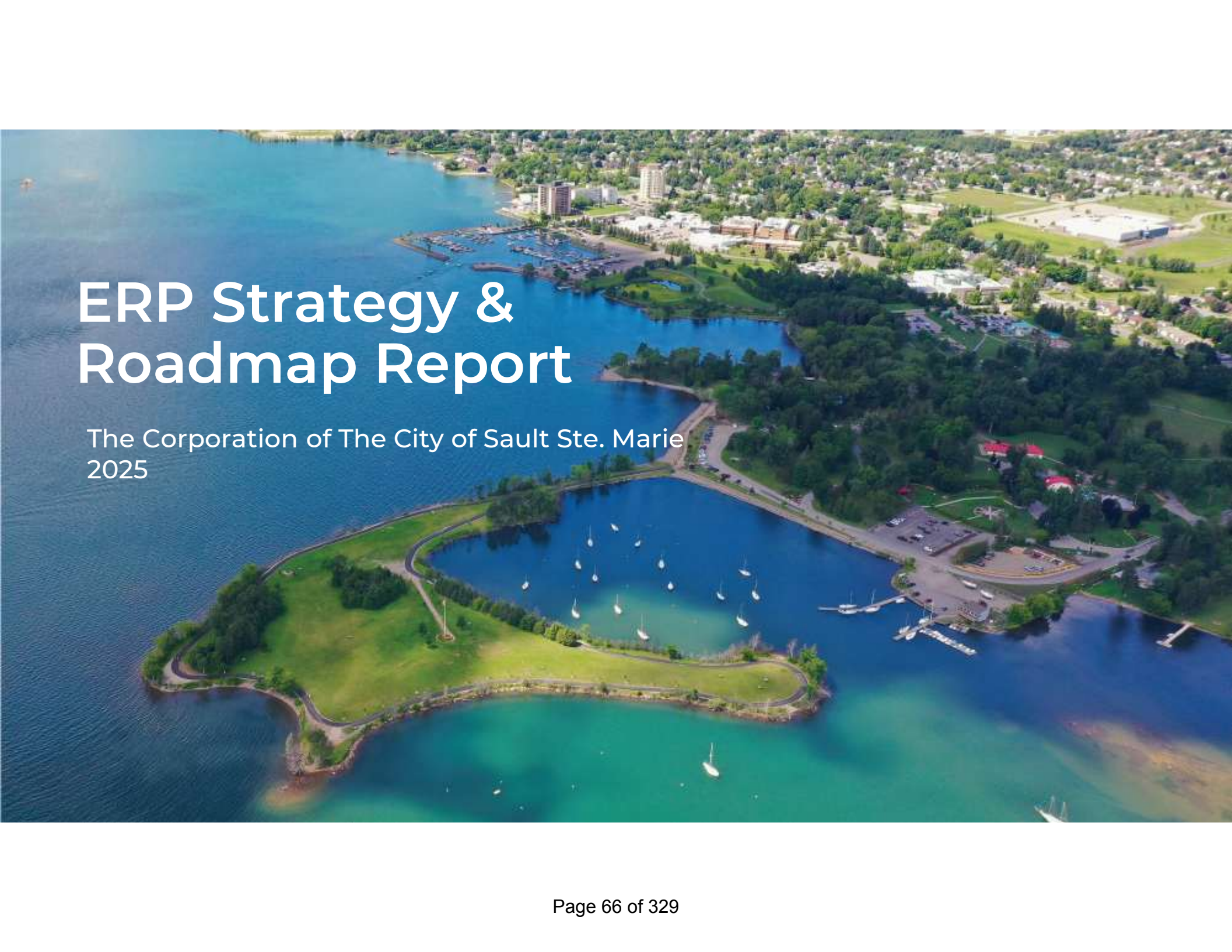
Respectfully submitted,

Frank Coccimiglio

Manager of Information Technology

705.759.5303

f.coccimiglio@cityssm.on.ca



ERP Strategy & Roadmap Report

The Corporation of The City of Sault Ste. Marie
2025

Contents

0 Executive Summary

- ERP system description
- ERP business model
- ERP related challenges
- ERP future state
- Key recommendations
- ERP strategy roadmap

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- Corporate goals and ERP benefits
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- Project Team
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4 Appendix

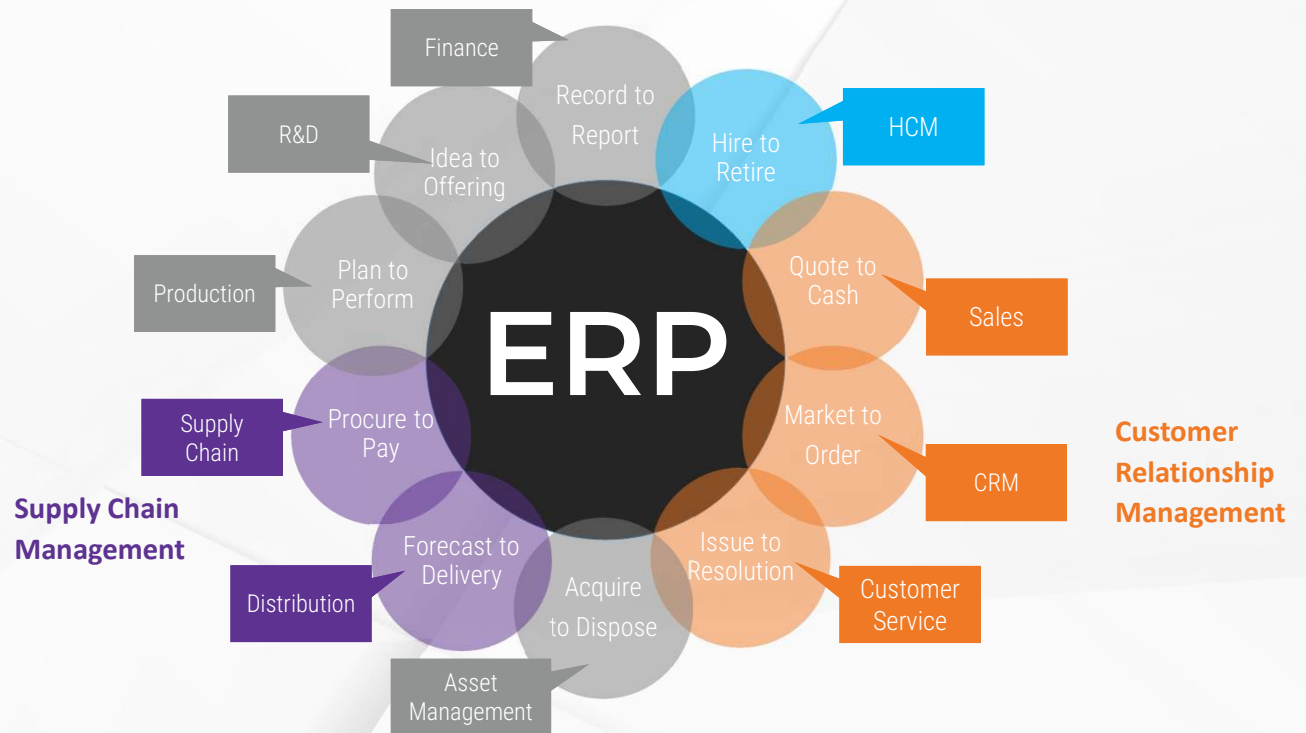
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 - City Property Tax Management
 - Planning & Budget
 - Core HR
 - Procurement
 - Procurement Contract Management
 - Core HR (Record Management & Payroll)
 - HR Workforce Management
 - HR Talent Management
 - HR Employee Health & Safety
 - Works Management
 - CRM
 - ERP Integration
- Players to consider
- ERP glossary

- ERP systems facilitate the flow of information across business units. It allows for seamless integration of systems and creates a holistic view of the enterprise to support decision making.
- In many organizations, the ERP system is considered the lifeblood of the enterprise. Problems with this key operational system will have a dramatic impact on the ability of the enterprise to survive and grow.

• An ERP system:

- Automates processes, reducing the amount of manual, routine work.
- Integrates with core modules, eliminating the fragmentation of systems.
- Centralizes information from multiple parts of the value chain to a single point.

What is an enterprise resource planning (ERP) system?



Product-Centric

Suitable for organizations that manufacture, assemble, distribute, or manage material goods.

Service-Centric

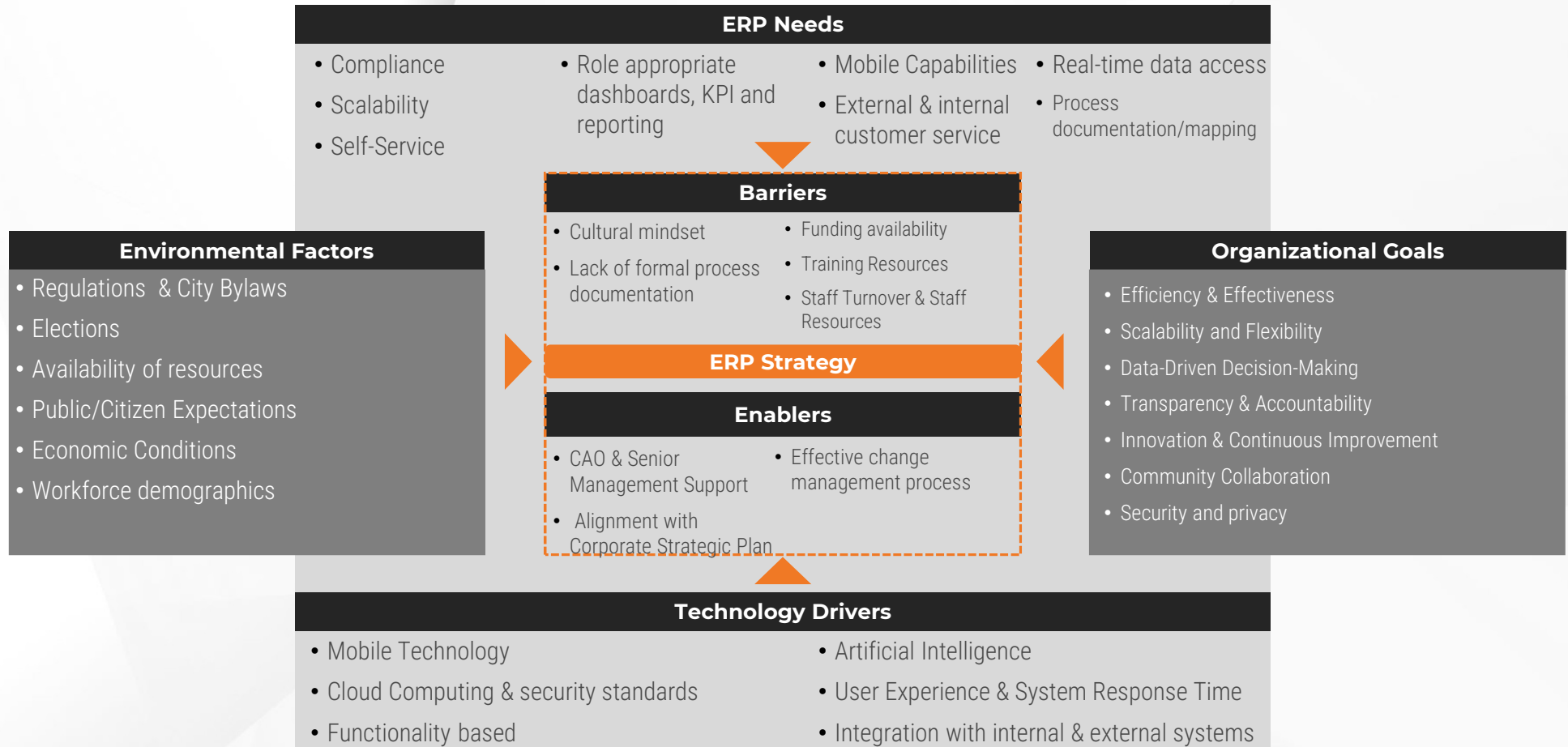
Suitable for organizations that provide and manage field services and professional services.

USE CASES



ERP is about much more than just technology

Sault Ste. Marie - ERP Business Model



The Corporation of The City of Sault Ste. Marie discussed and identified its current ERP-related challenges

ERP - Related challenges

- | | |
|---|---|
| <ul style="list-style-type: none">• Process ownership and governance: Gap in effective and consistent maturity and associated metrics.• No single source of truth with the data, with lots of data manipulations and cleansings.• No common business and data definitions, business data glossary, or nomenclature.• The existence of CRM solutions is not a true Customer Service Platform.• System silos, data silos, and process redundancies.• Noticeably low to moderate process maturity levels with many critical processes.• There is a large reliance on Excel to complete core processes and reporting.• Many manual processes• There is no Power BI, dashboarding currently in place.• No evidence of a centralized analytics data warehouse.• Lack of overall integrations. Teams followed roundabouts and have been working like that for years. | <ul style="list-style-type: none">• Plenty of data is available, but the analytics are at a low maturity. Power BI has been identified as a future BI tool.• Gap in process awareness, documentation, and training.• The current ERP Financials system is reaching End-of-life by the year 2029.• Desire for self-services (both with ERP and reporting).• High importance to cybersecurity and information security.• Nonexistence of formalized and standardized processes around many of the departments.• Desire for automated processes and data flows.• Lack of budget and staff resources for the new ERP Strategy.• Great understanding of current business processes by business SMEs, but not all workflows are documented.• Integration checkpoints and requirements were not documented. This would have a huge impact on the ERP. |
|---|---|

The Corporation of The City of Sault Ste. Marie discussed and identified its ERP-Future State

ERP – Future State

- Comprehensive governance framework to enhance process ownership and maturity.
- Standardized process, metrics, and tracking systems to gauge process efficiency and compliance
- Deploys a Master Data Management (MDM) solution to centralize and synchronize data across systems, eliminating silos.
- Establishes a data governance framework including a standardized business data glossary and nomenclature.
- Integrates a CRM module within the ERP or choose an ERP with a robust customer service platform to ensure unified customer data and improve customer service processes.
- Strong integration capabilities to unify systems and processes across departments.
- Utilizes applications middleware to facilitate real-time data exchange and connectivity between legacy systems.
- Workflow automation tools to replace manual and Excel-based processes, enhancing efficiency and accuracy.
- Supports Power BI functionality with the capability of creating dashboards and visualizations that provide actionable insights.
- Centralized analytics data warehouse to serve as a reliable data repository for BI tools, improving decision-making.
- Enhanced security measures by implementing strong authentication, encryption, and regular security audits.
- Ability for self-service capabilities to empower users with reporting tools and on-demand information access.
- Ability to standardize processes across departments by establishing formal process documentation and compliance checkpoints
- Automation platform that enhances data flows and minimizes manual intervention.

The Corporation of The City of Sault Ste. Marie

ERP – Key Recommendations

0

- **Plan for a phased migration to a new ERP Solution**
- **Phase One:**
 - Develop “System Requirements” for all the ERP modules
 - Focus on replacing the Financials and City Tax modules before the current systems reach end-of-life in 2029
 - Evaluate ERP systems that offer robust financial modules tailored to the city’s requirements
 - Keep the current “HR-Payroll” module.
 - Re-evaluate the current HR - ERP solution against the newly established “HR - (Record, Workforce & Talent) Management” system requirements. Decide whether to replace or keep.
 - Re-evaluate the current “Works Management System” against the newly established “Works Management” system requirements. Decide whether to replace or keep.
 - Release a Request for Information/Interest (RFI) to evaluate:
 - Interested implementation partners
 - Implementation Costs, Ongoing licensing and support costs
 - Staff resource requirements
 - Implementation timelines.
 - Submit a budget request for capital resources (upfront costs, staffing and ongoing future operational costs)
 - Establish an ERP Project Team to develop/evaluate the RFI and RFP.
 - Establish an ERP Implementation Team to implement the new system, integrate with the current “HR-Payroll” system and train the end users.
- **Phase Two**
 - Decide the future state of the HR-payroll system based on a thorough re-evaluation.
 - Decide the future state of the Works Management system based on a thorough re-evaluation.

ERP – Staffing Resources

The following staff resources are recommended for a successful ERP implementation. These resources will impact the 2027 municipal budget and will be requested during the 2026 budget deliberations.

- **Project Manager (Dedicated Internal Staff Resource or a Contracted Position):**

- This position oversees complete system project management, which would include several governance activities, including project administration, scheduling, project planning, and resource allocation support.
- This position could either be contracted or a current staff position seconded for the duration of the project.
- Backfilling the vacant position will be required to reduce the impact on operations. One FTE position request.

- **Project Implementation Team:**

- **Internal Dedicated Positions:**

- A number of internal staff are required for a successful implementation, to ensure consistency throughout the project, and for future support and training requirements.
 - One “Technical” position from the Information Technology Division
 - One “Business Analyst” position from the Finance Department
 - One position from the HR Department.
 - One position from ES & PW Department
 - Backfilling the vacant staff positions will be required to reduce the impact on operations. Four FTE position requests.

- **Internal Dynamic Positions:**

- Staff positions dedicated to the project, typically comprised of a flexible group of staff that may change and shift as the project progresses through implementation. Their expertise is required for a successful implementation.

The Corporation of The City of Sault Ste. Marie developed a future state roadmap to operationalize ERP strategy

ERP strategy roadmap

Initiative	Owner	Start date	Estimated completion date	Notes
Establish ERP Team (city staff)	I.T.	Q2 - 2025	Q2 -2025	Staff from Finance, HR, PW, I.T.
Develop ERP Strategy & Roadmap - Evaluate current state & current systems - Develop Strategy (Maintain, Optimize, Replace) - Define Future State	ERP Team	Weekly meeting started Q2 - 2025	Q4 - 2025	ERP Team meets weekly and once a month with Info-Tech Research Group for the Guided Implementation.
Final ERP review and sign-off from ERP Team	ERP Team	Q3 - 2025	August/September 2025	
Present ERP report for review by (Shelley, Susan, Nicole)	Members of ERP Team	Q3	August/September 2025	Seek input and approval
Present report to CAO	Members of ERP Team	Q3	August/September	Seek approval
Present Report to City Council for approval	Members of ERP Team	Q4 – 2025	October 14 / 2025	Seek approval
ERP requirements Gathering	Members of ERP Team	Q4	December - 2025	Evaluate current system and gather system requirements.
Develop and publish RFI	Members of ERP Team	Q1 – 2026	March 1, 2026	Create RFI seeking interested vendors and solution partners
RFI evaluation (Solution Providers & Cost)	Members of ERP Team		May 1, 2026	Evaluate responses to gather the following: - Estimated budget cost/request - Vendors who are interested - Required Resources (time and staff)

The Corporation of The City of Sault Ste. Marie developed a future state roadmap to operationalize ERP strategy

ERP strategy roadmap

Initiative	Owner	Start date	Estimated completion date	Notes
Municipal Budget Submission	I.T. & ERP Team	Q2/Q3 - 2026	Q3 2026	Capital Cost Staff Resources Ongoing operating Costs
Municipal Budget Approval	ERP Team	Q4 2026	December 2026	
Build RFP Document	ERP Team & Purchasing	Q3 2026	02/24/2024	
Build vendor demonstration scripts	ERP Team & Purchasing	Q3 2026	December 2026	
Build vendor scoring tool	ERP Team & Purchasing	Q3 2026	December 2026	
Publish RFP – wait for responses	ERP Team & Purchasing	Q1 2027	Jan 10, 2027	
Vendor Evaluation, Demonstrations	ERP Project Team & Purch.	March 2027	April 2027	
Vendor Selection & Awarding Contract	ERP Project Team & Purch.	April 2027	June 1, 2027	
ERP Implementation Kick Off Meeting	ERP Project Team	July/Aug 2027	July/Aug 2027	
ERP Implementation	ERP Project Team	September 2027	Q3/Q4 2028	

ERP strategy roadmap



Milestone



Work in progress

Initiative	Owner	2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish ERP Team	Executive Team																
Develop ERP Strategy & Roadmap	ERP Team																
Review final ERP Strategy & Roadmap Report	ERP Team																
Present to the executive team	Members of ERP Team																
Present to SMT	Members of ERP Team																
Present to City Council for approval	Members of ERP Team																
Requirements Gathering & Evaluating Current Systems	ERP Project Team																
Publish RFI	ERP Project Team & Purchasing																
RFI Evaluation (Solution Providers & Cost)	ERP Project Team & Purchasing																
Municipal Budget Submission	I.T. manager																
Municipal Budget Approval	City Council																
Build RFP	ERP Project Team & Purchasing																
Build vendor demonstration scripts	ERP Project Team & Purchasing																
Build a vendor scoring tool	ERP Project Team & Purchasing																
Publish RFP – wait for responses	Purchasing																
Vendor response evaluation	ERP Project Team & Purchasing																
Vendor demonstrations	ERP Project Team & Purchasing																
Vendor selection & negotiations	ERP Project Team & Purchasing																
Vendor contract approval	ERP Project Team & Legal																
ERP Implementation Kick Off Meeting	ERP Project Team & Vendor																
ERP Implementation	Vendor & Project Team																

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- Players to consider
- ERP glossary

The Corporation of The City of Sault Ste. Marie

ERP vision and guiding principles

“The City will implement an integrated software suite that empowers Sault Ste. Marie with a unified, efficient, adaptive, and sustainable Enterprise Resource Planning system that meets stakeholders needs.”

Efficiency and Effectiveness

- Streamline municipal processes to reduce redundancy and increase operational efficiency.
- Implement automation where feasible to expedite service delivery.
- Develop an adaptable and flexible integrated business system providing a seamless user experience.
- Focus on modernization and sustainability.
- Focus on scope around core capabilities. Maintain scope control. Prioritize demand in line with the strategy.

Scalability and Flexibility

- Design systems that can adapt to the growing needs of The City of Sault Ste Marie and business partners.
- Ensure the ERP solution can be customized for different departments and scaled for future demands.

Data-Driven Decision-Making

- Strive for “One source of truth”: Unify data models and integrate processes where possible. Assess integration needs carefully.
- Foster a culture of informed decision-making through comprehensive data collection and analysis.
- Enable real-time data access to improve municipal response and planning.

Innovation and Continuous Improvement

- Encourage innovation, when necessary, through regular evaluation and upgrading of ERP systems and processes.
- Support a culture of continuous improvement through the use of feedback and research

Community Collaboration and Partnership

- Integrate community feedback mechanisms within the ERP to ensure solutions meet local needs.
- Promote inclusivity through initiatives and processes that support accessibility requirements.
- Foster collaboration across departments and various stakeholders to leverage shared knowledge and resources.

Transparency and Accountability

- Maintain transparency in processes and decision-making to build trust within the community.
- Ensure accountability by defining clear roles, responsibilities, and metrics for success

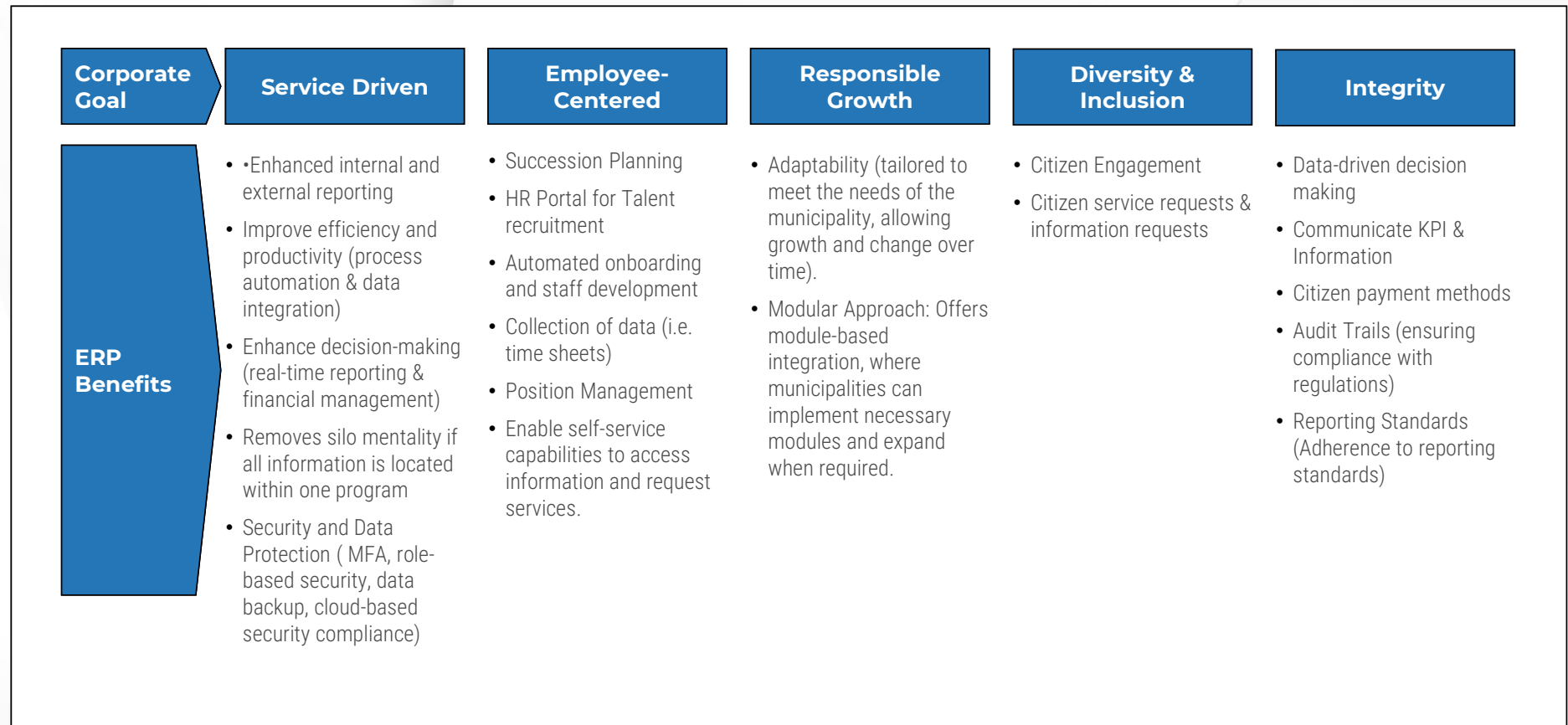
Security and Privacy

- Prioritize the security of data and privacy of individuals, ensuring compliance with relevant regulations.
- Maintain robust cybersecurity measures to protect against data breaches and other threats.

The Corporation of The City of Sault Ste. Marie

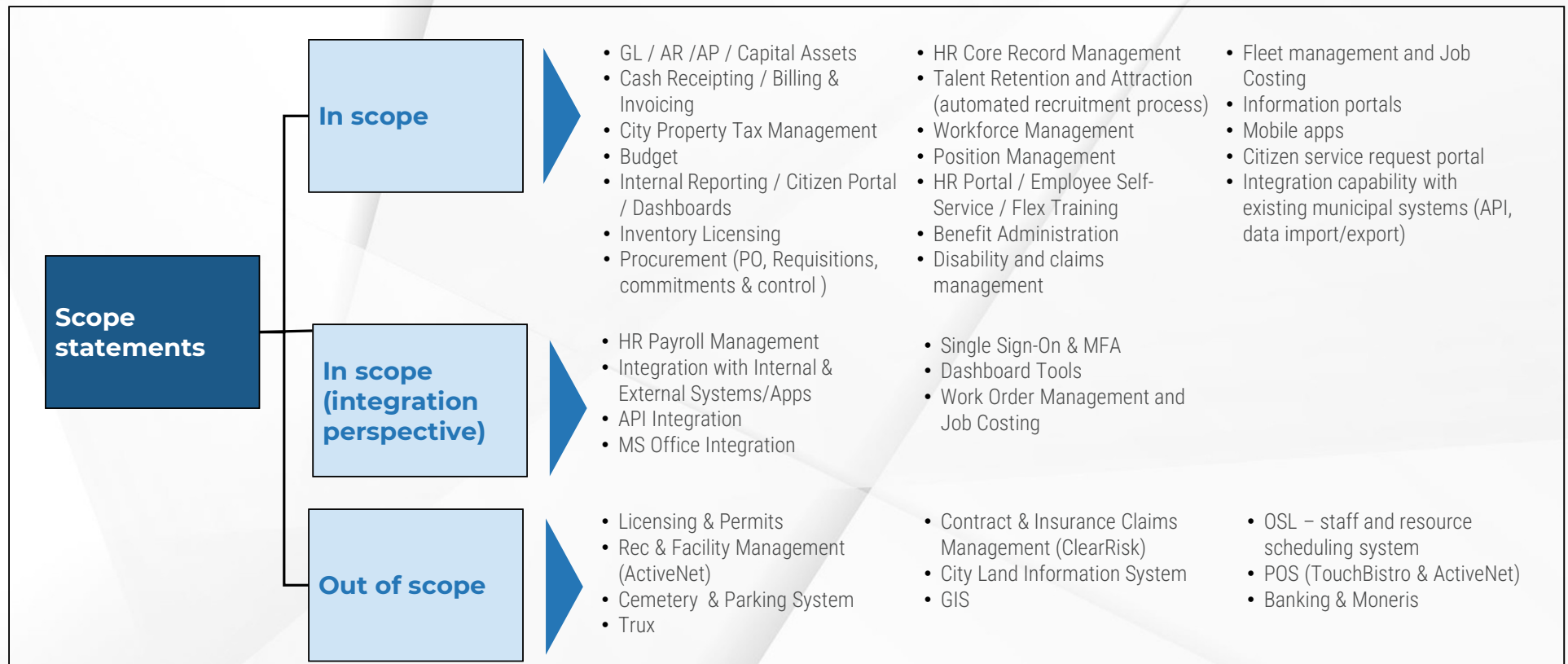
ERP benefits directly support its corporate goals

Corporate goals and ERP benefits



The Corporation of The City of Sault Ste. Marie Scope Statement: Implement a comprehensive ERP solution to optimize and integrate Financials, HRIS, Work Management, Asset Management and CRM processes.

ERP scope definition



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ERP operating model reflects the complete list of mega-processes and their prioritization at The Corporation of The City of Sault Ste. Marie



Capability maturity description

Capability Level	Process	Technology
 Weak	 • The process is undocumented. • Exceptions to the process result in fire fighting. • There is no process consistency.	• The process is not handled by software. • The process is manual, using ad hoc tools such as Excel.
 Moderate	 • The process has some documentation. • Exception handling is not documented. • The process is somewhat consistently executed.	• The process is partially executed in software. • Certain steps happen outside the software, e.g. approvals via email.
 Strong	 • The process is fully documented. • Exception handling is documented. • The process is executed consistently.	• The process executes completely within the software. • All steps, approvals, and documentation are captured and accessible in the software.

The Corporation of The City of Sault Ste. Marie discussed business capabilities, value streams, and business processes to generate an organization-wide ERP process inventory

ERP Process inventory

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• GL & GL consolidation • AP & AR • Billing and Invoicing • Cash management • Revenue accounting • Payroll accounting • Grants Management • Financial Reporting • Annual financial reports • Inventory management • Internal Controls		• City Tax management • Property management • Assessments • Tax billing		• Budget reporting • Variance analysis • Multi-year operating plan • Monthly forecasting • Costing and allocation • Annual operating plan		• Vendor approval and sourcing processes • Requisition approvals • PO generation • Expense controls • Post award tracking • Procurements to Purchasing • Budgeting and encumbrance		• Contract lifecycle management • Contract repository • Contract prequalification compliance		• Core HR record management • Organizational structure • Benefits Administration	
										HR Core Payroll	
										Process	Technology
		• Payroll administration • Scheduling • Time & Attendance • Time Approval									
HR Workforce Management		HR Talent Management		Works Management		Asset Management		CRM		Integration	
Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology	Process	Technology
• Leave Management • Workforce planning • Position management • Succession planning • Disability management • Attendance management		• Talent acquisition • Onboarding & offboarding • Performance management • Employee and union relationships • Employee training management • Job Evaluations		• Work Order Management • Work Order Job Costing • Fleet Management • Inventory management • Shift Log • Crew Scheduling • Call out management • Time Entry & Time Clocks		• Incident reporting consistency • Safety and hazardous reporting • Standard document management • Digitized incident reporting • Policy & protocol acknowledgement		• City Tax Information • City Tax payments • Financial Reporting • Work order requests and tracking • KPI Dashboard Reporting		• API Integration • Integration with internal and external systems • Microsoft Signal Sign-On integration • Multi-Factor Integration	

Capability maturity



Strong



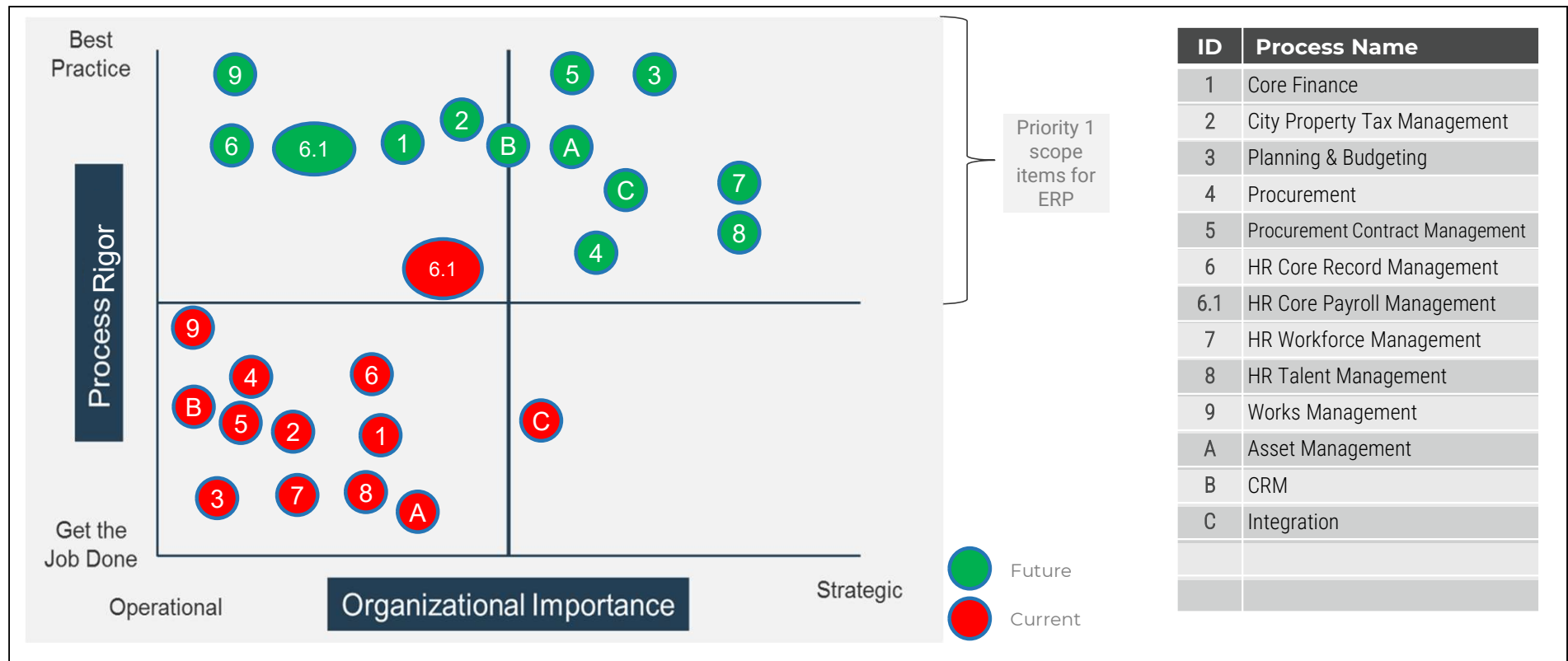
Moderate



Weak

The Corporation of The City of Sault Ste. Marie prioritized ERP processes that can potentially impact vendor selection and implementation roadmap

ERP Process Prioritization



The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

ERP Application portfolio

Application Name	Satisfaction	Processes Supported	Future Disposition
Dynamics GP Core Financials	Medium and declining	Core financials (GL, AR, AP, Billing)	Replace
Dynamics GP City Tax	Medium and declining	City Property Tax Management	Replace
Dynamics GP Procurement	Medium	Procurement Management (Requisition, PO)	Replace
Dynamics GP VCH	Medium	Online Tax Info and payment portal	Replace
Questica Budgeting	Medium to Low	Budget Management (Operating)	Evaluate (Update or Replace)
Avanti Payroll	Medium to High	Payroll management	Evaluate (Update or Replace)
Avanti Core HR	Medium	Core HR record management	Evaluate (Update or Replace)
Avanti Workforce Management	Module not implemented	Workforce management	Evaluate (Update or Replace)
Avanti Talent Management	Module not implemented	Talent management	Evaluate (Update or Replace)
Avanti Time & Attendance	Medium – Module not fully implemented	Time & attendance, time approval	Evaluate (Update or Replace)

The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

ERP Application portfolio

Application Name	Satisfaction	Processes Supported	Future Disposition
WorkTech Work Management	Medium and declining	Work management system (employee activities, time, attendance, scheduling, job costing)	Evaluate (Update or Replace)
Faster FMIS	Low	Fleet Management Information System	Keep / Upgrade
Asset Management	Medium	Maintaining, upgrading, and operating physical assets cost-effectively within a municipality	Update or Replace
ClearRisk – Contract Management	ITSM: High CSM: Med-Low	Risk management software (risk, incident, policy, document, and contract management)	Keep
Licenses & Permits	IT: High Business: Med-Low	Regulatory and development solution(permitting, licensing, inspections, code enforcement, etc.)	Keep
Cemetery Management	Medium	Cemetery Management System	Keep
Parking Ticket Management System	Low	Parking infraction management system.	Keep
ActiveNet – Recreation & Facility Management System	Medium	Recreation and Facility Management System (facility, program, membership, event and financial management)	Keep or Upgrade
Prolifik Marina Management System	Med-High	Marina management system (slip and contract management, AR/AP, complaints, etc.)	Keep
Trux – Landfill Scales System	Med-High	RUX Weigh-IT is the industry standard software for ticketing, billing, and accounts receivable processing in the waste industry.	Keep

The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

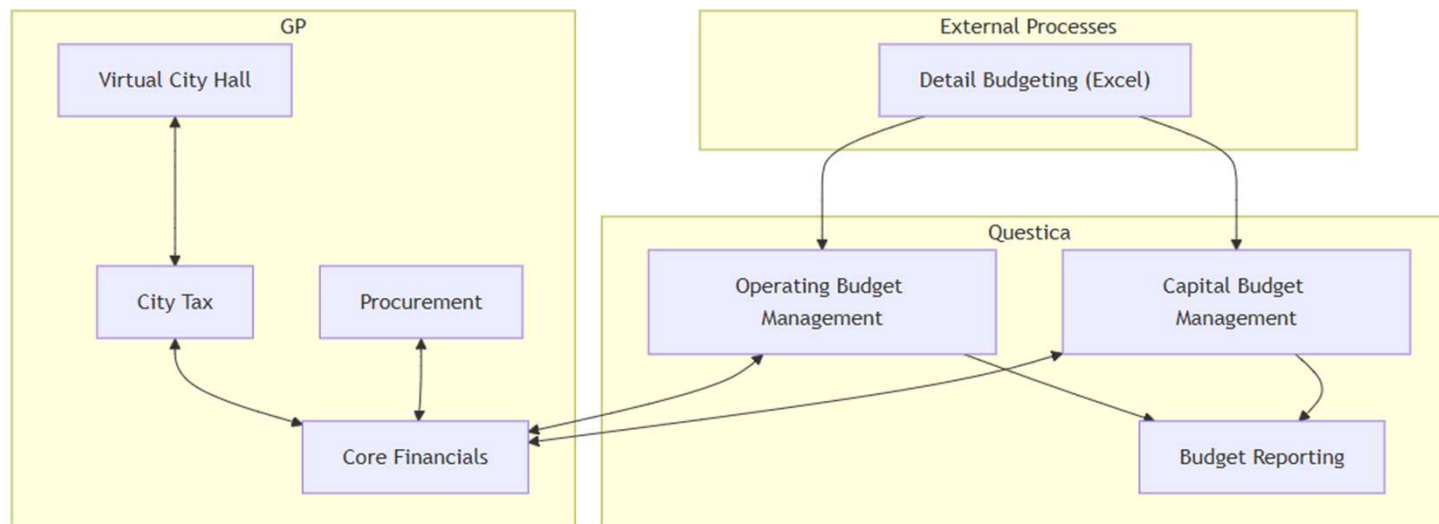
ERP Application portfolio

Application Name	Satisfaction	Processes Supported	Future Disposition
Profuel – PW Fuel Management System	Medium	Fuel dispensing and tracking system.	Keep
CLIS (Civic Land Information System)	Medium to High	Civic land information system.	Keep
POS – ActiveNet and TouchBistro	Medium	All-in-One POS and restaurant management system	Keep
SSMIC - GIS	Medium to High	Geographical Information Systems managing municipal special data for PW, Planning, and Engineering.	Update
Cerolink – Planning	Low to Medium	Regulatory and development solution(planning)	Keep
Moneris	Medium	Payment processing management system.	Keep
Passport (Transit)	Medium	Parking enforcement system (mobile pay, digital permits, payment, etc.)	Keep
Trapeze – Parabus booking system	Medium-High	Parabus transportation management system.	Keep
OSL (staff & resource scheduling)	Med-High	Police & Fire staff and resources management system (time & attendance, scheduling, roster management)	Keep
Parklane – WSIB	Med-High	Worker compensation claims management system.	Keep or Replace

The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

Visual Application Portfolio

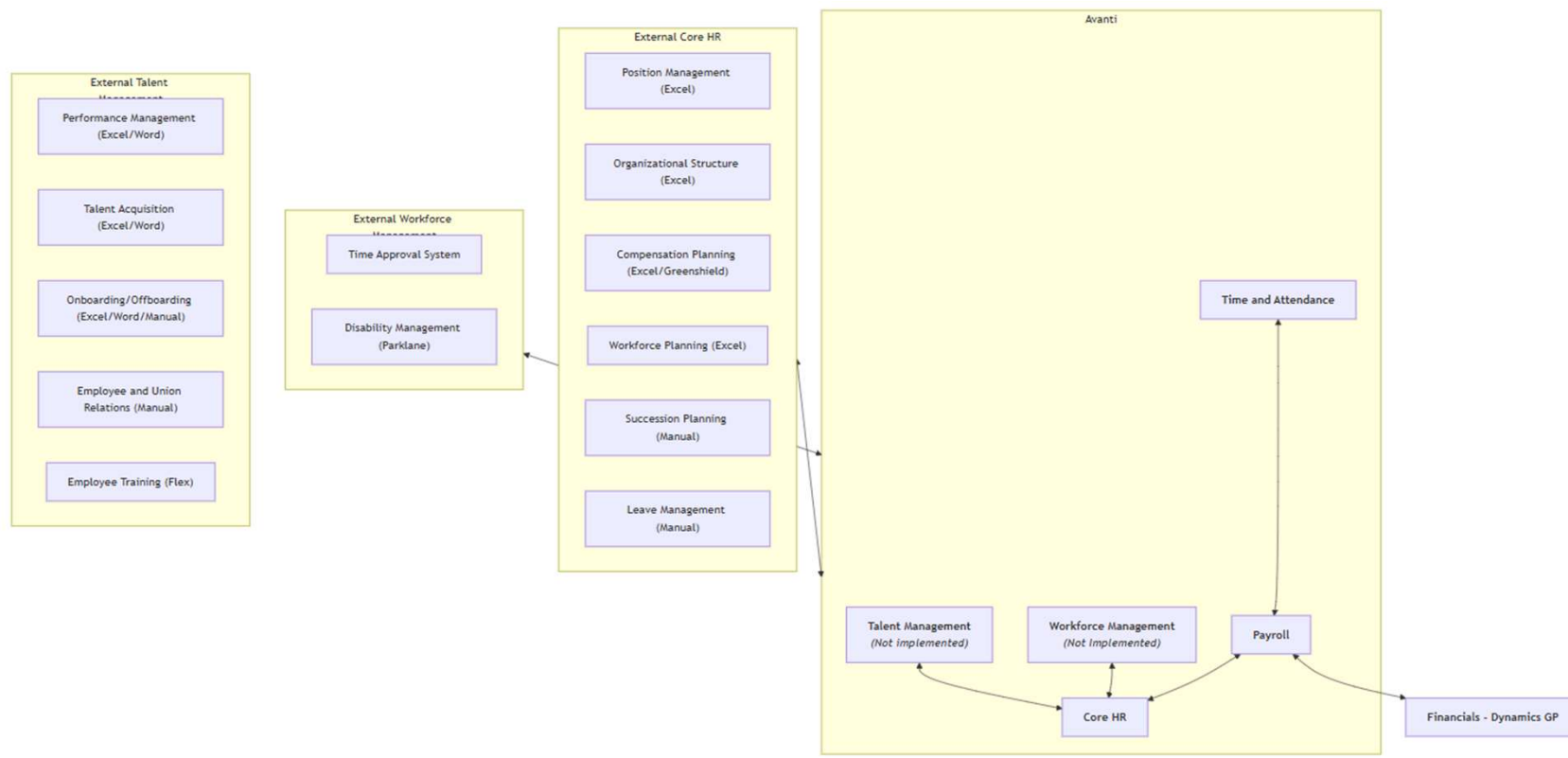
Financials



The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

Visual Application Portfolio

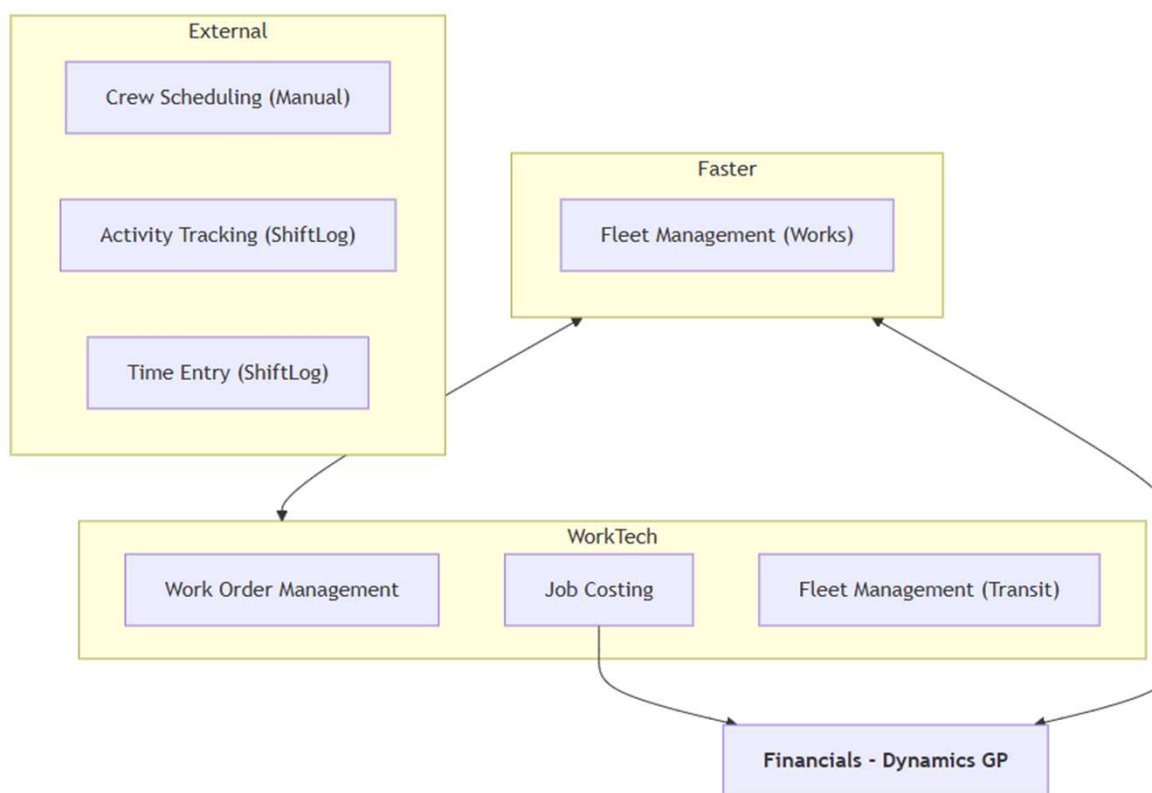
HRIS



The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

Visual Application Portfolio

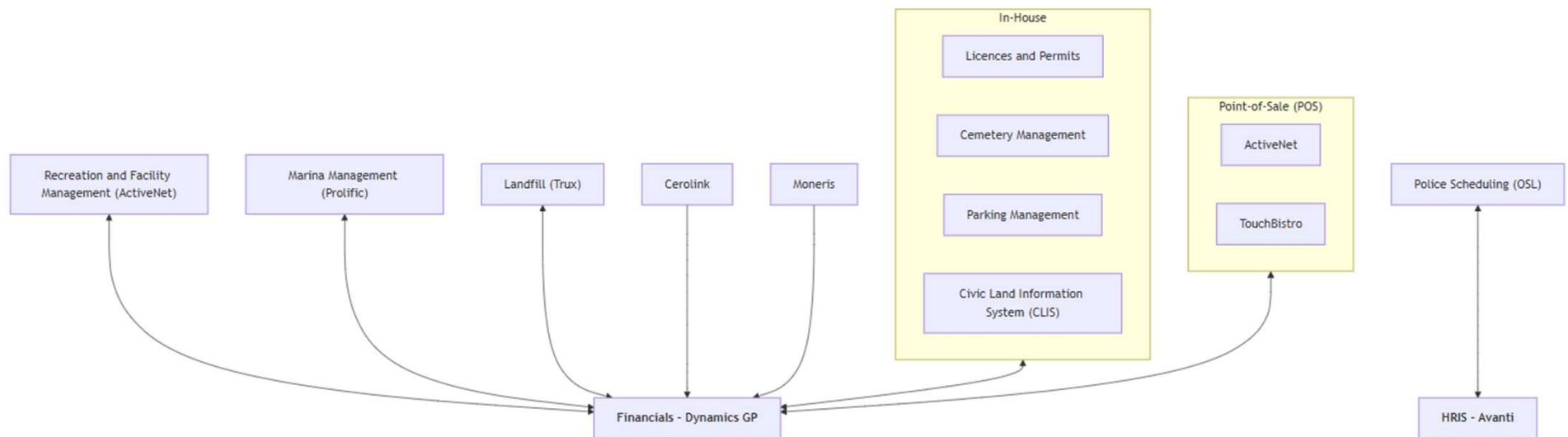
Works Management



The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

Visual Application Portfolio

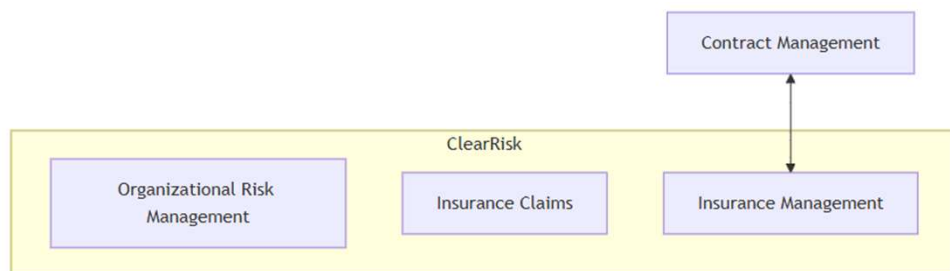
Service Management (Other Systems)



The Corporation of The City of Sault Ste. Marie developed an inventory of its applications that support the ERP business processes

Visual Application Portfolio

Risk & Compliance



Asset Management



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- Level 1 Decomposition:
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 - Works Management
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- ERP glossary

The Corporation of The City of Sault Ste. Marie mapped the stakeholders based on their expected influence and involvement in the ERP project

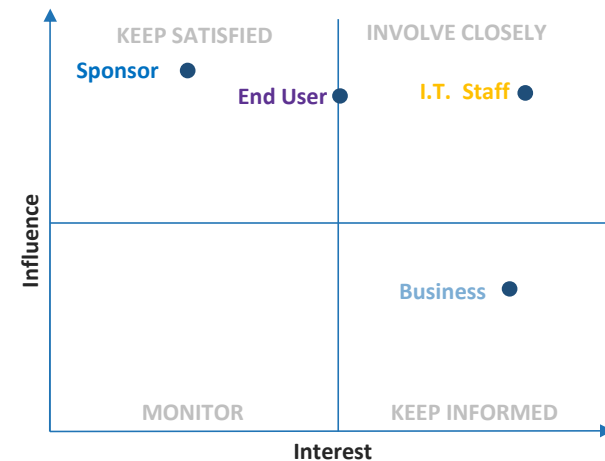
Stakeholder mapping Category definitions

The stakeholders and their level of involvement in the ERP Project

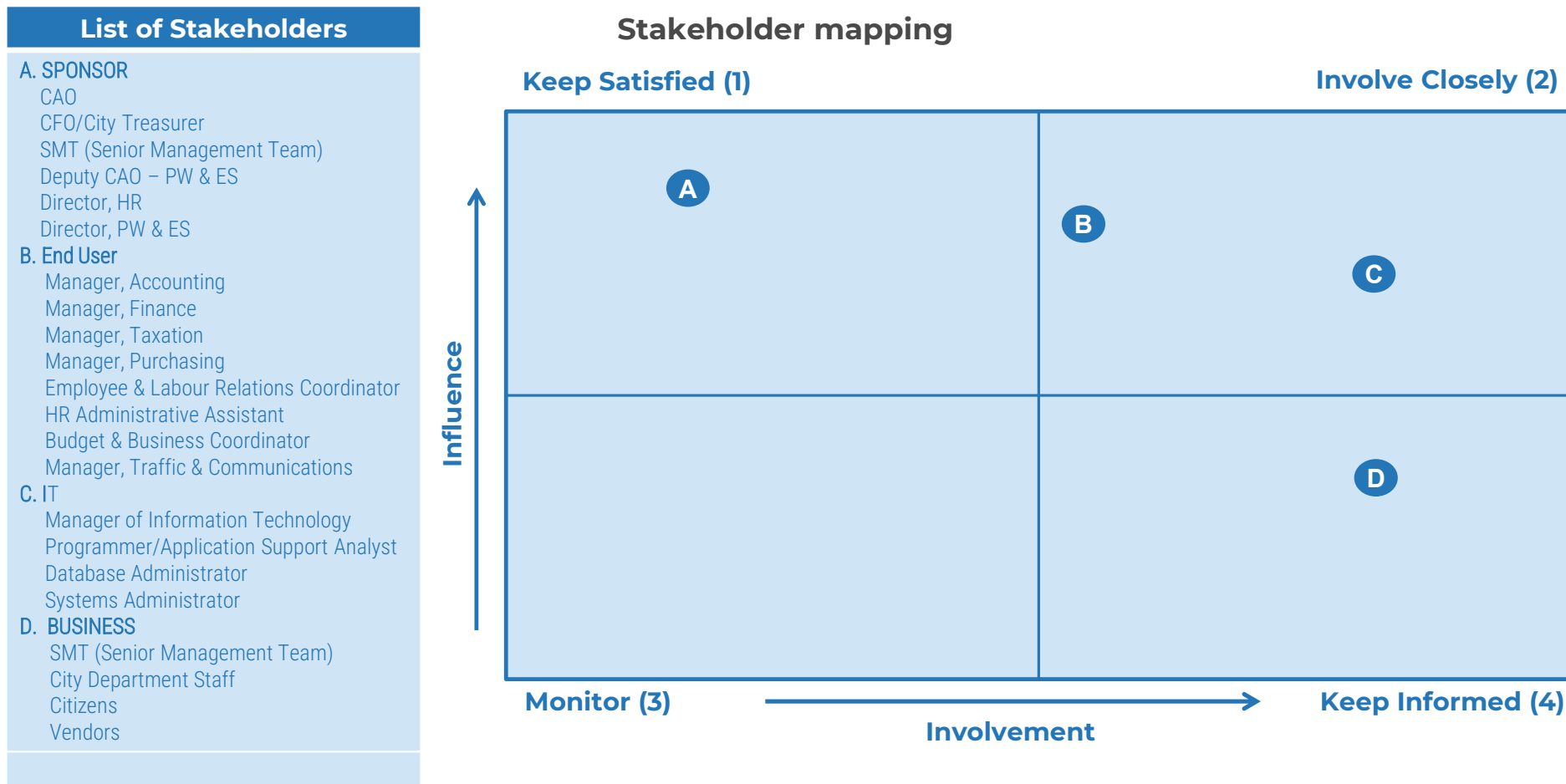
	Sponsor	End User	IT	Business
Description	An internal stakeholder who has final sign-off on the ERP project.	Front-line users of the ERP technology.	Back-end support staff who are tasked with project planning, execution, and eventual system maintenance.	Additional stakeholders that will be impacted by any ERP technology changes.
Examples	• CAO • CFO/City Treasurer • SMT	• Finance Staff • HR Staff • PW & ES	• ERP Team • I.T. Staff	• SMT • Department Staff • Vendors • Citizens
Value	Executive buy-in and support is essential to the success of the project. Often, the sponsor controls funding and resource allocation.	End users determine the success of the system through user adoption. If the end user does not adopt the system, the system is deemed useless and benefits realization is poor.	IT is likely to be responsible for more in-depth requirements gathering. IT possesses critical knowledge around system compatibility, integration, and data.	Involving business stakeholders in the requirements gathering will ensure alignment between HR and organizational objectives.

Large-scale ERP projects require the involvement of many stakeholders from all corners and levels of the organization, including project sponsors, IT, end users, and business stakeholders. Consider the influence and interest of stakeholders in contributing to the requirements elicitation process and involve them accordingly.

EXAMPLE: Stakeholder involvement during selection



The Corporation of The City of Sault Ste. Marie mapped the stakeholders based on their expected influence and involvement in the ERP project



The Corporation of The City of Sault Ste. Marie identified potential risks that may impede the successful completion of project and for each risk, planned mitigation tactics

Potential risks and mitigation strategies

Potential Risk	Impact	Likelihood	Mitigation Effort
Project approval.	1	2	Build a strong business case for project approval and allow adequate time for the approval process. Maintain regular updates to keep leadership engaged and informed. Change the scope of the project (i.e. reduce the scope)
Inadequate budget for additional staffing resources.	1	1	Communicate the cost of communication. Reduce the scope of the project. Increase the timelines for completion.
Pushback or resistance to a new ERP solution.	2	2	Implement a structured change management process that includes communication plans, training programs, and stakeholder engagement activities.
Overworked resources.	1	1	Create a detailed project plan that outlines resources and timelines in advance. Manage expectations,
Under estimation of staffing levels required, i.e. staff utilized at 25% for project when they are still 100% on their day job.	1	2	Build a proper business case around staffing. Manage expectations. Push for proper resources Communicate the cost of implementation
Underestimating project scope and complexity	1	2	Detailed project planning, clearly defining the scope with acceptance criteria. Define a scope change process.

Rating Scale:

Impact: **1- High Risk**

2- Moderate Risk

3- Minimal Risk

Likelihood: **1- High/Needs Focus**

2- Can Be Mitigated

3- Remote Likelihood

The Corporation of The City of Sault Ste. Marie identified potential risks that may impede the successful completion of project and for each risk, planned mitigation tactics

Potential risks and mitigation strategies

Potential Risk	Impact	Likelihood	Mitigation Effort
RFP Creation, Evaluation and Vendor Section	1	2	Ensure the proper team is assembled and the final selection is based on consensus. Create a detailed evaluation script addressing all key ERP functional requirements which the vendor must demonstrate to meet the specifications.
Software does not work as advertised resulting in custom functionality with associated costs to create/maintain.	2	2	Work with staff to change processes to match the software.
Problem with integrating the ERP solution with the existing systems	2	2	Plan for robust integration with existing technology infrastructure and consider middleware or API solutions for seamless interoperability
Inaccuracies or issues during data migration	2	2	Perform a detailed data audit and cleansing before migration, and test data migration processes thoroughly before the final cutover
Insufficient Training	3	3	Develop extensive training programs and user support systems, offering role-based training tailored to different user groups.
Cloud ERP solution has a greater security concern.	2	2	Implement comprehensive security policies, conduct regular vulnerability assessments,

Rating Scale:

Impact: **1- High Risk** **2- Moderate Risk** **3- Minimal Risk**
 Likelihood: **1- High/Needs Focus** **2- Can Be Mitigated** **3- Remote Likelihood**

The ERP evaluated the following question to help determine the value and commitment to the project.

The ERP Team evaluated how much they agree or disagree with each of the following statements.

Question #	Question	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1.	I have everything I need to succeed.	1	2	3	4	5
2.	The right people are involved in the project.	1	2	3	4	5
3.	I understand the process of ERP selection.	1	2	3	4	5
4.	My role in the project is clear to me.	1	2	3	4	5
5.	I am clear about the vision for this project.	1	2	3	4	5
6.	I am nervous about this project.	1	2	3	4	5
7.	There is leadership support for the project.	1	2	3	4	5

Project team

Role	Candidate	Responsibility	Commitment
Project champion	CAO	• Provide executive sponsorship.	1 hours/week
Steering committee	SMT and their delegates	• Establish goals and priorities. • Define scope and approve changes. • Provide adequate resources and resolve conflict. • Monitor project milestones.	2 hours/week
Project manager	Manager of Information Technology and Delegates	• Prepare and manage project plan. • Monitor project team progress. • Conduct project team meetings.	20 hours/week
Project team	Implementation Team (designated staff)	• Drive day-to-day project activities. • Coordinate department communication. • Make process and design decisions.	35 hours/week
Subject matter experts by area	End users from every city department.	• Attend meetings as needed. • Respond to questions and inquiries.	5 hours/week

ERP Project roles and responsibilities to improve progress tracking

Responsible
Accountable
Consulted
Informed

- ▶ Conducts work to achieve the task
- ▶ Answerable for completeness of task
- ▶ Provides input for the task
- ▶ Receives updates on the task

Benefits of assigning RACI early:

- Improve project quality by assigning the right people to the right tasks.
- Improve chances of project task completion by assigning clear accountabilities.
- Improve project buy-in by ensuring stakeholders are kept informed of project progress, risks, and successes.

Project RACI

Responsible
Accountable
Consulted
Informed

	Project champion	Project advisor	Project steering committee	Project manager	Project team	Subject matter experts
Determine project scope and vision	I	C	A	R	A	C
Document business goals	I	I	C	R	A	C
Inventory ERP processes	I	I	C	A	R	C/I
Map current state	I	I	I	A	R	C
Assess gaps and opportunities	I	C	C	A	R	C
Explore alternatives	R	R	A	I	C	I
Build a roadmap	A	C	C	R	A	C
Create a communication plan	R	C	R	C	C	I
Present findings	R	C	R	C	C	I

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Core Finance

Stakeholders

Accounting Division
Finance Dept
Purchasing

Capability maturity

- Strong
- Moderate
- Weak

Description	Core finance capabilities	
Key Success Factors	Accurate financial data management Regulatory Compliance Integration Capabilities Financial Planning and Analysis Capabilities	Real-Time Reporting & Analysis Audit Trails & Transparency Security & Access Controls Scalability & Flexibility
Current Pain Points	Consolidation of 2 subsidiaries involves a lot of manual journal entries Processing of payments Electronic billing / invoicing	Reporting is "not great" Integrations cause month end reporting delays Integrations use flat files Poor data quality of import files

Capability	Maturity		
	Proc	Tech	
General Ledger	P	T	• General functionality is working fine.
Account Payable	P	T	• Limitations related to banking and multi-currency • Lack of online approvals
Accounts Receivable	P	T	• Lack of support for payment cards – possible Moneris vault customization issue • No self service for payment
GL Consolidation	P	T	• Manually via Excel • Elite interface not providing sufficient info
Cash Management	P	T	• All manual • Cash flow done in excel
Billing and Invoicing	P	T	• Dated self service and reliance on Excel for large data uploads

Capability	Maturity		
	Proc	Tech	
Fixed Assets	P	T	• Managed in Excel
Inventory	P	T	Basic inventory management Integration with sub-systems is a challenge
Internal Controls	P	T	• Well-defined user roles and security access • Admin roles and operational roles are separate.
Financial Reporting	P	T	• Basic Report Writer • Report Generated externally
Annual Financial Reports	P	T	• Reports generated manually using Excel and Word.
Integration	P	T	• CSV and Text Importing • Scheduled tasks • Support by I.T.

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City Property Tax Management

Stakeholders

Tax Division
Finance Dept
Accounting Division

Capability maturity

● Strong
● Moderate
● Weak

Description	City Property Tax Management	
Key Success Factors	Accurate property assessment management Regulatory Compliance Integration with financials, billing, and property management modules Timely generation of tax bills and clear communication of payment deadlines and methods.	Automated reminders and follow-up processes for overdue accounts, improving collection rates. Advanced reporting tools to analyze trends, monitor compliance, and forecast revenues.
Current Pain Points	Lack of Vendor Customer Support Service Lacks Reporting functionality Manual process required to overcome the system's lack of functionality.	Issues with processing large batches and billing The system lacks operational functionality

Capability	Maturity		
	Proc	Tech	
Tax Management	P	T	- Basic tasks require workarounds - Manual processes
Property Management	P	T	- Basic property management functions are present - Lacks in reporting
Assessment management	P	T	Utilize a third-party service, MPAC, to import assessment information.
Tax Billing	P	T	- Basic tax billing is a complex and elaborate process - Printing issues - Lacks the capability of reprinting tax bills easily.
Comprehensive Reporting & Analytics	P	T	- Duplication of data information on reports - Lack of standard reports - Minimal report filtering options - Excel used as a replacement reporting tool

Capability	Maturity		
	Proc	Tech	
Public Engagement & Communication	P	T	- Very basic information - Not user friendly - Limited functionality - Does not work properly
Scalability to adapt to new tax structures	P	T	- Capability does not exist in the application - Managed manually
Dashboards & KPI's	P	T	- Workarounds using other applications - Manual task
Data Security	P	T	- VCH lack MFA capabilities - Core application has user-based security

Planning & Budgeting

Stakeholders

Finance Dept
Accounting Division

Capability maturity

- Strong
- Moderate
- Weak

Description	Budgeting, forecasting, variance analysis, and integration with corporate planning cycle	
Key Success Factors	Automated integration from multiple sources Delegation to managers (self service) with commentary in the system Audit trail/version control Annual op plan done in system (nice to have)	System approvals Integration of the capital budget in the system Integration with HR, including FTE information Multi-year planning with scenarios and assumptions
Current Pain Points	Dept/Dev Detailed budget done in Excel, over 100 spreadsheets	Reporting is "not great" Integrations cause month end reporting delays Integrations use flat files Poor data quality of import files

Capability	Maturity		
	Proc	Tech	
Operating Budget	P	T	- Third-party app – Questica - Lacks detailed line budgeting and actuals
Capital Budget	P	T	Fully managed in Excel manually.
Multi-year Budget & long-term planning	P	T	not done whatsoever outside of the budget process (for capital) which is all excel.
Forecasting	P	T	non-existent but would like for it to be in future ERP system
Financial Reporting	P	T	Capital reporting is a work in progress, with Operating being the Management Reporter.

Capability	Maturity		
	Proc	Tech	
Variance Analysis	P	T	

Procurement

Stakeholders

Purchasing Division
Accounting Division
Finance Department

Capability maturity

● Strong
● Moderate
● Weak

Description	Procurement Management	
Key Success Factors	Seamless integration with financial systems to streamline processes. Robust reporting tools for transparency, accountability and auditability Supplier Management (prequalification & managing contracts). Automated workflows (automated approval process and notifications)	Security and data protection (user authentication & authorization controls) Scalability and flexibility Efficient Data Management (centralized repository for all procurement data to facilitate easy access and analysis)
Current Pain Points	Email notifications for requisition approvals failing Carry through of information Requisition to PO experiences issues (tax ID reference, line item detail)	

Capability	Maturity		
	Proc	Tech	
Requisition Management	P	T	- Tax schedule information tied to account #'s not carrying through (ITC) - Lacking quote attachments - Various errors in email approval process notifications
PO Management	P	T	- PO's lacking automated tie in to contract management tools - Inability to edit PO lines (fixing req.error details) - PO merges multiple requisition lines into one, where line items & unit costs are same

Capability	Maturity		
	Proc	Tech	
Vendor Approvals & Sourcing Process	P	T	Data & Processes are outside the ERP system
Budgeting & Encumbrance	P	T	Budget VS Actual Encumbrance not reflecting PO commitments live. (as Finance noted – manual excel tracking)

Procurement Contract Management

Stakeholders

Purchasing Division
Accounting Division
Finance Department

Capability maturity

- Strong
- Moderate
- Weak

Description	Procurement Contract Management	
Key Success Factors	Contract lifecycle management (creation, renewal, termination and notification) Integration with financial and procurement systems Compliance and Risk Management (risk assessment, contract review, policy compliance)	Audit & Reporting (contract status, performance, audit trail for contract-related activities) Secure access (role-based access & user authentication to secure contract data) Change Management (contract version control, amendments & approvals) Supplier Collaboration (portals for suppliers to access relevant contract details and communications.
Current Pain Points	Three separate systems manage procurement and contract management (integration is a challenge) Data exchange is done manually and is a challenge	

Capability	Maturity		
	Proc	Tech	
Contract Lifecycle Management	P	T	- Multiple tracking mechanisms (at Department; Purchasing; Legal; and Clerks) - Each has its specific information requirement
Contract Repository	P	T	Records and database at Clerks

Capability	Maturity		
	Proc	Tech	
Contract Prequalification Compliance	P	T	- Web Application Hire Ready available for 'view' of vendor status - The program is Manual, no link to Vendor in ERP system - Clear Risk's automated expiry notices not functioning consistently

Core HR (Record Management & Payroll)

Stakeholders

HR Department
Accounting Division
Finance Department

Capability maturity

Strong
Moderate
Weak

Description	Employee records, payroll, and benefits.	
Key Success Factors	HR Information System (HRIS/HRMS) to replace reliance on current paper-based system – ease of access to all employee records, integration with all related processes HRMS linked to Finance (i.e. salary grids tied to positions, integrated with payroll and salary budgets) Enhanced reporting and analytics Enhanced self-service for employees and managers Linkage to RMS (nice to have) (tender in place) (document repository)	Streamlined (optimized) processes (no Excel), interconnected database/systems Automated position approval Sync with Active Directory System stores documents including employment records
Current Pain Points	Excel or paper-based (manual employee files) Reporting Permission management Don't track FTEs/hours in position and linked to finance (impacts forecasting and budgeting)	Application training materials are not user-friendly Organization charts done in Visio/PowerPoint – manual & not real-time data Employment records are stored on the filesystem and hard copy Lack of self-service (for employees and managers)

Capability	Maturity		
	Proc	Tech	
Payroll Admin	P	T	- Documentation on process may be dated - Current technology would benefit from modernization and integration with other systems
Benefits Admin	P	T	- Documentation on process may be dated - Current technology would benefit from modernization and integration with other systems
Position Mgmt	P	T	- Manual approvals and changes - FTEs don't exist in the system
Organizational Structure	P	T	- Visio/PPT for creating Org chart – not real-time data - Limited reporting to functionality

Capability	Maturity		
	Proc	Tech	
Reporting	P	T	- Over-reliance on Excel and manual processes severely limits reporting capabilities (not all information is captured in Avanti) - Avanti reports are limited and not easily accessible
Compensation Planning	P	T	- Excel is used in budgeting process for employee benefit premiums - Full-picture costing for salary budgets is difficult to obtain
Self-Service	P	T	Current capabilities limited to accessing pay statements and T4s online
Core HR Records	P	T	- Does not store any forms or employment records (i.e. offer letters, signed agreements/forms, all contents of hard copy employee docket) - No link to assets

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HR Workforce Management

Stakeholders

HR Department
Legal Department

Capability maturity

- Strong
- Moderate
- Weak

Description	Workforce performance and efficiency management	
Key Success Factors	One source of information Built-in exception reporting Real-time balances Historical data reporting Formal system for tracking labour relations issues/grievances Attendance management	Generation of consistent timecards Electronic time off requests and leave requests and approvals Automation of Collective Agreement rules by union group Self-service for employees and managers (i.e. time off requests and approvals) Position management and job evaluation (including salary grids) Disability management
Current Pain Points	Email notification of new hires No exception reporting exists Accruals are not real-time Manual process for time off approvals – varies across departments, and difficult to pull historical data No calendar view Lack of coordination with benefits, payroll	Managers must enter time for employees in some departments All queries and Excel for reporting Time off requests are not in the system Schedules are done off-system, with multiple points of duplication. Not done in a consistent manner Manual letter distribution Lack of self-service (employee & manager)

Capability	MaTturity		
	Proc	Tech	
Workforce Planning & Position Management	P	T	Recruitment Approval Form (RAF) done manually The system does not capture the FTE count
Leave Management	P	T	Entitlements per CAs, policy, ESA, including accruals and days taken (sick leave, LOA, bereavement, STD, vacation, etc.) – rules not automated Process/technology used varies by department with no self-service capabilities for employees or management
Succession Planning	P	T	No formal system/technology used for succession planning; all manual
Disability Management	P	T	Parklane is a robust and functional system but is not integrated with other systems.
Job History	P	T	System does not capture full picture of history

Capability	Maturity		
	Proc	Tech	
Attendance Management	P	T	Reports into Excel; meet base-level needs. No integration with Parklane Would benefit from automated reminders and triggers (i.e. when thresholds are met)
Scheduling	P	T	Mostly manual; differs across departments
Time & Attendance	P	T	Mostly manual; differs across departments
Time Approval	P	T	Mostly manual; differs across departments Payroll done electronically.
Grievance Tracking	P	T	No formal system in place for LR issues/grievances (manual tracking)
Job Evaluations	P	T	No formal records management system in place

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HR Talent Management

Stakeholders

HR Department
Legal Department

Capability maturity

● Strong
● Moderate
● Weak

Description	The onboarding, offboarding, and performance management of staff, including training (L&D)	
Key Success Factors	Transparency for managers and employees in all these areas Employee manager self service for performance management Automated process flows (onboarding/offboarding) Training compliance and record management Integration with Learning Management Systems Individual job history within the organization	Online approvals Automatic notifications Dashboards to see what is complete or not (statuses) Management of progressive discipline for employees Performance and probation reviews
Current Pain Points	Excel, Word, PDFs, and emails All manual tasks for performance management (probation) Lack of a formalized/consistent performance management program beyond probationary review Mostly manual for onboarding and offboarding (except the service request form)	Reporting, tracking, and versioning are all issues No analytics L&D manually updated

Capability	Maturity		
	Proc	Tech	
Performance Management	P	T	Lack of formalized/consistent performance management program beyond probationary review; any measures currently in place are manual
Talent Acquisition	P	T	Excel and manual for all tracking/records
Offboarding & Onboarding	P	T	Excel and manual for all tracking/records New hire documentation is paper-based
Employee Development	P	T	No formal system in place
Probation Reviews	P	T	Currently using Outlook calendar invitations as reminders to follow-up with managers to complete probationary reviews – tracked manually

Capability	Maturity		
	Proc	Tech	
Employee Training	P	T	Flex – Learning Management System
Employee & Union Relationships	P	T	Communication with union reps Seniority lists
Progressive Discipline Tracking/Management	P	T	All manual currently (hard copy files and some electronic records)

HR Employee Health & Safety

Stakeholders

HR Department
Legal Department

Capability maturity

- Strong
- Moderate
- Weak

Description	Module that ensures that legal requirements are met and creates a safe working environment for employees.	
Key Success Factors	Policy and Procedure Management Risk Assessment and Management Incident Reporting and Investigation Compliance and Legal Requirements Document management system Tracking staff trainings and certifications and renewals Workplace inspection tracking	Hazard management Disability case management Integrated WCB forms Ergonomic case tracking, including equipment Communicate health and safety information to staff Auditing and Continuous Improvement
Current Pain Points	No system beyond email and Excel Pulling data from custom time system No metrics or file management	Outlook task lists SharePoint for communications and confidential file storage

Capability	Maturity		
	Proc	Tech	
Risk Management	P	T	Identify risks, assessments and mitigation management.
Incident Management	P	T	Facilitate easy reporting and tracking of incidents to improve responsive & preventive measures.
Regulatory Compliance Management	P	T	- Manage employee compliance with the Ontario Health & Safety Act. - Help manage a safe work environment
Training Management	P	T	- Provide functionalities for managing mandatory health & safety training, including tracking completion and scheduling refreshers. - Support initiatives to promote safety awareness, including updates on safety protocols.

Capability	Maturity		
	Proc	Tech	
Policy & Procedure Management	P	T	- Store and manage health and safety policies, procedures, and manuals with version control capabilities. - Tools to enforce health and safety policies and continuously update them to reflect changes in legislation or internal policies.
Document Management	P	T	- Health & Safety record storage and management - Report management
Audit & Inspection Management	P	T	Allow scheduling regular safety audits and inspections.

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Works Management

Stakeholders

Public Works Dept.
Engineering Dept
Finance & Accounting

Capability maturity

● Strong
● Moderate
● Weak

Description	Facilitate the efficient management, tracking, and execution of work orders and job costing. Maintenance of City infrastructure (Roadways, Sidewalks, Buildings, Fleet(Public Works, Transit, Engineering, Cemeteries), Waste Management, Traffic Signals & Signs, Parks)	
Key Success Factors	Minimum Maintenance Standards (Municipal Act) Project Management – multiple areas Inventory/Stores management Enhanced reporting and analytics	Decision tracking with supporting data; Possible integration with GIS system Automation of data gathering Resource planning; Budget at program level, including reporting Integrate with City Financial System
Current Pain Points	WorkTech moving to web-based system – Pearl Learning curve	Does function, not sure if all functionality will move into Pearl

Capability	Maturity		
	Proc	Tech	
Service Development & Maintenance	P	T	• Work order tracking, resource assignment
Service delivery governance & Strategies	P	T	• Project planning, inventory usage, job costing
Transportation Systems	P	T	• Log defects, follow up, cost , execute.
Fleet Management	P	T	• Work order tracking, PM scheduling, costing, vehicle maintenance tracking.
Public Safety documentation & corrections	P	T	• Work order tracking public calls and corrective action if required.

Capability	Maturity		
	Proc	Tech	
Job Costing	P	T	• Material time & equipment. Budget at the job level for tracking and budget management.
Inventory Management	P	T	• Stores items issued to work orders, reorder points
Work Order management	P	T	• Grouping, classifying, costing, scheduling, including billable work order functions
Job Planning	P	T	• The ability to create job plans across multiple work orders
Project Planning	P	T	• The ability to create job plans across multiple work orders
Estimating & Costing	P	T	• The ability to add resources to create an estimate track project through same work order

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CRM

Stakeholders

Finance, Accounting, Procurement, Tax
HR & I.T.
Eng Services & Public Works

Capability maturity

- Strong
- Moderate
- Weak

Description	Managing the interactions and relations with Staff, Citizens and other customers. Ensuring that the CRM efficiently supports citizen engagement and service delivery.	
Key Success Factors	Eliminate “common entity” Common location for notices across systems Integration with ERP submodules. Connect with third-party social media platforms Accurate and up-to-date data notification	Multi-channel communications (email, phone, web portals, smartphones) Reporting dashboards showing municipal KPIs Access services, self-register issues and check statuses
Current Pain Points	Notices tracked via emails and phone messages ServiceNow used for special orders (lack of documented, standard processes)	

Capability	Maturity		
	Proc	Tech	
Contact management	P	T	- A common one-stop portal does not exist. - Every department uses its own manual processes
City Tax Information	P	T	Limited information on current platform
City Tax Payments	P	T	Limited payment options and capabilities with the current portal.
Financial Reporting	P	T	Lack of dynamic financial reporting capabilities on an information portal. Done manually

Capability	Maturity		
	Proc	Tech	
Work Order Requests & Tracking	P	T	- Manual process using phone and email - Manual tracking process
KPI Dashboards & Reporting	P	T	Does not exist.

ERP Integration

Stakeholders

Information Technology
Finance/Accounting/Tax/
HR & Public Works

Capability maturity

- Strong
- Moderate
- Weak

Description	Enabling seamless data flow and process automation across various departments and systems within the city organization	
Key Success Factors	• Ability to connect and share data across multiple systems • Support and use standard protocols (XML, JSON, etc.) • API integration enabling real-time data exchange and process automation • Data synchronization ensures consistency and accuracy • Connector Tools facilitating integration with other applications.	• Automate cross-system triggering actions and ensure that processes extend smoothly beyond the ERP functionalities. • Secure data transfer • Reduce the need for switching between applications to access data
Current Pain Points	• API are not available for all systems • Integration is done manually in most cases • Access to Cloud-based SaaS DBMS Tables for data management.	• Lack of standardization • Limited Vendor Support • Technical Dependency and knowledge Silos (cross-functional understanding)

Capability	Maturity		
	Proc	Tech	
API Integration	P	T	• Authentication protocols do not exist for certain applications • Reliable API service from the vendor • Managing API versions (version upgrades)
Integration with internal & external systems	P	T	• Integration requires additional tools and utilities. • Custom integration created and maintained by Information Technology. • Upgrade and update challenges
MS Office Integration	P	T	• Lacks a streamlined integration with office products like Excel and Power BI.
MS Single Sign-On	P	T	• Single sign-on does not exist on many applications • Separate username & password.

Capability	Maturity		
	Proc	Tech	
Multi-Factor Integration	P	T	• Exists in some but not all applications
Integration with Dashboard Tools (PowerBI)	P	T	• No defined integration • Manual data exchange and process
Data Mapping, Transformation & Error Handling	P	T	• Lack of vendor data definitions and data schemas
Access to the Systems DBMS Tables	P	T	• Cloud based solution have no access

Enterprise Asset Mgmt

Stakeholders

Finance
Accounting
Stakeholder 3

Capability maturity

● Strong
● Moderate
● Weak

Description	The administration of acquiring and disposing of assets	
Key Success Factors	• Reconciliation tool that takes external source data as input (VLT quarterly reconciliation) • Nice to have: Right to use assets (IFRS 16) support • Leases as an asset	• Accurate and flexible reporting • Maintenance and planning support
Current Pain Points	• Lack of controls (i.e., can dispose of an asset twice) • Reporting is terrible (i.e., no continuities for multiple business units)	• Reporting typically involves export to Excel • Inconsistent behavior • No integration to procurement

Capability	Maturity		
	Proc	Tech	
Asset lifecycle management	P	T	• Managed using Excel • Fixed Asset management Program in place
Supply chain management	P	T	• Not part of current process
Core EAM	P	T	• Asset registry • Compliance • Financials • Analytics
Monitoring	P	T	• Does not apply
Maintenance planning & scheduling	P	T	• Nice to have

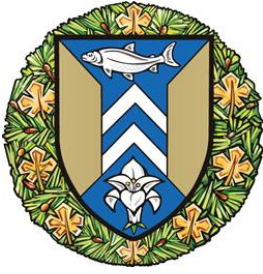
ERP players to consider

	Name	Module	Priority notes
	CentralSquare	Supports ERP modules & Works management	Vendor solution and Implementor (NaviLine ERP)
	Microsoft Dynamics 365	Supports ERP modules Works Management unknown	Vendor solution and Implementor (Dynamics 365)
	Endeavour	Supports all ERP modules Works Management unknown	Microsoft Dynamics 365 Implementation Partner Sylogist Implementation Partner
	SylogistGOV	Supports all ERP modules Works Management unknown	Vendor solution and implementor (built on the Microsoft 365 platform)
	Oracle NetSuite Oracle PeopleSoft	Supports all ERP modules Works Management unknown	Vendor solution and Implementor
	Workday	Supports all ERP modules except for City Tax Management	Vendor solution and Implementor
	SAP Business One	Supports all ERP modules Works Management unknown	Vendor solution and Implementor
	Deloitte	Supports all ERP modules except for Works Management not supported	Oracle Implementation Partner
	Unit4	Supports ERP except for City Tax Management & Works Mgmnt	Vendor solution and integrator
	ADP	HRIS (supports the HR modules)	Vendor solution and Implementor
	Tyler Technologies	Supports ERP modules & Works management	Vendor solution and Implementor

The Corporation of The City of Sault Ste. Marie developed a glossary to create a shared understanding of terms used by various ERP stakeholders

ERP Business Glossary

Term	Definition
HRMS, HRIS, HCM	Human Resource Management System, Human Resource Information System, Human Capital Management. These represent four capabilities of HR: core HR, talent management, workforce management, and strategic HR.
Finance	Finance includes the core functionalities of GL, AR, AP. It also covers such items as treasury, financial planning and analysis (FP&A), expenses, and asset management. Also includes City Tax Management.
Supply Chain	The processes and networks required to produce and distribute a product or service. This encompasses both the organization and its suppliers.
Procurement	Procurement is about getting the right products from the right suppliers in a timely fashion. Related to procurement is vendor contract management.
Distribution	The process of getting the things we create to our customers.
CRM	Customer Relationship Management, the software used to maintain records and contact with our citizens.
Sales	The process of identifying customers, providing quotes, and converting those quotes to sales orders to be invoiced.
Customer Service	The process of supporting customers with challenges and non-sales questions related to the delivery of our products/services.
Field Service	The group that provides maintenance services to our customers.



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Brent Lamming, Deputy CAO, Community Development
and Enterprise Services
DEPARTMENT: Community Development and Enterprise Services
RE: Downtown Business Improvement Area – Budget Update

Purpose

The purpose of this report is to provide information regarding the proposed 2026 budget request to support the Downtown Business area, approve the by-law dissolving the BIA, and update Council on related agreements to facilitate the transition.

Background

The following resolution was passed at the October 21, 2024, Council meeting:

Whereas the City of Sault Ste. Marie has had a Business Improvement Area known as the Downtown Association (formerly the Queenstown Association) since 1976, a time when Queen Street was the major commercial district within the community; and

Whereas since 1976, commercial activity in the community has become more spread out throughout the community, including the expansion of the mall, redevelopment of the St. Mary's Paper site into the Canal District, and expansion of offerings on Great Northern Road, Northern Avenue and Trunk Road; and

Whereas downtowns have, over the course of several decades, transformed from being solely commercial hearts of communities, to being the social hearts of a community, hosting festivals and events, all while continuing to offer commercial and retail draws; and

Whereas it is prudent to review if the model for downtown marketing and promotion that worked in 1976 continues to be the best model for our Downtown, recognizing that the community's definition of downtown is different than the Downtown Association's geographic boundaries; and

Whereas if Council believes downtown development is a community priority, it should be supported by the community, not just those businesses

*that front directly on Queen Street between Gore Street and East Street;
and*

*Whereas dissolution of a Business Improvement Area is an option available
to municipalities under the Municipal Act, 2001; and*

*Now Therefore Be It Resolved that staff be requested to investigate how
comparable communities are activating, promoting, and marketing their
Downtowns, and report to Council on options available to it, either with a
recommendation or with options from which Council could choose to best
activate, promote and market Sault Ste. Marie's downtown.*

On April 7, 2025, Council passed the following resolution:

*Resolved that the report of the Deputy CAO, Community Development and
Enterprise Services dated April 7, 2025 concerning Downtown Business
Improvement Area Review be received and that implementation of Option
3 be approved (dissolve the current DTA and reallocate activities under the
City umbrella with a supporting business advisory committee and
incremental staffing);*

*Further Be It Resolved that the funding currently allocated to the Downtown
Security Pilot Program of \$150,000 be allocated to a municipal downtown
development budget line item in the 2026 preliminary budget, with staff to
report back on whether further funding might be required to properly fund
downtown development and marketing on a go-forward basis, and that such
report be brought to Council for consideration during the 2026 budget
deliberations.*

On August 11, 2025, Council passed the following resolution:

*Resolved that the report of the Director of Community Services dated
August 11, 2025, concerning the Sault Ste. Marie Downtown Development
Committee be received and that the Terms of Reference for the Sault Ste.
Marie Downtown Development Committee be approved.*

Analysis

Following the direction from Council to dissolve the current Downtown Association (DTA) and transition its functions under the City's operations, planning efforts among City staff are well underway to support a successful transition.

The Downtown Development Committee members were appointed at the September 22, 2024 Council meeting. A detailed budget (Appendix A – BIA – City Budget) has been prepared that will support the following categories for 2026:

- Staffing for dedicated downtown program delivery
 - 1 Full-Time Employee – for dedicated downtown program delivery reporting to the Downtown Plaza Supervisor.
 - Part-time hours for event activation and maintenance requirements.
 - 2 Full-Time Summer Students (May-September).

Downtown Business Improvement Area – Budget Update

October 14, 2025

Page 3.

- Seasonal flower installation and maintenance – PW Parks;
- Street banner programs for installation/removal – CDES Arenas Division;
- Christmas lights and decorations (Downtown street poles, Clergue Park, Downtown Plaza, Civic Centre) – PW;
- Holiday parking promotions;
- Garbage receptacle pickup – CDES and PW Parks. Individual containers are picked up regularly by Parks, containers on poles are serviced through the Transit (bus stop) maintenance contractor;
- Graffiti Removal Program supported by the resolution approved on October 1, 2024 concerning a Graffiti Subcommittee of the Cultural Vitality Committee.
- Support for street events;
- Downtown destination marketing (i.e., social media, eat local passport, etc.); and
- Maintenance of municipally owned structures beyond that currently provided at the expense of the municipality.

Downtown foot patrols identified as a potential funding source for the DTA transition to the City will be covered in a separate budget request as part of the 2026 Budget. If the request to reinstate the funds for downtown security is not approved during budget deliberations, then the service level will have to be decreased accordingly.

Staff from various departments have worked to arrive at the budget request, focusing on service delivery and fiscal responsibility while providing the required resources to action. Staff are comfortable that the services performed by the BIA can be replicated, and ideally enhanced, with the budget recommended.

Staff have also compiled a list of agreements that will be transferred to the City by way of the dissolution. Over the next few months, these agreements will be reviewed, and a determination regarding continuation will be made. Any additional service agreements or MOUs to facilitate the transition and continued operation under the new Committee will also be contemplated.

The attached By-law 2025-138, referenced elsewhere on the Agenda, formally dissolves the Business Improvement Area as of midnight on December 31, 2025. The City will officially commence services on January 1, 2026.

Financial Implications

The \$150,000 for Downtown Foot Patrols has been identified as a funding source by Council for the transition of the BIA to the City. The additional \$99,500 required to maintain the service level (total budget of \$249,500) will be included in the 2026 preliminary operating budget. A separate request to support Downtown Foot Patrols has been referred to the 2026 Budget deliberations for Council to review.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the Corporate Strategic Plan 2024-2027 in a variety of focus areas:

- Within the Community Development focus area, it will promote economic activity and growth.
- It will contribute to the Quality of Life by fostering a vibrant downtown through and supporting the Arts and Culture sector of the community.
- It will build collaborative relationships to enhance service delivery through community partnerships.
- Finally, it will ensure transparency and fiscal responsibility to meet the needs of the community.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO Community Development and Enterprise Services dated October 14, 2025, concerning the Downtown Business Improvement Area – Budget Update be received and that an operating request be referred to the 2026 budget.

The relevant By-law 2025-138 is listed elsewhere on the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Brent Lamming, PFP, CPA, CMA

Deputy CAO, Community Development & Enterprise Services

705.759-5314

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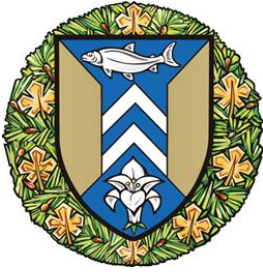
Appendix A

City of Sault Ste. Marie

Downtown Business Improvement Area

Downtown Business Improvement Area

	Budget
Fees and User Charges	
Sponsorship and Donations	\$ (51,000)
Sundry Revenue	
Total Revenue	\$ (51,000)
Expenses	
Salaries	
Full-Time	\$ 73,650
Part-Time	\$ 35,880
Benefits	\$ 32,236
Total Salaries and Benefits	\$ 141,766
Vehicle Allowance, Maintenance and Repairs	
Vehicle Leasing and Rental	\$ 10,000
Maintenance	
Utilities and Fuel	
Materials and Supplies	
Operating Supplies	\$ 2,000
Telephone	
Event Expenditures	\$ 112,734
Maintenance and Repairs	
Maintenance and Alterations	\$ 10,000
Financial Expenses	
Purchased and Contracted Services	
Marketing/Advertising	\$ 6,000
Purchased and Contracted Services	\$ 18,000
Total Operational Expenses	\$ 158,734
Total Expenses	\$ 300,500
Total Net Expenditure	\$ 249,500
Transfer of Downtown Patrols	\$ (150,000)
Operating Request	\$ 99,500



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Brent Lamming, Deputy CAO Community Development & Enterprise Services

DEPARTMENT: Community Development and Enterprise Services

RE: YMCA Conditional Contribution Agreement – NOHFC

Purpose

The purpose of this report is to seek Council approval to enter into a conditional contribution agreement with the Northern Ontario Heritage Foundation Corporation (NOHFC) and the Young Men's Christian Association of Sault Ste. Marie (YMCA).

Background

At a Council meeting dated May 13, 2024, Council authorized a contribution of up to \$505,000 to support capital refurbishments at the YMCA. Council was also advised that the YMCA had submitted a second funding application to the NOHFC regarding the fire and building capital improvements.

A contribution agreement from the NOHFC between the YMCA and City was carried at a Council meeting on October 1, 2024. The scope of the contribution agreement included supporting the costs related to the replacement of the boiler system at the YMCA. An amending agreement followed and was approved on August 11, 2025, which expanded the scope to include the installation of a new HVAC unit for the YMCA.

Analysis

The YMCA has recently been advised that they have been approved for another NOHFC grant to support the costs related to carrying out repairs, renovations, and upgrades to critical systems and high-use areas of the fitness centre, pool, and gymnasium, which include:

- Fire alarm and fire suppression upgrades and repairs.
- Roof repairs.
- Main gymnasium floor repairs; and
- Retrofitting and interior modifications of the decommissioned racquetball court into a storage area and maintenance shop.

The estimated costs of these projects are \$358,851 with NOHFC contributing 49.5% of the eligible costs.

When including prior project costs the City share remains under the approved \$505,000 at a value of \$409,663. City staff from a number of departments have worked closely with the YMCA to ensure Fire and Building items that required attention were addressed. This additional contribution from NOHFC further supports the reinvestment into the building and reduces the investment from the YMCA.

Over the past year, the YMCA has strengthened its senior leadership team with the appointment of a CEO, Finance Manager, and Acting General Manager, while the Board has continued to advance its governance capacity – collectively enhancing the organization's leadership overall.

Staff are supporting the request to enter into a new conditional contribution agreement to complete the required repairs.

Financial Implications

The City has committed to supporting 50.5% of the costs up to \$505,000 across both the boiler project and the building and fire projects through a grant agreement approved by City Council on July 15, 2024.

The total cost of the projects is \$837,938. Ineligible costs are \$26,725 (which the YMCA will cover), with the City's share being \$409,663 (\$241,939 grant 1 and \$167,724 grant 2), which is lower than the \$505,000 the City committed through the grant.

Strategic Plan / Policy Impact / Climate Impact

This item aligns with the Corporate Strategic Plan for 2024-2027 in a number of ways.

- It exemplifies communication and stakeholder consultation to create an environment that encourages engagement and the exploration of mutual goals to grow our community.
- Collaboration with community partners and stakeholders is essential to our success.

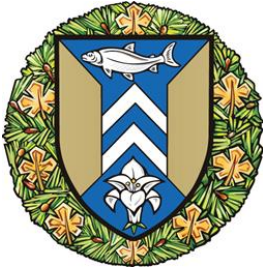
Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2025-147 is listed elsewhere on the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Brent Lamming. PFP, CPA, CMA
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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: Watch Tower Convention Agreement 2026

Purpose

The purpose of this report is to seek Council approval to enter into an agreement with the Watch Tower Bible and Tract Society of Canada (Watch Tower) to host their annual convention at the GFL Memorial Gardens in 2026.

Background

The Watch Tower Convention has been held at the GFL Memorial Gardens seven times over the past ten years. The event brings approximately 2,500 individuals to the Community annually and provides an estimated economic impact of \$892,500 to the city.

Analysis

The City of Sault Ste. Marie was approached by the Watch Tower Bible and Tract Society of Canada to host the 2026 convention, citing the continued success of previous conventions held at the GFL Memorial Gardens and strong relationships that have developed between the convention organizers, City staff, and the welcoming local community.

As part of the process, Watch Tower has requested that we utilize their agreement as opposed to the standard use agreement for a City facility. The City's Legal Department has vetted the document and supports what has been presented for use. The agreement can be found elsewhere on the Agenda.

The event will run from Thursday July 2, 2026, to Sunday July 5, 2026.

Financial Implications

Operating revenues from facility rental are estimated at \$12,100 plus HST will be positively impacted by hosting this event.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the Corporate Strategic Plan 2024-2027 in a number of ways:

- Under the Community Development focus area this event will support economic activity.
- In addition, within the Quality of Life this event supports a welcoming community and a vibrant downtown.
- This event also supports the focus area of Infrastructure, and it assists in maintaining current infrastructure.
- Finally, it continues to assist in delivering excellent customer service under the Service Delivery focus area.

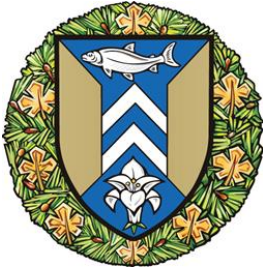
Recommendation

It is therefore recommended that Council take the following action:

The relevant by-law 2025-151 and agreement is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Nicole Maione
Director of Community Services
Community Development and Enterprise
Services
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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Virginia McLeod, Manager of Recreation and Culture
DEPARTMENT: Community Development and Enterprise Services
RE: Financial Assistance for National Sports Competition –
Mixed Curling Team 2025

Purpose

The purpose of this report is to seek Council approval for an application under the Parks and Recreation Advisory Committee's Financial Assistance Program for National/ International Sports Competitions.

Background

The Parks and Recreation Advisory Committee's Financial Assistance Program for National/International Sports Competitions is a program endorsed by City Council to support local athletes, including teams and individuals who excel at their given sport on the national or international level. The program has a set of criteria by which applications are assessed, and specific levels of financial assistance are governed. City Council gives final approval to all applications.

Analysis

Charlie Robert submitted a financial assistance application for a mixed curling team comprised of Charlie Robert, Alissa Begin, Chris Glibota, and Megan St. Amand. The team will attend the Canadian Mixed Curling Championships held November 1 to 9, 2025, in Assiniboia, Saskatchewan. The Parks and Recreation Advisory Committee reviewed the application at their meeting on September 9, 2025, and found that it meets the criteria of the Financial Assistance Policy. The following resolution was passed:

Resolved that the Parks and Recreation Advisory Committee endorse the application by curlers Charlie Robert, Alissa Begin, Chris Glibota, and Megan St. Amand to receive assistance to attend the 2025 Canadian Mixed Curling Championships from November 1 to 9, 2025, in the maximum amount currently eligible under the policy.

Financial Implications

The City's Operating Budget provides an annual amount to fund the Financial Assistance for National/International Sports Competition Program. The budget for 2025 is \$5,000 and can accommodate the \$600 request.

Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the strategic plan.

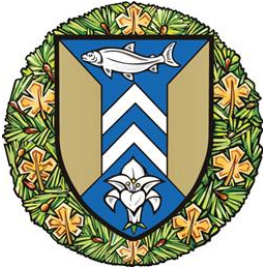
Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025, concerning Financial Assistance for National Sports Competition – Mixed Curling Team 2025 be received and that a grant in the maximum amount currently eligible under the policy (\$600) to team representative Charlie Robert be approved.

Respectfully submitted,

Virginia McLeod
Manager of Recreation and Culture
705.759-5311
v.mcleod@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Virginia McLeod, Manager of Recreation and Culture
DEPARTMENT: Community Development and Enterprise Services
RE: Provincial/National/International Competition Financial
Assistance Policy Updates

Purpose

The purpose of this report is to request an increase to the amounts awarded to individuals and not-for-profit teams seeking financial assistance when qualifying for and attending national and international level sporting, miscellaneous or cultural competitions and to delegate the authority to approve applications for assistance to the relevant Committee of Council.

Background

The City provides funding to individuals or not-for-profit teams/groups who are residents of Sault Ste. Marie and/or those who are representing Sault Ste. Marie. There are three financial assistance programs that are administered and include:

1. National and International Sports Competitions
2. National and International Miscellaneous Competitions
3. Provincial, National and International Cultural Competitions

For both the Sports and Miscellaneous competitions, requests for financial assistance are considered from individuals or not-for-profit teams who are residents of Sault Ste. Marie and/or those who have qualified to represent Sault Ste. Marie, Northern Ontario, Ontario, or Canada at a national or international competition. Qualification must be through one or more previous local, regional, provincial, or national competitions. Therefore, invitational events do not qualify for funding. Coaching and management staff will not be considered among the team complement.

Requests for Provincial/National/International Cultural Competition Financial Assistance shall be considered from individuals, or not-for-profit cultural groups who have qualified to attend the competition and who are residents of Sault Ste. Marie and are active in culture as defined in the Cultural Policy for the Corporation of the City of Sault Ste. Marie. Requests will not be considered for attendance at

Boards of Education or Post Secondary Education Institution Cultural Competitions at any level.

Financial Assistance applications are obtained from the Community Services Department, Recreation and Culture Division. Completed applications are accepted year-round due to the various dates of qualifying competitions. Applications are reviewed by the Parks and Recreation Advisory Committee or the Cultural Advisory Committee, who make a recommendation to approve. The request is then brought to City Council for final approval and distribution of funds.

Analysis

The amounts awarded have not been increased since 2002. Currently, the amounts granted to individuals and/or teams for sporting competition and miscellaneous competitions outlined in the two policies are as follows:

Individual	\$200
2 to 6 participants	\$400
7 to 15 participants	\$750
16+ participants	\$1,000

The Parks and Recreation Advisory Committee passed the following resolution at their meeting on September 9, 2025.

Resolved that the Parks and Recreation Advisory Committee endorse the increase in financial assistance provided to individuals and groups to attend national and international competitions as follows

<i>Individual</i>	<i>\$300</i>
<i>2 to 6 participants</i>	<i>\$600</i>
<i>7 to 15 participants</i>	<i>\$1150</i>
<i>16+ participants</i>	<i>\$1,500</i>

City staff are recommending that the increase in funds consistently be applied to all three types of competitions and that the policies be updated. Currently, Cultural competitions are awarded \$200 per application with special requests being considered where warranted.

The overall yearly budget would remain the same at \$5,000. Over the past 10 years, a total of \$5,350 has been awarded. The Parks and Recreation Advisory members requested that any unspent funds be transferred at the end of the year for future use. City staff are requesting that the remaining funds at year end would be transferred to the Recreation and Culture Reserve.

To streamline the process staff are requesting that all three policies be updated to eliminate the need for City Council approval. Once the appropriate committee has passed a resolution approving a grant, City staff would proceed with issuing payment. Applications will be acknowledged on the City's website once approved.

Financial Implications

It is anticipated that the current annual budget of \$5,000 will be sufficient to manage the grants based upon historical trends. The Parks and Recreation Advisory Committee has requested that the unused funds be transferred to a reserve for potential higher requests in future years. As per the Reserve and reserve Fund Policy, a new reserve will be referred to the Chief Financial Officer for review.

Strategic Plan / Policy Impact / Climate Impact

This item supports the Corporate Strategic Plan Service Delivery Focus Area: Eliminate Barriers – Review Processes, policies and procedures to identify efficiencies.

Recommendation

It is therefore recommended that Council take the following action:

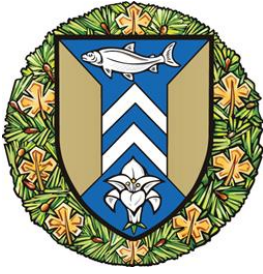
Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025, concerning Provincial/National/International Competition Financial Assistance Policy Updates be received and that amounts awarded for the National and International Sports Competitions, National and International Miscellaneous Competitions, and Provincial, National, and International Cultural Competitions be set as follows:

Individual	\$300
2 to 6 participants	\$600
7 to 15 participants	\$1150
16+ participants	\$1,500

and that the appropriate committees be delegated authority to approve grant applications.

Respectfully submitted,

Virginia McLeod
Manager of Recreation and Culture
705.759-5311
v.mcleod@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Susan Hamilton Beach, P. Eng. DCAO
DEPARTMENT: Public Works and Engineering Services
RE: Winter Control – Maintaining Services – Budget Requirement

Purpose

The purpose of this report is to present to Council an update regarding the budget requirement for maintaining the current level of service in the area of Winter Control.

Background

On February 24, 2025, City Council passed the following resolution:

Whereas due to our geographic location, Sault Ste Marie tends to receive more snow than most Ontario municipalities with the 2024/2025 winter season being an exceptional year for snowfall with precipitation totaling over 400cm; and

Whereas due to Sault Ste Marie often receiving exceptional amounts of snowfall, residents have been left to clear large chunks of snow and ice resulting from City plows or graders leaving the excess snow and ice chunks in the end of their driveways; and

Whereas other Ontario municipalities have advanced with service delivery and equipment with such things as real-time tracking of equipment, plow guards that protect driveways from being snowed in, and windrow clearing extensions that follow plows to clear snow and ice chunks left at the mouths of residents' driveways;

Now Therefore Be It Resolved that staff be requested to report back to Council on current snow removal service delivery models;

Further Be It Resolved that said report include possible improvements to service and equipment, communication with Council and residents, costs of upgrading service and equipment, and labour force impacts on adding additional equipment.

Previous winter control budgets have not been sufficient to meet winter control service standards. Several budgetary requests have been made over the years regarding winter control. In January 2023, the conclusions of the *Winter Control Budgeting and Operational Approach* study by Maclaren Municipal Consulting Inc. included a number of recommendations that focused on addressing budgetary issues related to this area. Those recommendations can be found in Appendix A to this report. The years included in the study noted above were 2013 – 2021.

Based on the recommendations, one key change was to adopt the budgeting practice of averaging. Examining the past five years of budget versus actual expenditures reveals a deficit of approximately \$916,000 per year. This includes the years 2021 through 2025. This includes the estimated 2025 deficit of \$2.1 million as presented to Council earlier this year. These deficits include all aspects of winter control operations by Public Works.

It should be noted that there has been no transfer to the Winter Control reserve in over 10 years, as no surpluses have occurred in winter control during that time. From 2020 to 2025, deficits have existed every year, with the range being approximately \$48,000 to the estimated \$2.1 million in 2025. Even in years with significant gapping and less severe winter weather conditions, the winter control budgets were exceeded. (Some weather facts are presented in Appendix A of this report.)

Until this year, the deficit has been offset by Department and/or Corporate surpluses. Reliance on surpluses in other areas is not recommended, as they are not guaranteed, and this budgeting practice may prevent other programs or initiatives from being funded.

The recommendations from the Maclaren study also included considering inflation adjustments, which Finance has done in recent years. Reporting to Council annually with an assessment of an allowance for any additional lane kilometres of roadway and sidewalks maintained was also recommended to be a sustainable approach for budgeting and ensuring the service level commitment is kept current by Council.

Analysis

Given the strong correlation with weather conditions and the variability of annual conditions (such as snowfall and freezing rain), the five-year average expenditure is the recommended approach for setting an adequate budget figure. This will enable a sustainable budget approach for the Corporation, ensuring that extreme winter seasons do not result in a burden on taxpayers, while allowing surplus years (generally those with milder, less severe conditions) to fund the reserve.

Adopting the five (5) year averaging approach, the preliminary budget will include a total of **\$945,617** in the winter control portion of the operating budget. That value is made up of the following:

- **\$445,200** – Budget increase to maintain services (operating supplies, hired equipment, etc.);
- **\$205,417**– Increases for inflation, contractual obligations, revenue adjustment due to loss of MTO service provision, and general salary and benefits adjustment; and
- **\$295,000** – This value is the fleet adjustment portion due to a combination of repair parts increase, fuel allowance decrease and capital increase. (this value is subject to change and will be updated prior to budget.

The Public Works winter control budget is broken down into the following main job categories:

- Street Plowing
- Snow Removal
- Snow Ditching/Drainage
- Sanding and Salting
- Sidewalk Maintenance
- Winter Potholes/Damage
- Sweeping

Each of those jobs is further broken down by activities including fees, salaries and benefits, hired equipment, City-owned equipment, operating supplies, purchased services and recoverables/revenue.

Overages have occurred in several of the categories listed above, and it is recommended that staff allocate the ‘maintaining service’ amount (\$445,200) to the areas most consistently underfunded. This allocation assessment will be ongoing work with Finance.

For further clarification on why a fleet allocation (\$295,000, as noted above) is itemized in relation to winter control, it is essential to understand that fleet has a significant impact on this area. Critically, the expenditures associated with fleet (i.e., acquisition, repair, fuel, etc.) are apportioned to the respective areas within Public Works. Council is aware of the recent support provided to Public Works for modernizing their fleet, aligning with best practices, and aiming to reduce parts and maintenance expenditures. Staff are recommending a phased-in allocation (over two years) to allow for a confident trend analysis by monitoring the influence of the newer equipment on maintenance items (i.e., repair parts, fuel usage, etc.). An additional increase will be proposed in 2027 for the remaining funds needed for the fleet.

The increase of \$205,417 reflects the inflationary adjustment, contractual obligations previously approved by Council (sand, salt, etc.), a revenue adjustment due to loss of MTO service provision, and general salary and benefits adjustment.

While the background and finances discussed up until this point are essential for maintaining the existing level of service, staff are aware of Council's resolution to consider and price enhancements to the winter control program. Until the current level of service is adequately budgeted, it is recommended that enhancements be considered at a later date. Staff will return to Council in the future with this report and estimated enhancements.

Financial Implications

An increase in operational costs of \$945,617 will directly impact the 2026 operating budget. The requirements for Winter Control will be included in the 2026 Preliminary Budget, as they reflect the actual cost of maintaining the service.

Moving forward, it is recommended that the five-year average financials be reviewed annually and that the transfer to the Winter Control reserve be reported to Council on a regular basis.

The Winter Control Reserve is currently at \$880,385. It is anticipated that the reserve will be fully utilized with the estimated \$2 million plus budget deficit for winter control in 2025 (as indicated in the Q2 financial report). The Q3 report will provide a status update on this item and the total corporate deficit.

Strategic Plan / Policy Impact / Climate Impact

This report focuses on funding winter maintenance of existing infrastructure, specifically Focus Area 3: Infrastructure, of the Corporate Strategic Plan.

Winter maintenance is performed in compliance with Ontario's Minimum Maintenance Standards and the City's Winter Control Policy.

Without adequate funding, the Corporation will continue to face challenges in meeting the current service level within the budgetary allocation.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Public Works and Engineering Services concerning winter control budgeting be received and that Council support the recommendation that the five-year average expenditure be the basis for budget allocation for winter control starting with the 2026 budget; further that Public Works staff report back to Council regarding winter control enhancements with the cost to implement such enhancements at a later date.

Respectfully submitted,

Susan Hamilton Beach, P. Eng.
DCAO, Public Works and Engineering Services
705.759.5207
s.hamiltonbeach@cityssm.on.ca

Appendix A

1. Budget Recommendations from the 2023 Maclaren study:

15. Fleet budgeting should be revised to have Fleet target a break-even status and charge realistic rates for the use of equipment. This may require some time to achieve.

16. The Winter Control Reserve Fund should remain in place. It should be recognized that winter control expenditures relate strongly to weather conditions, which are unpredictable.

17. The budget from winter control activities (including street sweeping in the spring) should be increased recognizing the average deficit of \$580,000 in the past 9 years. It should be adjusted each future year to recognize inflation, and any further increase in lane kms of roads and sidewalks maintained, unless they are maintained on a cost-recovery basis.

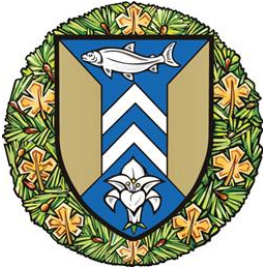
18. Within this amount, allocations should be realistic, particularly the allocation of costs to sidewalk clearing and hired equipment.

2. Winter Weather Facts for Sault Ste. Marie

The 2023 Maclaren study, which included data from 2013 – 2021, presented the following facts:

- In 3 of the last 6 years, Sault Ste. Marie had the highest winter severity index amongst the large northern Ontario municipalities.
- In the 3 years when it was not the highest, it was second-highest in 2 of those years.
- The winter 2024-2025 severity index is not yet available, and
- While snowfall is often used as an indicator of winter intensity, it does not capture the effects of freezing rain and rapid temperature fluctuations. Snowfall has exceeded the 320 annual average for 3 of the last 4 winters.

(Although beyond the study's timeframe, the winter of 2024-2025 saw **482cm** of snowfall, according to data collected by Environment Canada.)



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Dan Perri, Director of Public Works
Nicole Maione, Director of Community Services

DEPARTMENT: Public Works and Engineering Services

RE: Hard Surface Courts

Purpose

The purpose of this report is to address a Council resolution from September 22, 2025, which reads:

Whereas pickleball is one of the fastest growing sports in Sault Ste. Marie, with participation numbers increasing each year with approximately 200 registered members of the Soo Pickleball Association in 2021, doubling to 416 in 2022, with much of this growth likely attributable to the City's decision to construct Elliot Park; and

Whereas participation has continued to increase each year, with 2025 figures showing 925 players registered through a court-booking app, not including the many additional residents who play but are not formally registered; and

Whereas demand for courts is outpacing supply, creating long wait times at outdoor facilities and capacity issues indoors; and Whereas it is the responsibility of a municipality to offer free, affordable space for physical activity for all residents; and

Whereas preventative repairs are less costly than full reconstruction if "nonessential" services such as the Snowdon Park courts are maintained and invested in; and

Whereas the Snowdon Park tennis and pickleball courts serve as a true community hub, used daily by constituents of all ages from across the City; and

Whereas outdoor recreation facilities such as tennis and pickleball courts are an important part of community health, wellness, and active living,

aligning with the objectives outlined in the City's Parks and Recreation Master Plan; and

Whereas investment in safe and modern recreation facilities also brings broader economic and social benefits, including opportunities to host tournaments, attract visitors, promote active living for seniors, support youth engagement, and reduce long-term health care costs through preventative wellness; and

Whereas access to safe and properly designed courts will help meet the growing demand for pickleball while maintaining tennis opportunities, ensuring that residents of all ages have access to inclusive and sustainable recreation options; and

Whereas constituents have expressed a willingness to work with the City and are prepared to assist through fundraising or individual donations if project costs exceed any budgeted amount. Once the project is complete they will discuss with City staff the Adopt-a-Park program to support ongoing costs related to the facility;

Now Therefore Be It Resolved that City Council request that staff include the cost to upgrade Snowdon Park, including the courts and resurfacing in the 2026 preliminary budget.

Background

The City operates and maintains 18 hard surface courts throughout the community. The location, court type, and year of construction/rehabilitation are summarized in the table below.

Location	Court Type	Year of Construction
Snowdon Park	Tennis/Pickleball	1968
Wilcox Park	Multisport	1968
Penhorwood Park	Tennis/Pickleball	1983
Boston Park	Tennis	1996
Birchwood Park	Tennis	1996
LaSalle Park	Tennis	1996
North Street Park	Tennis	1996
Sutton Park	Tennis	1996
Peter G. Manzo Park	Tennis	1998
Green Acres	Basketball	1998
Captain Nicola Goddard Park	Basketball	1998
Lennox Park	Basketball	1998
Munroe Park	Basketball	1998
St. Patrick Park	Basketball	1998
William Merrifield Park	Tennis	2017
Elliott Sports Complex	Pickleball	2022

Hard Surface Courts

October 14, 2024

Page 3.

Anna Marinelli Park	Basketball	2022
Kiwanis Park	Basketball	2023

The typical useful service life of a hard surface court is 20 years. Staff provide routine maintenance, such as crack filling, line painting, and minor repairs to these courts; however, larger cost items, such as resurfacing or fence rehabilitation, cannot be accommodated within the current Parks Operations budget.

Analysis

The cost to rehabilitate a hard surface court ranges from \$30,000 for a smaller basketball court without fencing to upwards of \$150,000 for a double pickleball/tennis court with fencing. Staff will prioritize which courts are resurfaced based on the year of construction or last rehabilitation, the results of court inspections, and the estimated cost of resurfacing.

There are currently fourteen hard surface courts that have reached or exceeded their useful life in 2025. To ensure that the backlog of court rehabilitation is kept to a minimum and that playability and safety of the courts are maintained, it is recommended that the Parks Operating budget be increased by \$75,000 per year to fund the rehabilitation of these courts. This funding level would allow for the rehabilitation of two to three basketball courts, one single pickleball/tennis court, or half of a double pickleball/tennis court per year.

The Parks and Recreation Master Plan, F33, supports this request as it states the City shall provide equitable support for operational increases to address improvements to the remaining courts once a basic level of service has been established. This commitment ensures the ongoing use of public facilities by residents of all ages, fostering inclusive access and promoting a healthy, active lifestyle throughout the community.

Any additional funds raised by community members through the Adopt a Park program or grant funding, if available, will be used to supplement the yearly spend on hard surface court rehabilitations.

Financial Implications

If approved, an increase in operational costs will directly impact the 2026 operating budget by \$75,000 per year.

Strategic Plan / Policy Impact / Climate Impact

This report is linked to the Infrastructure and Quality of Life focus areas of the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Public Works and the Director of Community Services dated October 14, 2025 concerning Hard Surface Courts be

Hard Surface Courts

October 14, 2024

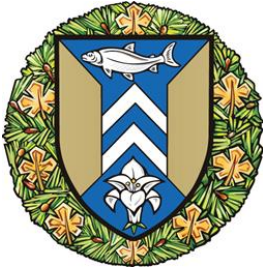
Page 4.

received and that Council direct staff to refer operating cost increases to the 2026 budget.

Respectfully submitted,

Dan Perri, P.Eng.
Director of Public Works
705.759.5206
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Nicole Maione
Director of Public Community Services
705.759.5264
n.maione@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Maggie McAuley, Manager of Design and Transportation
Engineering
DEPARTMENT: Public Works and Engineering Services
RE: Herkimer Street Bridge Closure – Update

Purpose

The purpose of this report is to provide an update on the closure of the Herkimer Street bridge.

Background

The Herkimer Street bridge is located approximately 0.5km west of Carpin Beach Road over the Big Carp River. The bridge, built in 1963, is a wood timber bridge. During the 2024 inspection of the bridge, structural defects were observed and it was recommended that the bridge be immediately closed to traffic. At the November 12, 2024 Council meeting, a by-law to close Herkimer Street from Victoria Street to Carpin Beach Road until November 30, 2025 was approved.

Analysis

The City retained Tulloch Engineering to complete a Load Evaluation and Feasibility Study. The study concludes that the bridge can be reopened to most traffic with a reduction to a single lane crossing of the bridge, reduced posted speed, and a load restriction of 16 tonnes. Reinforcement of components of the bridge will be required prior to opening it to traffic. Public Works is prepared to assist with the traffic control and reinforcement of the bridge with the support of a contractor for the in-water works.

Continuous monitoring of the bridge will be required, and if unfavourable results are obtained, a re-closure of the bridge may be necessary. The periodic monitoring of the bridge is at an estimated cost of \$10k for the remainder of 2025 and 2026.

The proposed load restrictions will require a specialized snow removal routine. Due to the location of the bridge, this cannot be accommodated with the City's existing fleet. Due to the recommended load restriction on the bridge, it is proposed to hire a contractor with smaller equipment to plough Herkimer Road between Victoria Street and Carpin Beach Road. The cost of this contractor will be absorbed in the 2026 winter maintenance budget.

As this option is temporary, the future of the Herkimer Bridge must be decided. The following options are under consideration.

- Decommission the Herkimer Bridge: Removing the bridge would create two dead-end roads, which would require the creation of two snowplow turnarounds if the road is to remain. Access to the Provincial Groundwater Monitoring Wells on the west side of the creek must be maintained seasonally. To decommission a bridge is exempt from the Municipal Class Environmental Assessment (EA) process if the bridge is assessed to not have heritage value. If it is assessed to have heritage value, the decommissioning must follow a Schedule B EA. The approximate budget to complete this is \$240,000, assuming no EA is required.
- Replace the bridge at its current location: Replacing the bridge with no improvements to the creek or the alignment is exempt from the EA process if the bridge is assessed to not have heritage value. If it is assessed to have heritage value, the replacement must follow a Schedule B EA. The approximate budget to complete this is \$2.8M assuming no EA is required.
- Replace the bridge at a different location: Ongoing scour and erosion at the bridge site and along the road will continue to impact this road. Replacing the bridge at another location could improve traffic safety, eliminate the scour and erosion of the edge of the road, and eliminate the 90-degree turn on the west approach. The relocation of a bridge must follow a Schedule B EA. The approximate budget for this option is difficult to estimate because we do not know what the EA would recommend; however, for comparison purposes, we estimate the budget to be approximately \$3.6M.

Throughout the closure and consultation by letter to the residents in the area, over 45 comments were received from residents. Almost all of the comments were in favour of reinstating the bridge. A summary of the comments are as follows:

- Herkimer Street bridge provides a second entrance to the area. Having only one entrance by way of Townline Road lengthens the emergency access response, limits the evacuation route if necessary to Townline Road which also has a bridge. Should this bridge be closed due to emergency or construction, access to this neighbourhood would be a challenge.
- If the bridge were closed, two more dead-end roads would be created, increasing the risk of dumping and illegal campfires.
- Townline Road and Herkimer Street road surfaces are severely deteriorated and have a number of potholes.
- Bridge closure increases the traffic volume and speed on Townline Road.
- Bridge closure increases the distance residents have to detour.

The small minority who provided comments in favour of the bridge removal were residents of Carpin Beach Road. They noted the decrease in traffic volume and speed on Carpin Beach as their reason for supporting the bridge closure.

Based on the information above, staff recommends that Council proceed with a Schedule B EA. This will allow the review and evaluation of all the options, including decommissioning, replacing in the same location, and replacing in a different location. At this time, the Herkimer Bridge replacement is not specifically included in the 2026-2030 Capital Transportation Plan; however, there is a yearly allotment of \$1.5M for bridge and aqueducts. While the EA is underway, staff proposes to proceed with reopening the bridge with the load restriction and reinforcement that has been recommended.

The road closure by-law 2024-165 for the Herkimer Street closure expires November 30, 2025. A new by-law to extend the temporary road closure until such time as the reinforcement of the bridge is complete is presented elsewhere in this Agenda.

Financial Implications

The financial implications to this recommendation include the temporary repairs to the bridge and the future monitoring in the amount of \$40,000 which can be covered within the bridge maintenance allotment of the 2025 Miscellaneous Construction budget. Costs for additional winter maintenance by a private contractor can be accommodated in the 2026 winter maintenance budget, if the maintaining services increase for winter control is accepted. A consultant for the Schedule B EA will be retained through the City's procurement process and can be covered under the 2025 Miscellaneous Construction budget. Further construction budgets will be brought to Council at a future meeting.

Strategic Plan / Policy Impact / Climate Impact

This report is linked to the new infrastructure focus area of the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Design and Transportation Engineering dated October 14, 2025, concerning the Herkimer Street Bridge Closure Update be received and that staff proceed with the reinforcement and reopening of the Herkimer Street Bridge as per the recommendations and proceed with retaining a consulting engineer to begin the Municipal Class Environmental Assessment.

The relevant By-law 2025-145 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Herkimer Street Bridge Closure - Update

October 14, 2025

Page 4.

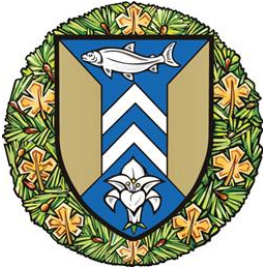
Respectfully submitted,

Maggie McAuley, P.Eng.

Manager of Design and Transportation Engineering

705.759.5385

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The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Freddie Pozzebon, Chief Building Official
DEPARTMENT: Public Works and Engineering Services
RE: 2024 Building Division Annual Fee Report

Purpose

The purpose of this report is to inform Council of the annual revenue and expenditures of the Building Division governed under the *Ontario Building Code Act* for the 2024 construction year. The report also details the total remaining reserves as of the end of December 31, 2024.

Background

As required under section 7(4) of the *Ontario Building Code Act*, an annual fee report must be made outlining revenue, expenditures and direct or indirect costs. There must also be a report for any Reserve Fund held for the necessary expenditures. The Reserve Fund is to ensure staffing levels are not detrimentally affected during times when construction activity has been reduced. Please see attached document. (2024 Annual Report Summary)

Analysis

The 2024 budget estimated that the reserve fund would not be required; however, an increase in construction value and construction projects from the previous year resulted in a transfer of funds into the Reserve Fund.

Financial Implications

The transfer of funds (2024 – \$ 68,621.10) to the Reserve Fund will further assist in reducing the financial impacts the Building Division may experience related to the additional workload required from the increase in construction activity.

Strategic Plan / Policy Impact / Climate Impact

This report is not linked to the Strategic Plan but is a requirement of the *Ontario Building Code Act*.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Building Official dated September 25, 2025 concerning the 2024 Annual Fee Report be received as information.

2024 Building Division Annual Fee Report
September 25, 2025
Page 2.

Respectfully submitted,

Freddie Pozzebon
Chief Building Official
705.541.7151
f.pozzebon@cityssm.on.ca

2024 Annual Report – Building Permit Fees

Total permit fees (Revenues) collected for the period of January 1 to December 31, 2024 under Building By-Law 2008-148 of the City of Sault Ste. Marie \$ 1,554,266.07

Cost of Delivering Services:

Direct Costs:

Direct Costs are deemed to include the costs of the Building Division of the City of Sault Ste. Marie for the processing of building permits applications, the review of building plans, conducting inspections and building related enforcement duties, less By-Law Enforcement

Total Direct Costs 1,345,035.81

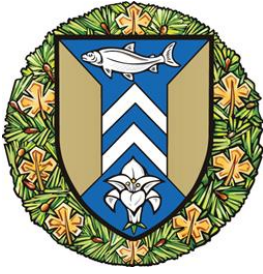
Indirect Costs:

Indirect Costs are deemed to include the costs for support & overhead services to the Building Division of the City of Sault Ste. Marie using a ratio of 0.10453934

Total Building Enforcement	1,345,035.81
Total Building Enforcement Costs X Indirect Cost Ratio 0.10453934	0.10453934
Total Indirect Costs	140,609.16

Total Costs:

Total Direct Costs	1,345,035.81
Plus Indirect Costs	140,609.16
Grand Total of Direct and Indirect Costs	1,485,644.97
Total Permit Fee Revenues	1,554,266.07
Total Direct and Indirect Costs	1,485,644.97
Differences	68,621.10
Building Permit Reserve Fund as of January 1, 2023	1,957,442.84
2024 Net Transfer to Operations (including above, capital and interest)	69,958.20
Remaining Reserve Fund at December 31, 2024	2,027,401.04



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Jeffrey King, City Solicitor
DEPARTMENT: Legal Department
RE: Establishment of Public Library

Purpose

The purpose of this report is to obtain Council approval of a by-law to establish a Public Library for the City of Sault Ste. Marie.

Background

It has come to the attention of the Sault Ste. Marie Public Library Board that no establishing by-law was ever passed by the municipality.

Analysis

The *Public Libraries Act* was first passed in 1895. Minutes of a Town of Sault Ste. Marie Council meeting dated August 31, 1896, indicate that a delegation attended the Council meeting and asked that Council assume the management of the Public Library making it a free library. A motion was passed to that effect.

On September 28, 1896, the Council received correspondence from a Dr. May indicating that “a by-law was not necessary to take over the Public Library, having done so by resolution”.

The current *Public Libraries Act* provides “The Council of a municipality may by by-law establish a public library.”

It is the wish of the Public Library Board that Council pass an establishing by-law. Staff has no objection to passing a by-law.

Financial Implications

There is no financial impact.

Strategic Plan / Policy Impact / Climate Impact

The Public Library is a significant partner in fulfilling the Quality of Life goals under the corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2025-149 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Establishment of Public Library Board

October 14, 2025

Page 2.

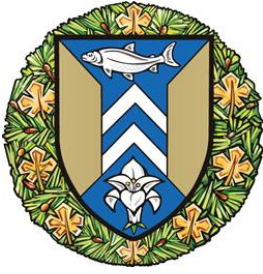
Respectfully submitted,

Jeffrey King

City Solicitor

705.759.2662

j.king3@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Jonathan Kircal, Intermediate Planner
DEPARTMENT: Community Development and Enterprise Services
RE: Official Plan Update

Purpose

The purpose of this report is to provide an update on the Official Plan (OP), highlighting the major policy directions added or modified since the release of the Draft Official Plan in April 2022, as well as next steps for this project.

Background

On September 27, 2021, Council received the Official Plan Background Report as information – Agenda Item 7.7.4.

On April 11, 2022, (Agenda Item 7.26) Council received the Draft Official Plan as information and instructed staff to submit the Draft OP to the Province, through the Ministry of Municipal Affairs' One Window Service, to receive preliminary comments on the Draft OP.

On October 24, 2023, Planning Staff had a meeting with MMAH staff where verbal comments were provided. To date, comprehensive written comments, which are customarily provided by MMAH, have not been received. It is noted that the Province is the ultimate approval authority for new OP's, therefore preliminary comments from the Province are critical in minimizing any Ministerial modifications, which cannot be appealed.

On August 20, 2024, the new Provincial Planning Statement was published, resulting in a number policy amendments.

Analysis

The Official Plan (OP) is the City's primary land use policy document. It guides growth, infrastructure, and development decisions. Cities are provincially required to maintain and update their OP. Furthermore, Official Plans shall be consistent with the Provincial Planning Statement 2024.

Sault Ste. Marie's in-force OP dates back to 1996. Since then, provincial policy, best practices, infrastructure planning, and demographics have changed

significantly. A new OP is therefore required to align with current policy and community needs.

The revised Draft OP (attached) has been amended to recognize recent Provincial and local policy changes, as well as recommendations received during public consultation.

General Updates

A number of updates have been made to the draft Official Plan (OP) to reflect changes to provincial policy and to address preliminary comments from the Province's review. These updates include:

- Alignment with the policies and terminology of the new Provincial Planning Statement, 2024.
- Updates to reflect a number of recent local policy initiatives, such as Gentle Density regulations, the establishment of Strategic Development Areas (SDAs), affordable housing policies, and the Active Transportation Master Plan.
- Clearer land use compatibility criteria, including impact assessment guidance.
- Revised policy requiring ALL development applications to screen for endangered species, which is the result of verbal comments received from the Province and requirements of the Provincial Planning Statement.

Specific Updates

Secondary Mineral and Mineral Aggregate Resource Areas

Mineral and aggregate resources are identified as a provincial interest, critical to the construction and development industry. In Sault Ste. Marie, primary aggregate resource areas are already protected through land use designations that restrict incompatible development and safeguard long-term access to these materials.

Recent changes to provincial policy require municipalities to identify and protect secondary aggregate resource areas, which are generally of a lower quality than the resources in primary deposits. Having said this, they remain an important part of Ontario's overall aggregate supply.

Secondary Mineral and Mineral Aggregate Resource Areas have been mapped and are shown on Appendix 1 – Natural Heritage Features and Areas. The secondary mineral and mineral aggregate resource areas are generally located south of the primary resource areas. At present, there are no pits or quarries located within the secondary mineral and mineral aggregate area.

Under the revised policy framework, new lot creation and new sensitive uses within Secondary Resource Areas will only be permitted where a study, prepared by a qualified professional, demonstrates that extraction is not feasible due to factors such as resource depth, quality, surrounding land uses, or other limitations.

This approach is less restrictive than the policies relating to primary aggregate areas, where residential severances are prohibited.

Protection of Locally Significant Agricultural Areas (LSAA)

The new PPS 2024 requires municipalities to undertake a specific analysis to determine the presence of Prime Agricultural Lands.

This policy exists to protect prime agricultural lands from development that may fragment farm parcels, replace agricultural uses, pose land use compatibility issues, or impede the long-term viability of agricultural operations. According to current provincial soils and agricultural mapping, no lands in Sault Ste. Marie are identified as “*prime agricultural land*”, specifically, lands having high-quality soils, large parcels, and a predominance of existing agricultural uses. However, policy also supports municipal discretion in identifying *locally significant agricultural* systems beyond what is mapped provincially. While lands within the City do not meet the threshold for provincially identified prime agricultural areas, there are rural parcels that have meaningful local agricultural potential.

To assist in identifying these lands, Planning staff undertook a strategic review of the rural area using the provincially recognized Land Evaluation and Area Review (LEAR) methodology. LEAR is a standardized approach that assigns scores to land based on soil quality and other factors such as existing agricultural activity, size of contiguous farmland blocks, and degree of fragmentation.

Currently, only one congruent area is proposed for designation as a Locally Significant Agricultural Area (LSAA), as shown on Appendix 2 – Locally Significant Agricultural Areas. The LSAA is a large area located west of the Urban Settlement Area between Leigh’s Bay Road and Carpin Beach Road, that measures 954 hectares (2,357 acres) and encompasses 186 lots. 11 out of 19 lots that are classified as ‘farm property tax’ are located within this area. In general, the farm property tax class, which is a lower tax rate, is eligible to properties that are used for a farm business that generates an annual gross farm income of at least \$7,000.

The Draft Official Plan proposes to prohibit rural estate subdivisions within the LSAA. Rural lot severances will continue to be permitted, with a maximum of two new lots plus the retained parcel. For residential consent/severances, a maximum lot area of 1 hectare (2.47 acres) is proposed, and for lots intended for agricultural purposes, a minimum lot area of 4 hectares (9.88 acres) will apply.

The proposed minimum and maximum lot sizes are intended to keep agricultural parcels large enough to accommodate agricultural operations and minimize fragmentation. By identifying and protecting LSAAs, the City aims to strengthen the local food system, provide clarity to landowners and developers, and support agri-business and farm viability. It is noted that during the formal public

consultation program, targeted information will be mailed to landowners within the LSAA to better understand their overall opinion on this proposed local approach.

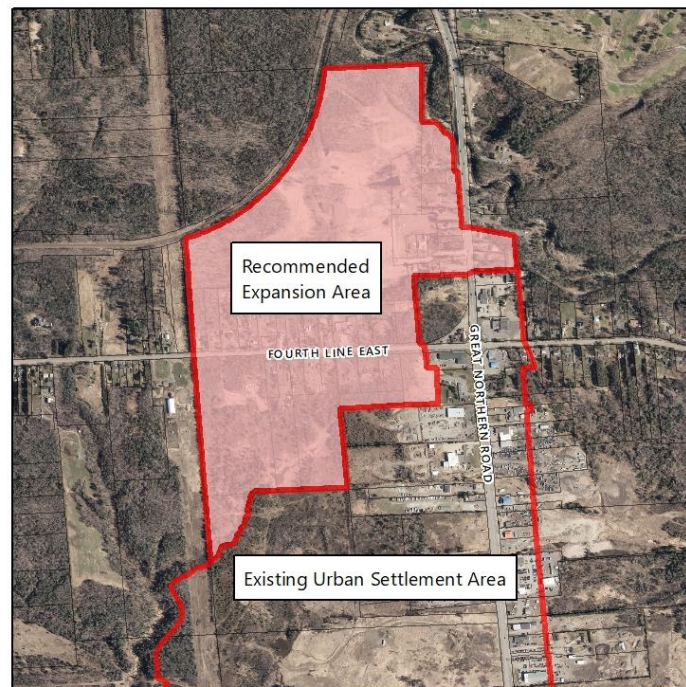
Additional Urban Settlement Area (USA) Expansions

The Urban Settlement Area (USA) is proposed to be expanded to include two new areas, in addition to those that were proposed in the initial Draft Official Plan.

Fourth Line and Great Northern Road Area

The northern extent of the USA will be expanded northward to encompass the lands located generally northwest of Great Northern Road and Fourth Line East.

This location provides a logical, urban expansion that is defined by significant features such as Root River and its associated steep slopes, the Canadian National Railway, and Great Northern Road (Trans-Canada Highway 17). It enables efficient extension of municipal services. The expansion is supported by the City's land needs analysis, which identifies accommodating a portion of greenfield growth in contiguous, serviceable locations.



Korah Road and Rossmore Road Area

The previously recommended USA addition northeast of Korah Road and Rossmore Road has been modified to extend further north. The initial boundary followed the land contours and provided extra separation from the Canadian National Railway. Further review suggests that the grades do not present significant development constraints, and any interface with the rail corridor can be addressed through a comprehensive land use compatibility study.



Rural Residential Subdivisions

Policy Context

The current Official Plan prohibits the development of new rural residential subdivisions, which are characterized as rural subdivisions with larger lots to accommodate on-site well and septic systems. The rationale for these regulations has generally been to:

- Control the location of growth and manage the financial impacts associated with servicing lower-density residential developments in the face of a declining population.
- Address the abundance of vacant rural estate lots that previously existed.

Since 2014, rural residential development has been subject to two key policies:

- Subdivisions: Not permitted in rural area.
- Severances/consents: Limited to the creation of 2 new lots, plus the remnant or retained parcel.

Since 2014, the City's population has grown, and housing demand has increased. A large proportion of vacant rural estate subdivision lots have been developed with virtually no new supply since the early 2000's. Therefore, allowing limited rural residential development, in the form of estate subdivisions, is recommended, however a carefully controlled and phased approach is necessary.

According to building permit data, since 2011, 16% of housing starts have been in the rural area (357 rural, 1,851 urban). More recently, since 2021, the rural share

has decreased to 10.5% (112 rural, 951 urban). Severance activity has also slowed. An average of 4.6 rural lots were created by severance per year over the past 10 years.

With a projected population increase of 6,151 people by 2031, and assuming the 89.5% vs 10.5% urban-rural split remains, rural housing starts are expected to average 30 units per year through to 2031.

There are approximately 182 developable vacant lots in the rural area; 79 of these are within rural subdivisions, but only 9 (11%) are actively listed on MLS. The number of developable rural lots equates to a 6-year supply, utilizing a 30-lot per year estimate. This supply is lower when accounting for the number of lots that are not actively listed on the MLS and therefore, not on the market. In other cases, lots may have remained vacant due to development challenges such as unsuitable soils or topography.

From a land use policy perspective, subdivisions can be an appropriate approach for rural development. Severances can lead to scattered and unplanned development, fragmenting the land base. Therefore, consent policies, which are already subject to limitations, are proposed to remain the same.

While rural estate subdivisions typically rely on private wells and septic systems, they still trigger municipal investments through road maintenance, snowplowing, waste collection, emergency services, and other services that may or may not be directly supplied by the municipality (e.g. power distribution, school bus service). As residential development expands outward with lower population densities, it costs the municipality more to provide these services per kilometre compared to denser, urban areas of the city. Further, rural estate subdivisions also compete with the urban area of the city by drawing population and investments outward. This has implications for the City's broader growth strategy of optimizing existing city urban infrastructure and establishing complete communities that can support an array of different land uses within walkable proximity to each other. Fragmentation of the urban land reserve, agricultural areas, and natural environment and resource impacts are also factors that need to be carefully reviewed by staff to ensure they are appropriately mitigated.

When kept limited and evaluated against land use best practices, rural estate subdivisions can provide community benefits. They expand housing supply and choice for those seeking a rural lifestyle. Compared with scattered, piecemeal lot creation by individual severances/consents, planned subdivisions can foster a neighbourhood feel and sense of place, unlike many other types of rural residential development, particularly those that front on higher speed rural roads.

The overall goal is to ensure that rural lot creation remains limited, especially within the context of rural subdivisions. Some Municipalities have implemented a quota system, whereby developments are approved until such time that a pre-determined

number of new lots is reached. While this ensures rural lot creation remains limited, it results in a first-come-first-serve scenario, where less desirable developments proceed and more desirable developments do not, based solely on the timing of the application.

Planning staff is recommending a 2-step process, consisting of the following:

Stage 1 – Rural Subdivision Request for Submissions Intake Window

Developers and landowners will be invited to submit high-level submission packages outlining the overall design and layout of a potential rural estate subdivision. City staff and relevant agencies will provide pre-consultation services in the same way as they are currently provided, prior to a final submission. Planning staff will assess submissions against published scoring criteria (see Figure 1), which includes among other things, an assessment of the rural estate subdivision lot quota for that particular year. At this stage, costly technical reports are not required.

Submissions that are deemed to be appropriate will be recommended to proceed with submitting a complete Draft Plan of Subdivision application.

Stage 2 – Submit a Complete Draft Plan of Subdivision Application

Successful applicants from Stage 1 will be invited to prepare and submit a complete *Planning Act* application for a Draft Plan of Subdivision.

If a complete application is not received within 12 months of a Stage 2 invitation, the eligibility lapses and the applicant must re-apply to the Stage 1 intake window. This prevents the annual lot quota from being allocated to inactive proposals. Extensions may be granted where legitimate reasons for delay are demonstrated or the delay is very minor in nature.

Applications that are not successful or wish to bypass the Stage 1 submission process are not prohibited from filing a Draft Plan of Subdivision application; however, staff will not recommend approval. Under the *Planning Act*, ‘anyone can apply for anything’, therefore staff must accept, and process complete *Planning Act* applications and Council is the ultimate approval authority.

Scoring Criteria to Advance to Stage 2

The scoring criteria to be used in the Stage 1 intake window consists of 5 streams that capture land use planning policy. They include criteria related to growth management, land use compatibility, natural hazards, limiting impacts to natural heritage features, and agricultural protection.

This scoring criteria will be published and easily accessible to ensure a fair and transparent process. The ‘must-pass’ categories ensure that key planning interests are not inadvertently traded off as a result of higher scores in other streams. This

criteria also allows for better comparisons between each application and against planning and local policies.

Planning Act approvals in Stage 2 may not be recommended where full technical studies identify constraints that cannot be mitigated to appropriate standards. For example, unstable slopes preventing structural support for development or inadequate water quantity to support on-site wells. Such issues are often site-specific and require costly, detailed studies, therefore it is not reasonable to require them at Stage 1, which is focused on preliminary feasibility. Having said this, through the pre-consultation process, known risks will be flagged. As with any development application, this type of risk is borne by applicants, who are responsible for due diligence by qualified professionals.

Figure 1 – Rural Residential Subdivision Proposal Evaluation Criteria

Criteria Streams		Scoring
Land Use Policy and Growth Management	- Located in the Rural Precambrian Uplands, Aggregate Extraction or Locally Significant Agricultural Areas. - Scale and phasing exceeds the annual rural residential subdivision lot quota.	Yes – Proposal does not advance No – Proceed to other criteria
Land Use Compatibility	Adequate separation from noxious land uses, such as industrial uses and aggregate operations, livestock facilities and other major facilities such as railways.	0 – Proposal does not advance 1 – Requires revisions 2 – Requires mitigation 3 – Meets minimum 4 – Strong 5 – Excellent
Natural Heritage Features	Avoids natural heritage features and adjacent lands, including wetlands, fish habitat and significant wildlife habitat, wooded areas/forests.	0 – Proposal does not advance 1 – Requires revisions 2 – Requires mitigation 3 – Meets minimum 4 – Strong 5 – Excellent
Hazards	Outside of built and natural hazards such as mining hazards, floodplains, steep slopes, including adjacent lands.	0 – Proposal does not advance 1 – Requires revisions 2 – Requires mitigation 3 – Meets minimum 4 – Strong 5 – Excellent
General	Alignment with Provincial Planning Statement, Growth Plan for Northern Ontario and Official Plan.	0 – Proposal does not advance 1 – Requires revisions 2 – Requires mitigation

	Does not impact future urban growth – Not located in very close proximity to the Urban Settlement Area.	3 – Meets minimum 4 – Strong 5 – Excellent
--	---	--

Policy Implementation and Phasing Cap

To implement the rural subdivision procedure and policy direction, the Official Plan is proposed to be amended by replacing the blanket prohibition on rural residential subdivisions with a policy that generally limits rural estate subdivisions to not more than 10% of the total number of dwelling units constructed in any year. Furthermore, policy will prohibit new rural estate subdivisions that have not been recommended through the rural estate subdivision intake review window. This approach supports the city's urban growth framework and keeps rural estate subdivision development limited.

The 10% quota will be determined based upon the previous 5-year average of total housing starts. Pent-up demand is expected in the initial years of this new policy and therefore, as not to exclude appropriate developments, the cap in the first two years will double the lot limit cap. Therefore, for the initial years would be around 60 lots annually, before reverting to 30.

The 10% quota reflects recent rural residential housing starts and will permit meaningful yet limited rural residential subdivision development. Staff will continually monitor rural residential starts and modify as necessary, with the overall goal of avoiding a large surplus of vacant registered lots. Draft approvals will be subject to an expiry date – a 'use it or lose it' approach that is common throughout most municipalities in Ontario.

To prevent a single subdivision application from taking up the entire intake quota, a 40% per-application allotment is proposed to be applied in any year with two or more eligible proposals. If only one eligible proposal is submitted, the per-application allotment does not apply. For example, if the annual quota is 30 lots, any one application would be limited to 12 lots (40% of 30), but if it is the only eligible application, it may be allocated the full 30 lots. Larger proposals that exceed the per-application limit or the annual window cap would be recommended to be draft approved in phases.

Once implemented, Planning staff will continually monitor rural residential housing starts, as well as vacant draft approved and registered rural subdivision lots, and amend as necessary.

Next Steps

This report summarizes key proposed revisions and policy directions in the Draft Official Plan, subject to public consultation, Council adoption and ultimately Provincial approval.

Planning staff will undertake a final round of public and stakeholder engagement sessions throughout late October and November and submit a final Draft OP for Council adoption in December, 2025. It is likely that such engagement will result in alterations to the Draft OP, including changes to the key proposed revisions discussed in this report.

If Council chooses to adopt the Draft Official Plan in December, it will be submitted to the Province for final approval. Provincial approval timelines are anticipated to be lengthy. During this period, staff will bring specific Official Plan Amendments forward to implement critical policies such as the Urban Settlement Area expansions and rural subdivision development framework.

Financial Implications

This is an information only report and therefore has no financial implications.

Strategic Plan / Policy Impact / Climate Impact

The draft Official Plan supports the Corporate Strategic Plan's focus areas by directing growth to appropriate locations in the city to drive community development and economic vitality, strengthening quality of life with complete, mixed-use neighbourhoods, housing choice, and safe active transportation, and promoting infrastructure stewardship through phased, fiscally responsible servicing and lifecycle planning. It also supports the City's climate and environmental goals by protecting natural systems and encouraging compact forms of development that are associated with lower emissions.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Intermediate Planner dated October 14, 2025 concerning the Official Plan Update be received as information.

Respectfully submitted,

Jonathan Kircal
Intermediate Planner
705.759.6227
j.kircal@cityssm.on.ca



**SAULT
STE. MARIE**

OFFICIAL PLAN MAP SERIES
SCHEDULE 'D'
**NATURAL HERITAGE
FEATURES AND AREAS**

Planning and Enterprise Services

Community Development and Enterprise
Services Department
99 Foster Drive, Sault Ste Marie, ON P6A 5X6
saultstemarie.ca | 705-759-5368 | planning@cityssm.on.ca

This map is for general reference only.

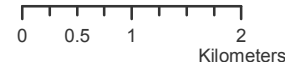
Publication Date: July 4, 2025

Version No.: Version 1.0

Projection Details:

NAD 1983 UTM Zone 16N

GCS North American 1983



PRINCE TOWNSHIP
(Not Included in Planning Area)

Municipal Boundary

Lake Superior/
Whitefish Bay

CYAM

Marks Bay

St. Marys River

Canada
USA

CHIPPEWA COUNTY.
STATE OF MICHIGAN

SUGAR ISLAND TWP.
STATE OF MICHIGAN

Unevaluated Wetland (OMNR, 2025)

Evaluated-Other (OMNR, 2025)

Evaluated-Provincial (OMNR, 2025)

White-tailed Deer Wintering Area (Stratum 2)

Significant Wildlife Habitat - Peregrine Falcon Nesting Site (OMNR, 2010)

Endangered/Threatened Species (OMNR, 2018)

Fish Habitat - Lakes

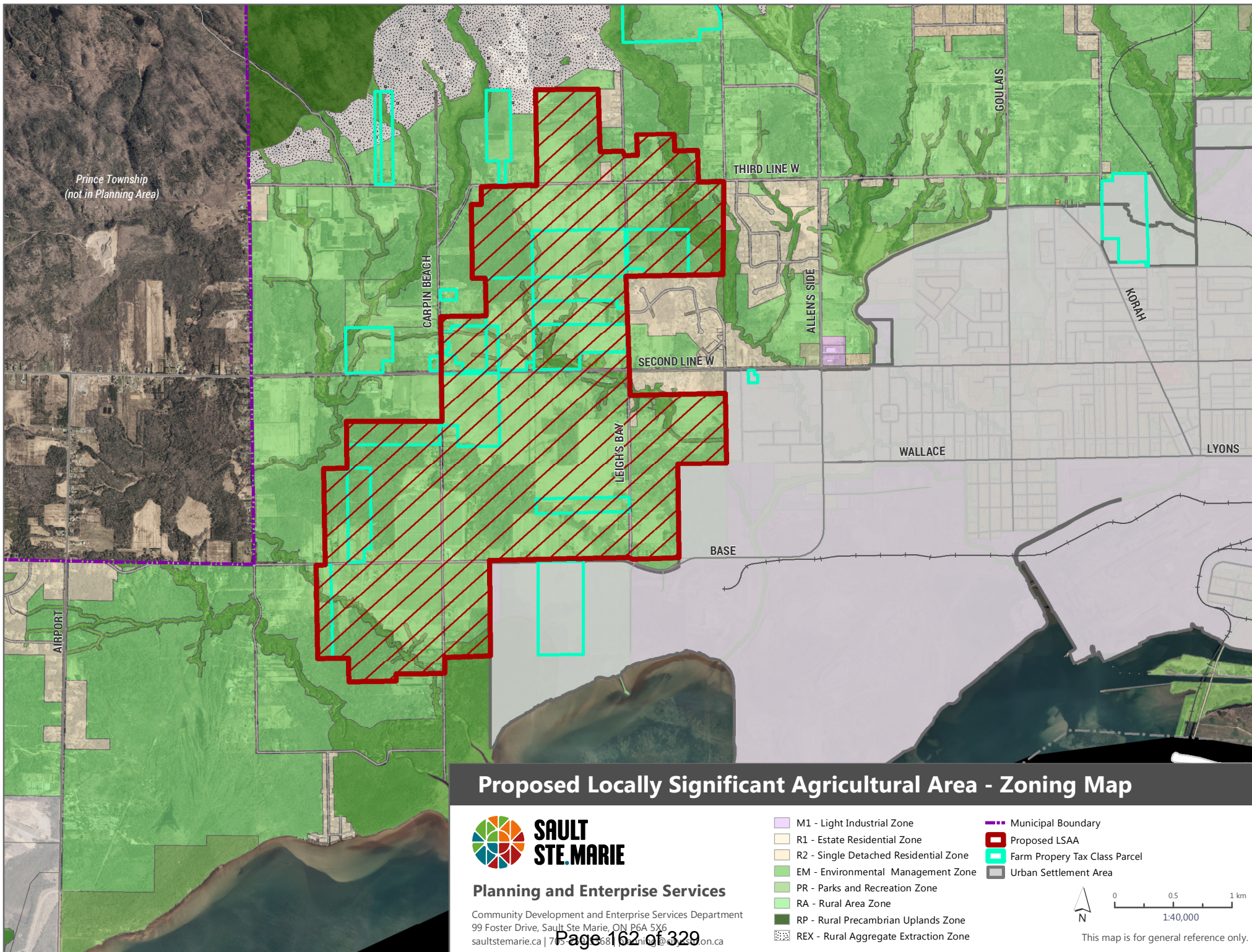
Rivers

Intermittent Water Course

Primary Mineral and Mineral Aggregate Resources

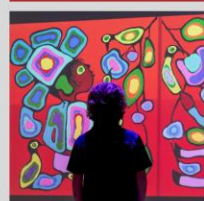
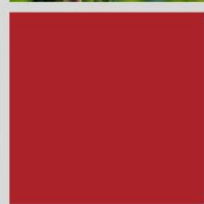
Secondary Mineral and Mineral Aggregate Resources

Shield Line





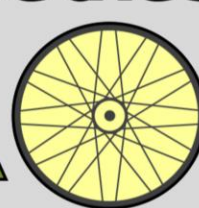
**SAULT
STE. MARIE**



City of Sault Ste. Marie Official Plan



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Land Acknowledgement

The City of Sault Ste. Marie acknowledges with respect, that we are in Robinson-Huron Treaty territory, that the land on which we this Plan applies is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council and today is home to many Urban Indigenous people from across Turtle Island.



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1 INTRODUCTION

Sault Ste. Marie is a thriving, sustainable mid-sized city in Northeastern Ontario, situated in the traditional territory of the Anishinabek people and the Robinson Huron Treaty Area. The Municipality abuts the Garden River and Batchewana First Nations, and is home to numerous Metis peoples.

Sault Ste. Marie's location at the southern edge of the Precambrian Shield and along the St. Mary's River in the Great Lakes Basin provides a rich physical geography and natural resources that define and add to the community's unique role in Northeast Ontario and the Algoma Region. For thousands of years, indigenous peoples from across the region would gather to harvest whitefish in the St. Mary's Rapids. Today, people still come to the area to take advantage of the community's many assets.

Sault Ste. Marie has come far since its beginnings as a seasonal gathering place. Today, our community plays many important roles. We are the hub of the Algoma Region and a regional centre for Northern Ontario. We are a relatively affordable place to live, with easy access to a variety of world-class outdoor recreational amenities. We are a place of learning and higher learning, a health care centre, and a cultural and entertainment hub. We are an industrial and service centre, and a good place to do business.

This Official Plan is about shaping the future of Sault Ste. Marie. This Official Plan builds upon our legacy of community development decisions and establishes policies that will guide future land use and infrastructure investment decisions. This Official Plan will ensure that Sault Ste. Marie remains sustainable now and in the future.

Generally, the City of Sault Ste. Marie is focused on growing the economy and population. To embrace growth is to embrace change. This Official Plan aims to accommodate growth in a manner that respects and contributes to the ongoing vibrancy and character of existing neighborhoods and developed areas, with an emphasis on development patterns that build upon existing *strategic development areas*, and filling existing land use gaps within these areas.

1.1 CONTEXT

Sault Ste. Marie is situated in the Great Lakes Basin, bounded by the Canadian Shield to the north, the St. Marys River and International border to the south. The regional and international transportation network includes the TransCanada Highway 17 Corridor, rail lines with connections to the United States and the TransCanada Rail network and an International Airport.

Sault Ste. Marie is a single tier municipality with an area of 222 square kilometers, characterized by a range and mix of waterfront, urban, rural and wilderness environments.

Sault Ste. Marie's physical geography and urban form is defined by its strategic location along the St. Mary's River and its long history of pre and post contact human settlement.

Sault Ste. Marie's climate is changing and will continue to change. It is anticipated that temperature and precipitation will continue to increase, with increasing variability in weather patterns and the possibility of more extreme weather events. Sault Ste. Marie must prepare for and adapt to projected impacts of climate change, including hotter and rainier seasons and more frequent, severe storms.



It is anticipated that Sault Ste. Marie will grow by more than 11,000 people during the lifetime of this Plan, from approximately 72,050 residents in 2021 to 83,300 residents in 2036. The majority of this growth will be in the form of net migration into the community. Similarly, employment is projected to grow by 5,900 jobs, from approximately 31,000 jobs in 2021 to 36,900 jobs in 2036.

Based on projected land demand and designated, vacant and available land supply; there is enough land to meet residential, commercial and industrial needs for the next 20 years. The municipality is required to ensure sufficient land supply for growth by planning at two levels. First, through the Official Plan, the city must designate enough land to meet projected needs for a 20- to 30-year horizon, considering all land uses. Second, it must maintain an ongoing 15-year supply of land specifically designated and available for residential development to support immediate and medium-term housing needs. These requirements ensure the city can respond to both long-term growth objectives and short-term development demands, aligning with provincial policies and promoting sustainable development.

Sault Ste. Marie's housing supply is relatively more adequate, suitable, and affordable than Ontario as a whole. Home ownership is more affordable, while rental affordability is generally consistent with provincial trends. While single detached homes represent the vast majority of housing types in the community, there has been a trend towards denser types of housing, such as townhomes and apartments.

There is room for improvement in Sault Ste. Marie and Algoma residents' physical health. Designing a built environment that enables and promotes healthy living and mental wellness is important, especially as the City increasingly needs to accommodate an aging population.

Sault Ste. Marie's transportation system and sustainable site design for urban developments are two key areas in which the City can have a direct impact in reducing our community's greenhouse gas emissions. The Transportation Master Plan identifies transportation needs of the community and highlights approaches to facilitate alternative modes of transportation with special regard for designing such modes to be accessible for all. In recent years, the City has actively developed its cycling infrastructure, with an emphasis on Active Transportation as a meaningful part of the City's overall transportation system. This is outlined in the City's Active Transportation Master Plan.

Sault Ste. Marie is served by an integrated system of parks and open space. Other public organizations, such as the Conservation Authority, also provide significant amounts of recreational space. Numerous local organizations and user groups play an important role in programming public space. The total amount, equitable distribution and suitable programming are critical components in determining appropriate park space service levels. Generally, residential neighbourhoods in the Sault have safe walkable access to enough park space with suitable programming. Furthermore, there exist an appropriate level of community parks and community facilities, which accommodate more organized, programmed recreational opportunities for the entire community and surrounding region. Having said this, total amount, equitable distribution and suitable programming levels will continued to be monitored to ensure that the park space system continues to serve a growing population, changing demographics and new recreational trends. This is outlined in the City's Parks and Recreational Master Plan.

Sault Ste. Marie has a vibrant arts and culture community that could benefit from stronger collaboration and support from both public and private sectors. There are currently 38 designated heritage sites in Sault Ste. Marie, of which over two-thirds are located in the Downtown.



Sault Ste. Marie has a rich natural environment that sustains the community. The community's drinking water supply is drawn from Lake Superior and from groundwater wells that are fed by precipitation that falls on the Precambrian Uplands and eventually percolates into the sand and gravel deposits just south of the Uplands. The Sault's natural environment also supports a diverse range of terrestrial and aquatic species, some of which have been identified as being endangered or having the potential to become endangered. Protecting, preserving and enhancing the habitat of these species is critical to achieving long-term biodiversity and sustainability. In some areas of the community, naturally occurring processes, such as flood, erosion and slope stability hazards present a risk to development and public health and safety. In some cases, new development should avoid such areas. In others, the risk to public health and safety can be appropriately managed.

Sault Ste. Marie's Rural and Precambrian Uplands Areas comprise approximately 16,000 hectares (40,000 acres), around 75% of the City's total land mass. There is increasing recognition and desire to support local agriculture and local food, including production, processing and distribution. The number of active farms has varied between 25 and 35 since 2006. The Province and many municipalities permit a variety of 'agricultural related uses and on-farm diversified uses' to support farm operators. Maple syrup production is a growing sector and there is interest and potential for maple syrup harvesting in the community, especially in the Precambrian Uplands area. Rural living is an attractive option for many residents. Approximately 10% of Sault Ste. Marie's population lives outside of the city's urban area. Over the past two decades, about one quarter of all new dwellings were constructed in the Sault's Rural Area. This proportion has decreased over the past several years in favour of the urban area. Local sand and gravel deposits, critical to the aggregates industry and the overall development of the community are also located in the Rural Area, just south of the Precambrian Uplands. The Sault Ste. Marie Airport is another significant land use and activity hub in the city's Rural Area, encompassing 735 hectares of land and supporting approximately 300 jobs.

Sault Ste. Marie is supported by a vast network of water, sewage, and stormwater services as well as other utilities. The design and provision of most civic infrastructure and core services are guided by Provincial policies, regulations, and guidelines. The City has existing plans and policy documents regarding stormwater management, solid waste management, and the review of telecommunications infrastructure. The City will continue to work with its partners on the delivery of these services.

1.2 BASIS

This Official Plan includes and balances local and provincial goals and priorities for our community.

This Official Plan is informed by the Corporate Strategic Plan and other local plans, initiatives, and business practices such as the Sault Ste. Marie Region Source Protection Plan, the City's Asset Management Plan, Stormwater Management Master Plan and the Transportation Master Plan, Parks and Recreation Master Plan, Active Transportation Master Plan, and Greenhouse Gas Reduction Plan, among others.

This Official Plan is also informed by and complies with the *Planning Act*, and other provincial legislation such as the *Aggregate Resources Act*, *Ontario Heritage Act* and *The Accessibility for Ontarians with Disabilities Act* to name a few. This Plan is consistent with the Provincial Planning Statement, 2024 and does not conflict with the Growth Plan for Northern Ontario.



To the greatest extent possible and within Ontario's policy lead planning system, this Official Plan reflects the perspectives and aspirations of residents, stakeholders, public agencies and the business community that engaged in the Shape the Sault process. This process saw 25 public open houses, more than 30 stakeholder group meetings, 40 community events and 2,600 individual discussions.

1.3 PURPOSE

This Official Plan includes 8 overarching themes that establish the long-term vision of what the future of Sault Ste. Marie will look like and includes policies to guide land use planning, infrastructure investment and other decisions.

This Official Plan establishes goals, objectives and policies to manage and direct physical change and its effects on the social, economic and natural environment. It contains policies and measures to help ensure the adequate provision of affordable housing and describes the procedures to obtain the views of the public during the land use planning approval process.

This Official Plan provides the basis for and will be implemented through other land use planning tools including the Zoning By-law. Further information on these tools and how they help implement the Official Plan, can be found in Section 10 Implementation.

1.4 OVERARCHING THEMES

This Official Plan is informed by and founded upon the following themes:

 Healthy Community	Supports healthy living, active transportation, access to passive and active recreation, social interaction and the creation of spaces that are comfortable, safe and accessible for all ages and abilities (the "8 to 80 Cities" concept).
 Environmental Sustainability	Supports energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions and climate change adaptation.
 Integrated Mobility	Supports accessibility and choice of a diversity of transportation modes.
 Sense of Place	Fosters a welcoming place for all that establishes connection and provides a memorable experience to visitors.
	Stimulates reinvigoration of neighbourhoods and areas through a strong focus on infill development and revitalization.



Sustainable Growth (Growth From Within)	
 Economic Resiliency	Supports the growth and diversification of the city's economy.
 Social Equity	Contributes to creating a welcoming and inclusive community, focusing on the identification, prevention and removal of barriers so that everyone has access to an acceptable standard of living and can fully participate in all aspects of community life.
 Cultural Vitality	Celebrates the Sault's history, diverse communities and natural and cultural heritage, with the Downtown as the Sault's core destination for arts and culture.

1.5 STRUCTURE

This Official Plan is divided into several sections each with their own focus, as follows:

Section 2 - Growth and Settlement

Describes the City's approach to growth management and includes policies relating to the urban settlement area boundary, *strategic development areas*, intensification, and infill.

Section 3 - Urban Design and Mobility

Describes the City's approach to urban design at the community, neighbourhood and site-specific levels and how design can influence strategic outcomes like energy efficiency, safety and security, accessibility and winter livability. This section also describes the City's approach to moving people, goods and services throughout the community and region, including on foot, bike, motor vehicle, rail, boat and air.

Section 4 – Land Use

Describes the land use designations of the Plan, including permitted uses, uses that may be permitted subject to certain conditions and how land use planning compatibility will be achieved throughout the community.

Section 5 - Housing

Describes the City's approach to supporting attainable and affordable housing and includes housing targets and policies relating to rental dwelling units, affordable housing, accessory dwelling units, supportive housing, student housing, residential property standards, rental conversions and homelessness.

Section 6 - Parks, Recreation, Arts, Culture and Heritage

Describes the City's approach to the park space system, including how lands will be acquired and disposed of. It also describes the City's approach to managing cultural heritage resources, archaeological resources, and public art.



Section 7 - Natural Environment, Resources and Hazards

Outlines the various measures aimed at protecting significant natural environmental features such as wetlands and significant wildlife habitats and resources such as sourcewater protection and aggregate resources. Policies are also in place to either direct development away from natural and built hazards or ensure that risks to public health and safety are appropriately mitigated.

Section 8 – Rural Area and Agriculture

Describes the City's approach to ensuring a healthy and vibrant rural and agricultural area including on-farm diversified uses, home based industries, seasonal food outlets, and maple syrup production. This section also addresses the overall food system, with policies relating to urban agriculture, community gardens and food banks.

Section 9 - Infrastructure and Servicing

Provides policy direction for water, sewage, stormwater management, solid waste, and other services and utilities, including emergency services.

Section 10 - Implementation and Monitoring

Provides direction on how to interpret the Plan and how the Plan will be implemented and monitored during its lifetime.

The following Schedules/Maps form part of this Official Plan:

Schedule A – Land Use

Schedule B – Strategic Development Area

Schedule C – Mobility and Major Infrastructure

Schedule D – Natural Heritage Features and Areas

Schedule E – Environmental Constraints and Hazards

Schedule F – Groundwater Resources

Schedule G – Archaeological and Cultural heritage Resources

For further information on how to use and interpret this Official Plan, please refer to Section 10 – Implementation and Monitoring.



2 GROWTH AND SETTLEMENT

As a regional centre in the Algoma Region and Northeastern Ontario, Sault Ste. Marie is expected to grow in the future. How we manage this growth matters, now more than ever. This growth must continue to be directed to reinforce the Sault's existing urban structure thereby capitalizing on existing investments in infrastructure and services. Directing the majority of new growth to existing urban areas, with an emphasis on *strategic development areas*, helps to maintain the existing character of the rural area, while at the same time protecting large rural parcels to accommodate future urban development and other land uses requiring large acreages, such as agricultural uses and sand and gravel pits. Growing from within also ensures the best use of existing infrastructure and facilities complete communities where residents have easy access to a wide variety of social, commercial and recreational amenities. The Precambrian Uplands Area in the northern portion of the City will continue to be protected from development. Reinforcing the urban structure will also result in a more efficient land use pattern that is more resilient to climate change, facilitates improvements to pedestrianism and improves the overall health and wellbeing of residents.

For many years, Sault Ste. Marie has employed a two-part growth management strategy that concentrated the majority of growth and development within the urban area and permitted appropriate limited development in the rural area. This Plan builds on the success of this two-part growth management strategy by formalizing and including policies for the Urban Settlement Area, and policies to guide future growth and development in *strategic development areas* through the adaptive reuse of vacant buildings, infill development and residential intensification.

With regards to the overall growth and settlement of the Community, it is the City's Objectives to:

- a. Provide an adequate land supply to meet long-term needs.
- b. Establish and maintain an appropriately sized Urban Settlement Area (USA) that can at all times accommodate a minimum 15-year supply of designated residential lands. In addition, plan for a 20-year or longer time horizon for all land uses as part of the Official



Plan, recognizing that policies encouraging infill development, residential intensification, and adaptive reuse of existing buildings are intended to optimize land use and reduce the need to expand the USA.

- c. Direct the majority of future growth and development to the Urban Settlement Area.
- d. Permit appropriate development in the Rural Area, with special regard for locally appropriate limited rural residential development.
- e. Encourage a mix of uses within the Urban Settlement Area.
- f. Identify *strategic development areas* that will be the focus of more intensive forms of mixed-use development, with special regard for uses that fill land use gaps and developments that are designed to be active transportation and transit supportive.
- g. Encourage context sensitive intensification and infill development in the Urban Settlement Area.

2.1 URBAN SETTLEMENT AREA

The land supply within the Urban Settlement Area is designed to accommodate an appropriate range and mix of residential, industrial, commercial, institutional and park space development opportunities to accommodate short, medium and long term growth over the life of this plan. The City's existing supply within the Urban Settlement Area Boundary is adequate to meet these needs, especially when considered in light of additional policies aimed at intensification, infill development and the adaptive reuse of existing buildings.

The Sault's Urban Settlement Area includes built up areas where development is concentrated with a mix of land uses, as well as vacant lands that are appropriately designated for future development. The City's Urban Settlement Area is shown on Schedule A – Land Use.

The Urban Settlement Area includes the Downtown, which is a Strategic Core Area for the purposes of the Growth Plan for Northern Ontario, and the main node, or, *strategic development area*, of the community. Policies for the Downtown are set out in the Land Use Section (Section 4) of this Plan. Policies for other *strategic development areas* are set out below.

With respect to the Urban Settlement Area, it shall be the policy of the City to:

- a. Focus the majority of future growth and development in the Urban Settlement Area through development, redevelopment, and intensification.
- b. Ensure that land use patterns will be based on densities and land uses that make the most efficient use of land, resources, infrastructure and public service facilities, minimize negative impacts on air quality and climate change, promote energy efficiency, prepare for the impacts of a changing climate, support active transportation and be transit and freight supportive.
- c. When identifying or expanding settlement areas, the evaluation shall consider the need for additional land to accommodate a range of land uses, the capacity of existing or planned infrastructure and public services, impacts on agriculture, compliance with minimum distance separation requirements, and the ability to accommodate growth in a coordinated, phased manner.

2.2 STRATEGIC DEVELOPMENT AREAS

Strategic Development Areas (SDAs) are areas within the Urban Settlement Area that will accommodate a significant portion of the City's growth through intensification. Intensification is the development of a property, site, or area at a higher density than currently exists through redevelopment, the development of vacant or underutilized lots, infill, and the expansion or



conversion of existing buildings. Intensification is essential to completing our communities, making the most efficient use of land, resources, infrastructure and public service facilities, minimizing negative impacts on air quality and climate change, promoting energy efficiency and supporting public transit, active transportation, and the efficient movement of people and goods. The City's SDAs comprise the first settlement area of the City (including Downtown) and areas within a safe-walkable distance to an array of services and amenities such as retail clusters, grocery stores, community centres, schools, and parks. SDAs are delineated on Strategic Development Areas Schedule "B" and include the following *strategic development areas*:

- First Neighbourhoods SDA.
- West End SDA
- East End SDA
- Great Northern Road SDA
- Steelton SDA

Strategic Development Areas - First Neighbourhoods

The First Neighbourhoods are the initial major settlement areas within the City, including the Downtown. This area contains a large employment concentration and is the location of the highest density of office developments. The First Neighbourhoods should be the primary focus of intensification and revitalization activities, thereby helping the area continue to become a vibrant, resilient and diverse mixed-use community that provides a range of housing options for all residents. Residential development in the First Neighbourhoods also stimulates increased investment, business activity and downtown revitalization.

Strategic Development Areas - Other

The other identified SDAs are those that have significant development potential to become mixed-use neighbourhoods with pedestrian-friendly access to a variety of services, amenities, and housing within a safe walkable distance. Other SDAs are typically centred around arterial roads and have good access to public transportation. They are located strategically across the Urban Settlement Area to provide a major mixed-use destination to larger residential or business catchment areas. They may also be centered around Large-Scale Activity Hubs that generate significant activity and employment.

With respect to *strategic development areas*, it shall be a policy of the City to:

- a) Encourage a complete mix of land uses with an emphasis on filling land use gaps and creating complete neighbourhoods that can meet a variety of needs, such as living, working, education, shopping, and recreational opportunities.
- b) Promote transit and pedestrian supportive development and a range of housing options through intensification, redevelopment and infill development, subject to compatibility with the existing and planned character of the area and the suitability of existing and planned infrastructure and services.
- c) Encourage additional residential growth and development through various means including, but not limited to, financial incentives and reduced development standards.
- d) Encourage the expansion of *strategic development areas* by:



- i. Improving connectivity and active transportation networks within the *strategic development areas* and adjacent neighbourhoods. (e.g., footpaths, sidewalks, bicycle networks, and pedestrian crossings).
- ii. Promoting the establishment of Neighbourhood Commercial in areas that contain medium to high density residential but few local convenience and neighbourhood commercial uses within a safe-walkable distance. These include, but are not limited to:
 - Dacey Road from Trunk Road to Hardwood Street
 - The Goulais Avenue / Second Line West Area
 - Second Line West between Farwell Terrace and Peoples Road
 - Algoma University Area

2.3 INTENSIFICATION

Intensification is the development of a property, site or area at a higher density than currently exists through development, redevelopment, infill development and the expansion or conversion of existing buildings or uses where municipal roadways and services do not need to be extended. While intensification applies to all types of development, residential intensification is the most important and common form of local intensification.

Intensification is essential to completing our communities, making the most efficient use of land, resources, infrastructure, and public service facilities, minimizing negative impacts on air quality and climate change, promoting energy efficiency and supporting public transit, active transportation and the efficient movement of people and goods.

The rate and nature of intensification and associated change is not expected to be uniform across the city. Intensification should be context sensitive. It must be compatible with and reinforce the existing and planned character of an area. This can be accomplished through good urban design, as outlined in Section 3 of this Plan. Within this context, Residential Areas will remain stable, but not static.

With respect to intensification, it shall be the policy of the City to:

- a. Encourage all forms of intensification, in accordance with the policies of this Plan;
- b. Aim to accommodate 30 percent of future residential growth and development through intensification within the Urban Settlement Area.
- c. Encourage intensification on sites that are no longer viable for the purpose for which they were intended such as former commercial, industrial, and institutional sites, or where residential uses can be added in a complementary manner that does not negatively affect the ongoing viability of the existing non-residential uses.
- d. Evaluate applications for intensification using, amongst other matters, the following criteria:
 - i. The suitability of the site in terms of size and shape of the lot, soil conditions, topography and drainage.
 - ii. The compatibility of the proposed development on the existing and planned character of the area.

- iii. The provision of on-site landscaping, fencing, buffering, increased setbacks and other measures to lessen any impact the proposed development may have on the character of the area.
- iv. The availability and capacity of existing and planned infrastructure and public facilities to appropriately service the proposed development.
- v. The provision of adequate ingress/egress, off street parking, loading facilities, as well as safe and convenient vehicular circulation.
- vi. The impact of traffic generated by the proposed development on the road network and surrounding land uses.
- vii. The availability of existing, planned or the potential need to enhance public transit and active transportation infrastructure.
- viii. Impacts of the proposed development on surrounding natural features or areas and cultural heritage resources.
- ix. The relationship between the proposed development and any natural or built hazards.
- x. The Geographical relationship to a *strategic development area*.
- e. Ensure that residential intensification proposals are assessed in a manner that respects and to the greatest extent possible addresses concerns of the local community, while at the same time recognizing the need and community wide benefits of providing opportunities for residential intensification.



3 URBAN DESIGN AND MOBILITY

How we build our city matters. The principles of urban design influence the physical design and layout of a site, a streetscape, a neighbourhood and a community. Urban design is important to achieving a recognizable image for the city, enhancing quality-of-life, increasing environmental health and promoting greater economic vitality. The design of our built spaces and public realm is intimately tied to the way we move and interact in the community. The City, through this Plan, other *Planning Act* tools and future public projects has an important role in shaping design. The intent of this Plan is to provide broad urban design direction to improve the quality and character of future public and private projects.

How we move around our city also matters. The design of our active transportation, public transit and transportation networks influences the choices that people make to get around the city, be it to go to work, shopping or to a favourite recreational activity. Land use and mobility planning must be integrated in order to realize strategic economic, environmental, public health and quality of life outcomes. The City has an important role to ensure a sustainable and integrated transportation network. The intent of this Plan is to provide the broad framework necessary to achieve a sustainable and integrated transportation network.

With regards to urban design, the City shall:

- a. Develop an attractive, efficient, accessible and safe physical environment.
- b. Encourage high quality development and intensification.
- c. Prepare for and adapt to the potential impacts of climate change.
- d. Accommodate the needs of an ageing population in the built environment.
- e. Develop, maintain and implement the following guidelines for the overall development of the community:
 - i. Community wide Urban Design Guidelines.
 - ii. Complete Streets Manual.
 - iii. Downtown Streetscape Manual.
 - iv. Sustainable Site Plan Guidelines.



- f. Utilize the policies of this Section during the development application review and capital planning and design process to evaluate matters such as:
 - i. Patterns of movement and the physical and social connections that exist between people and places.
 - ii. The interrelationship between built and unbuilt spaces that comprise the public realm and private developments.
 - iii. The protection and integration of the natural environment and cultural heritage resources.
 - iv. Accessibility, safety, sustainability and climate resilience.

3.1 COMMUNITY DESIGN

The City will encourage a high standard of Community design that:

- a. Creates a strong sense of place.
- b. Integrates a mix of land uses such as living areas, employment areas, institutional uses, parks and open spaces.
- c. Preserves and connects environmentally sensitive areas.
- d. Incorporates natural and cultural heritage features and areas.
- e. Creates accessible, safe, sustainable and climate change resilient places.
- f. Is context appropriate, complimenting the surrounding built form and character.
- g. Applies the principles of Crime Prevention through Environmental Design (CPTED). More specifically, designing spaces that contain:
 - i. Public surveillance by creating well lit areas, community activity areas and avoiding blind spots.
 - ii. Strategic landscaping and fencing.
 - iii. Territorial reinforcement through the use of signage, landscaping, pavement designs, gateway treatments and fences.
- h. Contributes to streetscapes and pedestrian environments by:
 - i. Providing appropriate transitions between public and private realms.
 - ii. Strategic location of building entrances.
 - iii. Animating building façades and avoiding blank façades.
 - iv. Providing landscaping, lighting, paving, street furniture and public art.
 - v. Design streets to serve different modes of transportation as well as space for stormwater management, municipal servicing, landscaping and other amenities.
- i. Promotes the design, conservation, enhancement and creation of significant public open spaces that contribute to the City's image.
- j. Includes sustainable design elements, which generally follow the City's Community's Greenhouse Gas Reduction Plan.

3.2 NEIGHBOURHOOD AND SUBDIVISION DESIGN

The City shall support and promote the creation of urban areas that are complete, including mixed-use neighbourhoods where residents have easy access to a diversity of amenities, services and housing.

- a. In reviewing development applications (Zoning By-law Amendments, Official Plan Amendments, Subdivisions and Condominiums), the City shall support the creation of complete neighbourhoods by:
 - i. Considering whether a development contributes to a complete and diverse mix of land uses and housing types for the area where the development is proposed.



- ii. Requiring appropriately designed transitions between different land uses, densities, and interfaces between existing and new development.
 - iii. Recognizing parks and other public open spaces as an integral part of an enjoyable, attractive and complete neighbourhood, which shall be protected as much as possible.
- b. In reviewing subdivision applications, the City shall promote the creation of connected neighbourhoods by considering, as appropriate:
 - i. The provision of neighbourhood connections such as sidewalks, pathways and crossings, in accordance with City's Complete Streets Manual.
 - ii. The creation of safe and continuous pedestrian connections between residences and community amenities such as schools, parks, places of worship and retail services.
 - iii. Designing streets and street networks that facilitate public transit.
 - iv. Encouraging land uses that function as 'third places' – or locations within the neighbourhood that are intended for social gathering and interaction. These may include, but are not limited to, parks, parkettes, coffee shops, small restaurants, and places of worship.

3.3 SITE DESIGN

The quality design of sites influences the activity, comfort and safety of the public. It shall be the policy of the City:

- a. To apply Site Plan Control in the following cases:
 - i. On properties located within *strategic development areas*, including the downtown, along corridors and gateway areas.
 - ii. Where there is a sensitive use/non-sensitive use interface, or residential/non-residential interface.
 - iii. Medium and large-scale residential and non-residential intensification development.
 - iv. Any residential development consisting of 11 or more dwelling units on one lot.
 - v. Any other proposal where Council deems it appropriate to require site plan control.
- b. Where a development contains an interface between sensitive and non-sensitive uses (such as commercial development abutting a residential dwelling), the following shall be required where applicable:
 - i. Landscaping that provides visual buffering for abutting sensitive use properties.
 - ii. To the greatest extent possible, functional activities of non-sensitive uses such as outdoor storage, parking and loading should not be located in yards adjacent to or abutting sensitive uses, unless adequate buffering can be provided.
 - iii. Light and noise shall be directed away from sensitive use properties and noise attenuation measures may be considered.
- c. To consider the impact of new developments on street functions, access and multimodal circulation by:
 - i. Allowing for shared driveways and direct vehicular connections between parking lots and buildings of abutting properties where possible, to limit access points onto streets.



- ii. Incorporating facilities that support access via alternative modes of transportation, such as internal sidewalks, transit shelters, internal bike lanes, bicycle parking and traffic calming measures.
 - iii. Promoting and accommodating pedestrian travel within the development. Where feasible, new developments will provide walking facilities and ensure reasonable walking distances to the public street and abutting transit stops.
 - iv. Considering several smaller-sized parking areas defined by landscaping and pedestrian amenities rather than one large parking area.
- d. That all new and significantly reconstructed buildings and spaces, especially those intended to be open to the public, shall use barrier-free design that enables universal accessibility for all ages and abilities, in accordance with the *Accessibility for Ontarians with Disabilities Act* and the Ontario Building Code. More specifically:
 - i. The City will continually encourage the elimination of barriers in existing developments.
 - ii. For all new developments and redevelopments, barrier-free parking shall be provided in accordance with the requirements of the Zoning By-law. Barrier-free parking spaces should be located adjacent to buildings and within close proximity to primary entrances.
 - iii. Developments shall include physical amenities that allow for safe and accessible travel by pedestrians and persons with disabilities or mobility challenges, including, unobstructed dedicated walkways, curb cuts, ramps and drop off & pick up areas.
 - iv. Municipal developments shall be designed in accordance with the Facility Accessibility Design Standards (FADS).
- e. To require higher quality landscaping on all developments where Site Plan Control is applied, more specifically:
 - i. Tree planting and landscaping shall be emphasized for all new developments.
 - ii. Vegetation shall be varied, with a preference for native species. Non-native species shall be non-invasive. Vegetation shall be species that thrive in urban environments.
 - iii. Access corridors (private access roads), front yards and edges/buffers shall be delineated by high quality landscaping.
 - iv. Wherever possible, developments shall maintain and reinforce existing trees, natural features and wooded areas within or adjacent to the development site.
 - v. Vegetation and sustainable landscaping measures should be used to reduce urban heat and stormwater runoff.
- f. To encourage, wherever possible, the integration of low-impact design into landscaping plans and site design by:
 - i. Incorporating sustainable and low-impact design features that address energy efficiency, energy and water conservation and other environmental goals.
 - ii. Minimizing the impact on the City's stormwater management system by incorporating on-site measures such as permeable surfaces and vegetative retention areas that limit the amount of stormwater entering the municipal service system.
 - iii. Designing parking areas in ways that are visually appealing, considering the impact on stormwater and urban heat island effects through the choice of surface materials and vegetation.



- iv. Utilizing energy-efficient lighting and development standards in creating well-lit and comfortable environments.
- g. To ensure that developments promote comfort and safety by adopting appropriate human scale design and Crime Prevention through Environmental Design (CPTED) considerations, in accordance with the Sustainable Site Plan Guidelines.
- h. To require functional areas such as outdoor storage, refuse areas and loading and servicing areas to be visually screened using landscaping or visually blended using proper building materials.
- i. To require large-scale public and private developments to incorporate areas and amenities for public use that are safe, comfortable, intuitive and well-designed to foster social interaction. These amenities could include parkettes, bus shelters and waiting areas, and pedestrian facilities such as sidewalks, boardwalks and trails.
- j. To consider opportunities to increase public access to shorelines.

3.4 AREA SPECIFIC DESIGN POLICIES

3.4.1 DOWNTOWN

The Downtown is the economic, social, and cultural heart of Sault Ste. Marie. A well designed Downtown is critical to attracting new residents and businesses to the City. The policies of this plan shall be applied together with the City's Downtown Streetscape Manual. The City shall:

- a. Use incentives and regulatory policies to develop The Downtown into a complete neighbourhood containing a diverse mix of places to live, work, shop and enjoy leisure time.
- b. Require human scale, street-oriented development that considers the relationship between buildings and the public realm and continues the existing traditional built form and pattern.
- c. Implement appropriate complete street approaches for Downtown streets, by ensuring streets and abutting development facilitates pedestrian, cyclist and transit modes of travel and that trees, landscaping and pedestrian amenities are incorporated into streetscapes.
- d. Develop neighbourhood infrastructure and amenities, such as public parks, which residents of all ages can enjoy.
- e. Utilize underused spaces to create places where residents can gather, socialize and enjoy leisure time, including places for temporary use.
- f. Prioritize Downtown waterfront lands along the edge of the St. Mary's River for public uses.
- g. Require any new private development along the Downtown waterfront to incorporate public access to the river.
- h. Develop a distinctive identity for the entire Downtown by promoting high quality urban design and property aesthetics through Site Plan Control.
- i. Establish a sense of place and direction, recognize Downtown's distinct heritage character, and create Downtown gateways and landmarks that are inviting and attractive.

3.4.2 GATEWAYS

Gateways are key points of entry to Sault Ste. Marie. They are the first locations visitors see when they arrive in the City, requiring a higher standard of building and site design, with special regard for high quality landscaping. The following areas are defined Gateways:

- a. The area immediately surrounding the International Bridge Plaza.
- b. Great Northern Road between Second Line and Fourth Line.



- c. Trunk Road from the east City limits to Black Road.

3.4.3 LANDMARKS AND PUBLIC VISTAS

As part of the development approvals process, the City may identify significant views between public spaces and key landmarks and natural features that are important to protect for public enjoyment.

3.4.4 STRATEGIC DEVELOPMENT AREAS

- a. *Strategic development areas* present strong opportunities to create well-designed and highly-connected complete neighbourhoods.
- b. Within *strategic development areas*, the City shall encourage:
 - i. Higher design standards in accordance with Sustainable Site Plan Guidelines.
 - ii. Connectivity and multimodal movement for all ages and abilities,
 - iii. Street design in accordance with the Complete Streets Manual, which includes, but is not limited to: ensuring streets facilitate pedestrian, cyclist and transit modes of travel; and, incorporating trees, landscaping and pedestrian amenities into streetscapes.

3.5 OTHER IMPORTANT URBAN DESIGN CONSIDERATIONS

3.5.1 ENERGY EFFICIENCY

The City will encourage urban design solutions that minimize non-renewable resource consumption and maximize the use of renewable energy. With the overall goal of reducing greenhouse gas emissions, the City shall encourage:

- a. Compact, mixed use and infill developments that concentrate complementary land uses and support active transportation and public transit.
- b. New developments to be designed in a manner that maximizes passive solar gain opportunities.
- c. Low impact design elements.
- d. Retaining and utilizing existing trees and vegetation as natural shade canopies.
- e. Landscape solutions that maximize the use of native and climate resilient species, minimize impervious surfaces and manage stormwater as close to the source as possible.
- f. Techniques and materials that increase energy efficiency and reduce the overall carbon footprint.

3.5.2 SAFETY AND SECURITY

All development within the City shall have regard for public safety and account for it in site design by:

- a. Where necessary, separating pedestrian and motorised traffic by:
 - i. Providing medians or islands for pedestrians to use when crossing wider streets.
 - ii. Allowing greater use of on-street parking during appropriate times of the day and year to buffer pedestrians from moving vehicles.
- b. Creating well lit, safe spaces by application of *Crime Prevention Through Environmental Design* considerations, in accordance with the Sustainable Site Plan Guidelines.
- c. Providing barrier free access in all public and publicly accessible facilities and along pedestrian routes. Barrier free features such as ramps and curb cuts shall be integrated with the building design.



3.5.3 WINTER LIVABILITY

The City will encourage urban design solutions that enhance winter liveability by:

- a. Fostering building design and orientation to maximize passive solar heating and cooling.
- b. Wherever possible, adding new bus shelters, especially at locations with higher ridership volumes or where microclimate conditions such as increased wind are present.
- c. Encouraging landscaping treatments which act as windscreens.
- d. Encouraging the planting of evergreen tree species to increase the amount of winter greenery within the city.

3.6 MOBILITY

The following objectives are intended guide the City's overall approach to designing and maintaining the mobility system.

- a. Create complete streets that support a balanced, integrated and accessible multi-modal transportation system.
- b. Promote the development of an efficient transportation system and land use patterns that foster strong live-work-play relationships to encourage greater use of active and public transit.
- c. Where necessary, require a Transportation Impact Study as a part of the development application process.
- d. Seek input from the City's Accessibility Advisory Committee on all transportation infrastructure projects.
- e. Ensure that new and reconstructed streets and transportation infrastructure are designed in a manner that is accessible by people of all ages and abilities.
- f. Freight-intensive land uses shall generally be focused to areas well served by freight transportation facilities such as rail, highways, marine and airport.
- g. Proactively seek out opportunities to improve the transportation network, which could include the following measures:
 - i. Support road diets and temporary road closures where appropriate to provide more space for active transportation users.
 - ii. Consider traffic calming measures where appropriate, based on neighbourhood input with reference to the City's Procedures for Traffic Calming.
 - iii. Address gaps in the active transportation network.

3.6.1 ACTIVE TRANSPORTATION

The promotion of active transportation in the form of walking and cycling has significant individual, social, environmental and economic benefits. Active transportation offers an alternative to trips made by automobiles, particularly for short distances. Expanding the City's active transportation network is essential for a sustainable and healthy community. The City's current active transportation network consists of a mix of multi-use pathways, on-road cycling lanes, sidewalks and walkways.

The City shall:

- a. Implement the recommendations of the Active Transportation Master Plan to establish a safe, well-connected system that fosters and supports a culture of active transportation.
- b. Expand and maintain the active transportation network, including expansion of the John Rowswell Hub Trail network, and implementation of on-street cycling lane.



- c. Create safe and accessible crossings along the John Rowsell Hub Trail and other high-demand pedestrian corridors.
- d. Design municipal transportation infrastructure to be appealing for active transport users through measures including, but not limited to:
 - i. Installing safe, comfortable and intuitive pedestrian and cyclist crossings at intersections.
 - ii. Providing rest stops along multi-use trails.
 - iii. Providing appropriate lighting on roads, selected multi-use trails and connectors.
 - iv. Providing bicycle parking at public facilities.
 - v. Implementing wayfinding that enhances ease of travel and navigation for travelers using any mode of transportation.
- e. Consider adding bicycle facilities for all new road projects based on an assessment of safety, potential usage, cost and linkages to major employment, educational or recreational centres. This Plan supports a rigorous pedestrian counting program at key intersections and other locations.
- f. Provide pedestrian connections to transit locations, public parks, between neighbourhoods and to major attractions/trip generators, where feasible.
- g. Review development proposals to ensure adequate pedestrian access in new developments. The City may acquire lands to provide pedestrian facilities as a condition of approval.
- h. Ensure where appropriate, that major development proposals contain adequate cycling facilities, such as bicycle parking.
- i. Facilitate where possible, separation of pedestrians and cyclists from motorized traffic.
- j. Provide sidewalks on roads where feasible, as per the following:
 - i. On both sides of Arterial Roads and Collector Streets.
 - ii. On at least one side of Local Streets.
- k. Ensure that pedestrian facilities and sidewalks are of a barrier free design.

3.6.2 PUBLIC TRANSPORTATION

The provision of public transit is aligned with many other objectives of this plan, including integrated mobility, healthy community, environmental sustainability and social equity. In support of public transit and transit-supportive development, the City shall:

- a. Create complete streets as per the Complete Streets Manual, which accommodate multi-modal transportation, including transit.
- b. Provide safe transit stops and connections.
- c. Examine the need for public transit services as part of new developments, as warranted by economic feasibility and service demand.
- d. Encourage residential intensification and mixed use developments within the existing built up areas to support and reinforce existing transit services.

3.6.3 ROAD NETWORK

The continued efficient functioning of the City's road system shall be supported by:

- a. Monitoring and maintaining the operational efficiency of roads and intersections by:
 - i. Protecting major goods movement corridors, such as highways and truck routes, for efficient vehicular movement while considering safe movement of pedestrians, cyclists and transit users across these corridors.



- ii. Identifying standards for consolidated driveway and access control onto Arterial Roads.
- b. Applying the Sustainable Site Plan Guideline to developments abutting Arterial Roads to:
 - i. Preserve and promote the functionality and aesthetic quality of Arterial Corridors.
 - ii. Minimize traffic conflicts, collisions and congestion.
 - iii. Enhance safe access to and from a property for all modes of transportation.
- c. Permitting new Provincial Highway corridors to be planned, designed and constructed without amendment to this Plan.
- d. Requiring all new development, including new lot creation, to front on a municipally owned road, with the exception of condominium development or any other exception noted in this Plan.

3.6.4 ROAD CLASSIFICATIONS

Municipal Streets shall be designed according to the following Street Classifications where feasible. The classification of a road as either 'urban' or 'rural' is based on its design standards, rather than its geographic location within or outside the Urban Settlement Area (USA). For example, a roadway located within the USA that is constructed without a curb and gutter, would still be considered a rural roadway.

3.6.4.1 Arterial Streets

- a. Urban and Rural Arterial Streets shall have a protected design width of up to 30m.
- b. Arterial Streets are designed to be the primary network of corridors for traffic moving through the City, capable of carrying high volumes of vehicular traffic.
- c. Commercial truck traffic should be directed onto Arterial Streets wherever appropriate.
- d. Arterial Streets within the Urban Settlement Area shall have enhanced 'complete street' designs to accommodate active transportation modes and public transit safely within the street right-of-way, where feasible. This may include, as appropriate:
 - i. Sidewalks on both sides of the street.
 - ii. Active transportation infrastructure such as cycling lanes or multi-use paths.
 - iii. Boulevards to separate vehicle lanes from sidewalks or multi-use pathways.
 - iv. Controlled pedestrian crossings.
 - v. Safe and accessible street furnishings such as transit shelters, benches, waste receptacles and bike racks.
 - vi. Lands that front onto Arterial Streets within the Urban Settlement Area may be subject to Site Plan Control, in order to regulate:
 - Access to and from Arterial Streets, with consideration for all modes of transportation.
 - Aesthetic quality of the built form.
 - High-quality front yard landscaping.
 - vii. Arterial Streets outside the Urban Settlement Area should accommodate active transportation modes using on-street designs (such as widened roadway shoulders) or off-street designs (such as multi-use paths).
 - viii. Changes in classification to the Arterial Street network shall require an Official Plan amendment.



3.6.4.2 *Collector Streets*

- a. Urban and Rural Collector Streets shall have a protected design width of up to 21.5m
- b. Collector Streets are designed to provide connections between Local Streets and Arterial Streets, capable of carrying medium volumes of traffic.
- c. Collector Streets within the Urban Settlement Area should use 'complete street' approaches to promote an even balance between vehicular and active transportation modes within the street right-of-way, where feasible. This may include, as appropriate:
 - i. On-street cycling lanes.
 - ii. Sidewalks on both sides of the street, with special regard for addressing missing linkages wherever possible.
 - iii. Boulevards to separate vehicle lanes from sidewalks or multi-use pathways.
 - iv. Marked pedestrian crossings.
- d. Collector Streets outside the Urban Settlement Area should have adequate marked paved shoulders that could provide space for active transportation wherever space allows.
- e. Changes in classification to the Collector Street network require an Official Plan amendment.

3.6.4.3 *Local Streets*

- a. Urban and Rural Local Streets shall have a protected design width of up to 20m.
- b. Local Streets are designed to provide direct access to individual properties, primarily within residential areas, but also some industrial areas, capable of accommodating low traffic volumes.
- c. Local Streets within the Urban Settlement Area located in the Downtown and residential neighbourhoods will give equal priority to active transportation and vehicular transportation, including:
 - i. Consideration to creating a well-connected active transportation network within these areas.
 - ii. Sidewalks on at least one side of the street.
- d. Local Streets within the Urban Settlement Area located in industrial areas generally give more priority to vehicular transportation than active transportation. However, sidewalks and on-street cycling lanes could still be considered where industrial Local Streets provide linkages.
- e. Changes in classification to the Local Street network do not require an Official Plan amendment.

3.6.4.4 *Private Roads*

- a. All new development shall generally be required to front on a municipally owned road, with the exception of condominium development or any other exception noted in this Plan. The construction of new private roads is generally discouraged, with the exception of condominium developments or any other exception noted in this Plan.
- b. Private Roads may be assumed by the City once they have been upgraded to municipal standards; however, the municipality is not obligated to assume any road even if it has been brought up to a municipal standard.
- c. The Municipality shall not be responsible for upgrading Private Roads.

3.6.4.5 *Provincial Highways and Connecting Links*

- a. For the purposes of this Plan, Provincial Highways and Connecting Links within City limits are considered as Arterial Roads.



- b. All developments on Trunk Road, within 400m of the intersection of Highway 17 near the east city limit shall require approval from the Ontario Ministry of Transportation.

3.6.5 PARKING

Parking is a key component of the mobility network and it shall be the policy of this Plan:

- a. To review parking requirements to ensure they reflect current standards, with special consideration for reducing parking requirements where appropriate.
- b. To ensure new developments provide adequate supply of parking to meet anticipated demands.
- c. To consider reduced parking requirements in the following cases, if appropriate:
 - i. To support downtown revitalization, intensification in *strategic development areas*, and along public transit routes.
 - ii. To support affordable housing projects throughout the Urban Settlement Area, as well as purpose built student housing in close proximity to Algoma University and Sault College.
 - iii. To support home-based business.
- d. That the Zoning By-law continue to provide barrier-free parking requirements, including minimum numbers of spaces and overall design standards. The Zoning By-law shall be updated to reflect best practices as they relate to barrier free parking design and requirements.

3.7 AIRPORT

The Sault Ste. Marie Airport is a significant land use and major activity hub in the Sault's Rural Area. The core function of the Airport is to facilitate the movement of aircraft, and it plays an important social and economic role in the community. The Airport is a “major facility” and the City shall ensure its long-term protection by managing development in nearby areas to ensure that sensitive land uses do not encroach. It shall be the policy of this Plan that:

- a. The development of the Airport lands should not interfere with the prime function of the lands related to air traffic control.
- b. Servicing of the site will be self-contained within the existing property and subject to the carrying capacity of the site.
- c. All airport-related uses and compatible commercial and light industrial uses are permitted. Ancillary and secondary uses such as car rental, accommodation, restaurants, and convenience retail are also permitted;
- d. Recreational uses such as a golf course, fairgrounds, speedways, and drag strips may be permitted subject to required zoning approvals.
- e. Development in the vicinity of the Airport shall be undertaken in a manner that protects the long term operation and economic role of the Airport. More specifically:
 - i. Sensitive land uses, including the creation of new residential lots, are prohibited to locate within the 30 Noise Exposure Forecast (NEF) unless a report, prepared by a qualified professional, demonstrates that appropriate Provincial noise guidelines can be achieved.
 - ii. Development on lands shown as ‘Approach Surface’ and ‘Transitional Surface’ on Schedule C - Mobility and Major Infrastructure, shall adhere to the following height restrictions:



- For lands within the 'Approach Surface', the maximum building height shall be calculated at no more than 1 vertical unit for every 50 horizontal units, starting at the edge of the runway.
- For lands within the 'Transitional Surface', the maximum building height shall be calculated at no more than 1 vertical unit for every 7 horizontal units, starting at the edge of the runway.

3.8 RAIL

Rail is a key transportation method for goods brought to and from Sault Ste. Marie. Both of Canada's national railway corporations have an established presence in the City. There is currently no regular passenger rail serving Sault Ste. Marie, apart from the Agawa Canyon Tour Train, which primarily caters to tourists. In recent years, there have been efforts by regional organizations to push for the restoration of passenger rail serving Sault Ste. Marie and the Algoma region.

Railway facilities are "major facilities" supporting the City's economic prosperity by facilitating trade connections beyond the City's immediate area. It shall be the policy of this plan to:

- a. Protect the long-term operation and economic role of railway facilities, including rail lines and rail yards.
- b. Ensure land use compatibility between railway facilities and nearby sensitive uses (such as residential uses), including the use of buffering and Minimum Separation Distances (MDS). More specifically, the following minimum separation distances are required between sensitive uses and the major rail facilities, subject to the land use compatibility requirements outlined in Section 4.14.1 of this Plan.
- c. Generally support efforts to restore passenger rail services.

3.9 MARINE

Sault Ste. Marie is strategically located on the Canada/U.S. border at the hub of three Great Lakes. The City has a small private commercial dock located Downtown at the bottom of Pim Street and a private export dock located on the Algoma Steel property. Through the Port of Algoma project, the City has been working with Algoma Steel and other community partners to develop a full-scale, publicly accessible commercial deep-water port. It shall be the policy of this plan to:

- a. Protect the long-term operation and economic role of marine facilities.
- b. Ensure land use compatibility between these facilities and nearby sensitive uses (such as residential uses), including the use of buffering and Minimum Separation Distances.
- c. Pursue the development of a deep-water, publicly accessible commercial port. The City will plan for appropriate infrastructure to service this commercial port along with suitable land development in surrounding areas, to maximize its economic potential and prevent the encroachment of sensitive uses.



4 LAND USE DESIGNATIONS – SCHEDULE A

This section establishes the development criteria for each land use designation, and is intended to work in conjunction with the other applicable policies of this Plan.

4.1 RESIDENTIAL

The Residential Designation applies to lands within the Urban Settlement Area intended primarily for residential uses. The overarching vision for this designation is to facilitate the creation of complete neighbourhoods by allowing a variety of housing types and densities, as well as local neighbourhood-oriented commercial, institutional, and recreational uses that are integral to and supportive of a residential environment.

The following policies apply in the Residential Designation:

- a. Permitted residential uses include a variety of housing types and densities.
- b. Neighbourhood amenities such as neighbourhood parks and neighbourhood commercial businesses that serve the needs of neighbourhood residents including but not limited to small-scale retail and personal services are permitted.
- c. Neighbourhood-scale institutional uses such as elementary schools, places of worship, supportive housing, public service facilities and community hubs are permitted.
- d. Home-based businesses, including small-scale artisan manufacturing and artists' studios shall be permitted as a secondary use to the dwelling, subject to further criteria outlined in Section 4.16.1 of this Plan.
- e. Affordable housing is encouraged in accordance with the policies of Section 5.5 (Affordable Housing) of this Plan.
- f. Infill development and intensification is encouraged in accordance with policies of Section 5.2 of this Plan.
- g. Where commercially zoned lands are located upon lots designated Residential, the conversion of existing commercial space to residential uses is subject to the following:
 - Where existing buildings are proposed to be converted, ground floor residential uses are generally discouraged unless it can be demonstrated that ground floor

dwelling units are designed to provide a residential aesthetic that is sympathetic to the surrounding streetscape, with special regard for providing appropriate privacy for occupants (e.g. the removal of large storefront windows).

- Where new buildings are proposed, ground floor residential uses are permitted, however, the ground floor façade shall be designed to respond to the overall character of the area by balancing a residential aesthetic with the surrounding commercial streetscape.

4.2 DOWNTOWN

The Downtown Designation applies to the majority of lands located within the City's defined Downtown, characterised by a spectacular waterfront, a vibrant commercial corridor, administrative services and residential uses. A wide variety of commercial, institutional and residential uses are permitted in this area with the overall goal of developing the Downtown as a vibrant and mixed-use neighbourhood that serves as the Sault's centre for entertainment, culture, and retail activity. The Downtown is the City's Strategic Core Area for the purpose of the Growth Plan for Northern Ontario, therefore, the ensuing policies are consistent with those found in the Growth Plan for Northern Ontario.

The following policies apply in the Downtown Designation:

- a. Permitted uses include commercial, recreational, office, institutional and residential uses.
- b. Locating major office uses in the Downtown is encouraged through incentives such as lower development standards (e.g. reduced setbacks and parking) where feasible.
- c. New private development along the Downtown waterfront shall be required to incorporate public access to the river.
- d. Mixed-use development, with commercial uses on the ground floor and residential uses above shall be encouraged.
- e. Infill development and intensification is encouraged in accordance with other policies of this plan.
- f. Construction and rehabilitation of a variety of buildings that can accommodate residents of all ages, income levels and household sizes shall be encouraged.
- g. Neighbourhood infrastructure and amenities, such as parkettes, public parks and plazas, which residents of all ages and abilities can enjoy shall be promoted. Such uses may also be located on vacant or underutilized properties on a temporary basis until such time that the property is developed on a more permanent basis.
- h. Encourage the development of arts, culture and entertainment in the Downtown through support for public art and art installations within underutilized spaces.
- i. Continue using Community Improvement Plan incentives to promote investment in the Downtown.
- j. Development within the Downtown shall establish a clear sense of place and direction, recognize the distinct heritage and character of the area and create Downtown gateways and landmarks that are inviting and attractive.
- k. Development in the Downtown may be subject to Site Plan Control.
- l. The conversion of existing commercial space to residential uses is subject to the following:
 - i. Where existing buildings are proposed to be converted, ground floor residential uses are generally discouraged unless it can be demonstrated that ground floor dwelling units are designed to provide a residential aesthetic that is sympathetic to the surrounding streetscape, with special regard for providing appropriate privacy for occupants (e.g. the removal of large storefront windows).



- ii. Where new buildings are proposed, ground floor residential uses are permitted, however, the ground floor façade shall be designed to respond to the overall character of the area by balancing a residential aesthetic with the surrounding commercial streetscape
- m. Regardless of size, commercial development in the Downtown does not require a market impact study.

4.3 COMMERCIAL

The Commercial Designation applies to lands outside of the Downtown that are intended for a wide variety of commercial and residential uses. The overall goal is to protect and enhance existing commercial areas by facilitating the continued use and reuse of existing commercial space. For new development and redevelopment, a greater emphasis will be placed upon achieving higher development standards, especially as it relates to landscaping, pedestrian amenities, off-site connectivity, and accessibility. The following policies apply in the Commercial Designation:

- a. Permitted uses include a broad range of retail, personal service and office uses, including but not limited to retail, finance and insurance, real estate, business, government, educational, health and social services, accommodation, entertainment, restaurants and mixed-use development with commercial uses on the ground floor and residential uses above, as well as ground floor residential dwellings subject to policies outlined below.
- b. Office spaces up to a maximum size of 700 square metres gross floor area are permitted. The maximum gross floor area requirement does not apply where:
 - Major administrative office space is part of or accessory to a larger use, such as large industrial or institutional uses.
 - Major office space will occupy an existing vacant building as defined in policy 4.3e.
 - Major office space is service oriented, geared towards providing healthcare and social services.
- c. The Zoning By-law shall be reviewed to further define various types of office space to better implement policy 4.3b.
- d. Mixed-use developments, with commercial uses on the ground floor and residential uses above are encouraged
- e. Reuse of existing vacant buildings for a variety of uses shall be encouraged. Furthermore, where appropriate, reduced development standards, such as reduced parking or setback requirements may be considered, to recognize existing site conditions. 'Existing building' shall be defined as existing on the day of adoption of this Plan.
- f. Conversion of existing vacant commercial space to accommodate non-commercial uses is permitted where appropriate.
- g. Light employment uses, excluding heavier industrial-related uses (such as manufacturing, warehousing, processing, assembly, trucking, and storage uses or any uses that require outdoor storage and frequent deliveries) may be permitted if appropriate.
- h. Applications to amend the Official Plan to permit a new commercial development in excess of 5,000 square metres gross floor area must include a Market Impact Study to assess the impact on existing commercial areas prior to approval.
- i. Commercial intensification and redevelopment to higher density commercial uses is supported, subject to servicing capacity and provision of adequate parking. A traffic impact study may be required.



- j. All uses shall have adequate parking with access points limited in number and designed in a manner that minimizes the danger to pedestrian and vehicular traffic.
- k. Commercially designated lands which are a part of *strategic development areas* shall be subject to policies of Section 3.4.4 of this Plan, which relates to the overall design of developments within *strategic development areas*.
- l. Development in the Commercial Land Use Designation may be subject to Site Plan Control.
- m. The conversion of existing commercial space to residential uses is permitted without an amendment to this Plan, subject to the following:
 - Where existing buildings are proposed to be converted, ground floor residential uses are generally discouraged unless it can be demonstrated that ground floor dwelling units are designed to provide a residential aesthetic that is sympathetic to the surrounding commercial streetscape, with special regard for providing appropriate privacy for occupants (e.g. the removal of large storefront windows).
 - Where new buildings are proposed, ground floor residential uses are permitted, however, the ground floor façade shall be designed to respond to the overall character of the area by balancing a residential ethic with the surrounding commercial streetscape.

4.4 MIXED EMPLOYMENT

The Mixed Employment Designation applies to smaller industrial properties along major arterial corridors that can be utilized for a mixture of industrial and select commercial uses. For clarity, the Mixed Employment Land Use Designation is not intended to identify 'Employment Lands' as defined by the Provincial Planning Statement 2024.

The following policies apply in the Mixed Employment Designation:

- a. Permitted uses include a range of industrial uses and limited commercial uses, including but not limited to automotive sales, repair and maintenance, building supply stores, furniture stores and fitness facilities.
- b. Commercial uses such as retail stores not directly related to the function of industrial areas or which are more appropriately located in designated commercial areas are not permitted. Other commercial uses which are sensitive in nature, such as office uses not accessory to a permitted use, are not permitted.
- c. The Zoning By-law will be amended to create a mixed employment zone with appropriate permitted uses and development standards.
- d. All uses shall have adequate parking with access points limited in number and designed in a manner which shall minimize the danger to pedestrian and vehicular traffic.
- e. Development in the Mixed Employment Land Use Designation may be subject to Site Plan Control.

4.5 INDUSTRIAL

The Industrial Designation is intended to recognize and permit industrial uses that are sensitive to the encroachment of sensitive uses and must be protected over the long term to ensure the economic prosperity of the City. This designation provides for a broad range of industrial uses of varying size, scale, off-site impacts and differing service and infrastructure requirements.

The following policies apply in the Industrial Designation:



- a. Permitted uses include a broad range of light to heavy industrial uses, which include but are not limited to, manufacturing, processing, repair and service, warehousing, storage and distribution.
- b. Waste management uses shall be permitted, contingent on land use compatibility policies noted in Section 4.14 of this Plan
- c. Industrial lands located in gateway areas or along major arterial roads shall give special consideration to building design, landscaping and aesthetic appeal, in accordance with the Urban Design policies contained in Section 3 of this Plan.
- d. Any potential impacts of industrial uses on abutting land uses shall be mitigated through appropriate setbacks, buffering and any other means necessary.
- e. Industrial development in close proximity to residential or other sensitive uses shall have regard for the following criteria:
 - i. Not likely to generate air pollution, odour or excessive noise.
 - ii. Will meet a high standard of building design and landscaping.
 - iii. Achieve land use compatibility as outlined in 4.14 of this Plan.
- f. Residential or other sensitive use development within close proximity to existing industrial uses or industrially designated lands is generally discouraged. At a minimum, such development shall achieve land use compatibility as outlined in 4.14 of this Plan, with additional allowances to accommodate potential industrial expansion or intensification, which may necessitate utilizing higher industrial influence areas to achieve greater setbacks.
- g. Development in the Industrial Land Use Designation may be subject to Site Plan Control where it is in close proximity to existing or planned sensitive uses or located on a major arterial road.

4.6 INSTITUTIONAL

The Institutional Land Use Designation applies to lands outside of the defined Downtown that are occupied by large public and quasi-public services, including large health care facilities, secondary and post-secondary schools, certain large “super” elementary schools, other major government or non-profit uses, and residential uses.

The following policies apply in the Institutional Designation:

- a. Permitted uses include a broad range of public and/or private facilities, including but not limited to, health, education, cultural, religious, correctional facilities, government buildings or any other institution providing a public service, including supportive housing, transitional housing, emergency shelters, and residential uses.
- b. Institutional uses serving the entire City such as the main library, cultural facilities and public auditoria are encouraged to locate in the Downtown.
- c. All institutional development shall adhere to a high standard of site design, resulting in a ‘campus-like’ environment, where appropriate.
- d. All institutional development shall be designed to minimize potential conflict with adjacent land uses, particularly residential areas, through increased setbacks, buffering and landscaping measures.
- e. Institutional uses shall have adequate parking with access points limited in number and designed in a manner that minimizes the danger to pedestrian and vehicular traffic.
- f. Development in the Institutional Land Use Designation may be subject to Site Plan Control.



4.7 OPEN SPACE

The Open Space Designation applies to urban and rural lands consisting of open, green or undeveloped space that is not necessarily public park space and is generally occupied by environmentally sensitive lands, hazard lands and lands that act as buffers. Existing golf courses are also designated Open Space. Where the Open Space designation is applied to natural heritage features and areas, natural hazards or buffers, the overall intent of this Plan is to conserve these lands in their natural state unless potential impacts can be appropriately mitigated. Where the Open Space Designation is applied to existing golf courses, it is the intent of this Plan to permit a variety of accessory uses to support the ongoing viability of the golf course.

The following policies apply in the Open Space Designation:

- a. Permitted uses include conservation, recreation and existing golf courses.
- b. Open spaces that are identified as natural heritage features and areas on Schedule D - Natural Heritage Features and Areas, shall be protected in accordance with the policies contained in Section 7 of this Plan.
- c. Where open spaces are identified as natural hazards, development will generally be directed away from any natural hazards, such as flood prone areas and significant slopes. Where development is permitted, mitigation measures will be required to reduce the threat of the hazards, in accordance with Section 7.5 of this Plan.
- d. Appropriate Environmental Studies may be required prior to the approval of development within the Open Space Designation, where environmentally sensitive or hazard lands may be affected.
- e. Where lands are designated Open Space and are under private ownership, this Plan does not indicate that the lands will necessarily remain as open space indefinitely, nor shall it be construed as implying that open space areas are free and open to the general public or that such lands will be purchased by the municipality.
- f. It is recognized that the Open Space Designation has been applied at a relatively gross scale. As such, the boundaries may be slightly altered as a result of more detailed on-site investigation, without an amendment to this plan and in consultation with other agencies having jurisdiction, such as the Sault Ste. Marie Region Conservation Authority.
- g. The City shall generally protect and enhance open space within the municipal boundary and identify locally significant natural areas for restoration and enhancement where appropriate.

4.8 COMMUNITY PARKS

The Community Parks Designation applies to major public parks and recreational areas that warrant long-term protection for public use. Community parks typically contain amenities that attract residents from throughout the community and beyond.

The following policies apply in the Community Parks Designation:

- a. Permitted uses include active and passive recreation uses including sports and recreation facilities, community centres and conservation areas.
- b. New facilities on these lands shall be designed and maintained to be easily accessible from all parts of the city and beyond, including having easy access to public transit, adequate on-site parking and appropriate pedestrian facilities.
- c. Parks and Recreation policies contained in Section 6 shall apply in this designation, in particular policies of Section 6.1.1 pertaining to Community Parks.



4.9 RURAL AREA

The Rural Area Designation applies to rural lands outside of the Urban Settlement Area, excluding lands designated Resource Extraction, Precambrian Uplands, Waste Management and Airport Employment. The overall goal is to preserve the existing rural character, allow for limited residential development, maintain a large parcel fabric and protect the long-term viability of agricultural uses.

The following policies apply in the Rural Area Designation:

- a. Permitted uses include a wide variety of low-density uses, including but not limited to agricultural uses, rural residences and recreational uses.
- b. This Plan supports the growth and viability of new and existing agricultural operations by permitting a wider variety of agricultural related uses, on-farm diversified uses, and home based industries in association with an existing agricultural operation, as further discussed in Section 8.1 of this Plan.
- c. Rural residential uses are 'sensitive uses', which can impact the ability for agricultural and aggregate extraction uses to locate or expand. Additionally, low-density rural residential uses are relatively costlier to service. However, the City recognizes that a rural residential lifestyle is appealing to many residents and the City shall accommodate limited, locally appropriate rural residential development. The following policies apply to residential development within the Rural Area Land use Designation:
- d. Rural lot creation through Consent to Sever shall be limited to the creation of two new lots, plus the remnant or retained parcel. This limit shall be applied from July 14, 2014.
- e. The Committee of Adjustment may consider a Consent to Sever application based on the following criteria:
 - i. Lands are divided in an efficient manner, and landlocked parcels are not created;
 - ii. Future urban residential development potential is not significantly impacted.
 - iii. The proposed lot shall have frontage upon, and direct access to a public road that the City maintains on a year-round basis.
 - iv. The proposed lot and planned development will not negatively impact the area's drainage patterns.
 - v. The severed and retained parcels shall fit into the general character of the surrounding area in terms of frontage, size and parcel fabric.
 - vi. The severed and retained parcels must be large enough for the adequate provision of on-site services, including their future replacement in the event of a failure.
 - vii. Algoma Public Health approval of on-site sewage servicing is required.
 - viii. Where municipal water and sewer services exist, smaller lots may be considered, so long as the severed and retained lot frontages and sizes are within the general character of the area.
 - ix. New rural residential lots must adhere to all other aspects of the Official Plan, including but not limited to, policies related to natural heritage features, development constraints and minimum distances from livestock operations.
- f. Where development is proposed outside fully serviced areas, the proponent must prove that the soil conditions of the proposed site are suitable for a waste sewage disposal system and that there is a proven source of potable water available. A hydrogeological assessment may be required where the proposed lot size is less than 1 hectare.



4.10 AGGREGATE EXTRACTION

The Aggregate Extraction Designation applies to lands that contain aggregate resources (sand and gravel), generally located between the Shield Line and the Rural Area. The overall goal is to protect the long-term viability of the aggregate deposits, which are considered a Provincially Significant Resource critical to supporting the overall development of the community.

For further policies related to areas within Secondary mineral and mineral aggregate areas, please refer to Section 7.4 of this Plan. The following policies apply in the Aggregate Extraction Designation:

- a. Primary permitted uses include aggregate extraction via pit and quarry operations and associated uses.
- b. Accessory industrial uses related to aggregate extraction activities may be permitted, including but are not limited to, asphalt and concrete plants, mineral aggregate processing facilities and facilities for the recycling of mineral and aggregate resources, such as asphalt, brick, glass and concrete.
- c. Non-Aggregate uses may be permitted through a Zoning By-law Amendment if:
 - i. Extraction is not feasible.
 - ii. The proposed use serves a greater long-term interest of the public.
 - iii. The use would not significantly preclude or hinder future extraction.
- d. Existing licensed aggregate operations, including those located outside of the Aggregate Extraction Designation are permitted to continue without the need for an amendment to this Plan or the implementing Zoning By-law.
- e. The preferred area for expansion of aggregate extraction operations is adjacent to existing pits and quarries.
- f. Existing residential development is recognized and rural residences may be constructed upon existing vacant lots. New residential development (e.g. residential lot creation or additional residential units, including accessory dwelling units) is not permitted.
- g. Land uses which are not compatible with aggregate extraction shall be prohibited from areas surrounding existing pits and quarries, unless accompanied by a land use compatibility evaluation to determine compatibility.
- h. New mineral aggregate operations or expansions of existing operations, including introducing new accessory uses, is subject to the removal of a holding provision, where the following information will be reviewed:
 - i. Source water protection.
 - ii. Natural heritage features and areas.
 - iii. Land use compatibility.
- i. Landscaping and buffering will be used to enhance the physical appearance of lands and structures.
- j. Wayside pits and quarries, portable asphalt plants, and portable concrete plants used on public authority contracts are permitted in all land use designations without the need for an Official Plan amendment, rezoning, or development permit approval under the Planning Act, except in areas of existing development or particular environmental sensitivity that are determined to be incompatible with such uses. The siting process should consider and address land use compatibility (impacts on nearby sensitive uses) and environmental sensitivity (impacts on nearby natural heritage features or areas).
- k. Once a pit or quarry has been restored, new land uses that are compatible with the area will be encouraged.



- I. Other policies contained in Section 7 of this Plan shall apply.

4.11 PRECAMBRIAN UPLANDS

The Precambrian Uplands Land Use Designation applies to all lands located above the Precambrian Shield Line to the north City limit. This is an area with unique environmental functions and sensitivity, as well as significant access and terrain challenges.

The following policies apply in the Precambrian Uplands Designation.

- a. It is as general goal of this Plan to preserve the Precambrian Uplands Area in it's natural state.
- b. Permitted uses include conservation uses and other recreational uses that do not require the construction or placement of buildings or structures.
- c. Existing residential dwellings are recognized and additions, alterations and new accessory buildings, structures and uses are permitted.
- d. Construction of new residential dwellings on existing vacant lots and the creation of new lots is not permitted within the Precambrian Uplands Area.
- e. Notwithstanding Policy 4.11b, maple syrup harvesting and production is permitted where legal access to the property can be obtained, in accordance with the Policies outlined in Section 8.2 of this Plan.

4.12 WASTE MANAGEMENT

Applies to all City-owned properties that encompass the Municipal Landfill site.

The following policies apply in the Waste Management Designation:

- a. Permitted uses include landfill and associated uses, including but not limited to recycling facilities, transfer stations, processing sites and disposal sites.
- b. The development of sensitive uses, such as residential, within 500 metres of the landfill footprint is discouraged, as further discussed in Section 4.14 of this Plan.
- c. Landfill sites will be closed and monitored in accordance with applicable Provincial approvals, standards and requirements.

4.13 AIRPORT EMPLOYMENT LANDS

The Airport Employment Lands Designation applies to all lands owned by the Sault Ste. Marie Airport Development Corporation. The overall goal is to support the long-term operation of the Airport, an essential transportation facility, by limiting the encroachment of sensitive uses and supporting the development of commercial and industrial uses that require proximity to the Airport.

The following policies shall apply in Airport Employment Lands Designation:

- a. Permitted uses include all airport-related uses required to support the core functions of the airport or where the airport supports the core function of the business. Other compatible commercial, light industrial and recreational uses are also permitted. Specific examples include but are not limited to:
 - i. Aircraft repair and maintenance
 - ii. Ancillary and secondary uses such as car rental, accommodation, restaurants and convenience retail.
 - iii. Warehousing and distribution.
 - iv. Uses that supply airport-serving goods and services.

- v. Recreational uses such as a golf course, fairgrounds, motocross speedway, drag strip and snowmobile racecourse may be permitted subject to required zoning approvals.
- b. The development of the Airport lands should not interfere with the prime function of the lands related to air traffic control.
- c. Additional policies related to development of sensitive uses and maximum heights in close proximity to the airport contained in Section 3.7e shall apply.

4.14 LAND USE COMPATIBILITY

The policies contained in this section aim to separate incompatible land uses. Sensitive land uses are those where routine or normal activities are reasonably expected to be negatively impacted by a nearby use that as part of its routine or normal activities emits noxious discharges such as noise, dust, odour and vibrations. Examples of sensitive land uses include, but are not limited to, residential uses, day care centres, parks, educational and healthcare facilities. Uses that can produce noxious discharges include industrial uses, major transportation and public infrastructure facilities, as well as agricultural uses where livestock are kept.

4.14.1 NOXIOUS USES and Sensitive Uses

The following land use compatibility policies apply to the development of new Noxious and Sensitive in close proximity to each other

- a. The Ontario Ministry of the Environment, Conservation and Parks (MECP) D-Series Minimum Distance Separation Guidelines will be utilized to review any land use applications proposing a sensitive use within the influence area of an industrial/noxious use, or vice versa.
- b. The following minimum separation distances shall apply between sensitive land uses and major facilities listed below. These distances may be adjusted where supported by technical studies or site-specific evaluations that demonstrate either limited adverse impacts or the effectiveness of mitigation measures (e.g. berms, acoustical fences):
 - i. Rail Yards: 300 metres
 - ii. Rail Lines: 70 metres
 - iii. Airport Runway Approaches: Noise Exposure Forecast 30 (NEF 30) regulations
 - iv. Landfill: 500 metres from the landfill footprint.
 - v. West and East End Wastewater Treatment Plants: 150 metres from the existing footprint of the treatment plants, including allowances for future expansions, as shown on Schedule C – Mobility and Major Infrastructure.
- c. An Impact Assessment prepared by a qualified professional must be submitted as part of a complete application to locate a non-compatible use, including new lot creation, where a lot or part thereof is within the influence area of a sensitive or noxious use.
- d. Existing topography, vegetated areas and intervening development will be considered when assessing the need for an impact assessment as part of a complete application.
- e. Reductions to established minimum distance separations may be permitted where mitigation measures such as berms, sound walls or vegetated buffers will sufficiently reduce potential impacts.
- f. Where a proposal for a sensitive land use (e.g. residential, institutional, park) is located adjacent to lands designated Industrial or within an influence area of a noxious use, the Impact Assessment required under 4.14.1(c) must evaluate and demonstrate how:

- i. Potential adverse effects of existing industrial or major facilities (e.g. noise, dust, odour, vibration, traffic) on the proposed sensitive use will be minimized or mitigated, and
- ii. Potential impacts of the proposed sensitive use (e.g. restrictions on operations and future expansion, neighbour complaints) on the long-term viability and operations of the adjacent industrial or major facility will be minimized or mitigated. All mitigation measures shall be consistent with MECP D-Series guidelines that satisfy the City's peer-review requirements.
- iii. Any sensitive use proposed within 300 metres of lands designated Industrial may be considered for an Impact Assessment. Site-specific mitigation measures (e.g., setbacks, berms, sound walls, vegetated buffers), may reduce or waive the strict adherence to the 300 metre guideline at the discretion of City staff to facilitate compatible infill, provided that there is no net negative impact on industrial viability. [PPS references 300m to employment area, if our Industrial lands are not employment, than perhaps this can be removed – unless it is applicable to the M3 zone].
- g. The City may utilize Site Plan Control upon existing vacant lots within the influence area of a noxious use to implement land use compatibility. The City shall ensure through the Site Plan Agreement among other things, that new sensitive uses, and amenity areas are constructed beyond the influence area of a noxious use.
- h. Site Plan Control may be waived where existing buildings housing a sensitive use are proposed to be expanded or new accessory structures are proposed in association with an existing sensitive use.

4.14.2 MINIMUM DISTANCE SEPARATION IN RURAL AREAS

Minimum distance separations (MDS) in rural areas as discussed in this section are related to the keeping of livestock and livestock facilities and nearby rural residential uses. The major issue in this context is odour and the MDS Formulae are based upon the size of the livestock facility and the type of livestock. The following policies shall apply:

- a. Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Minimum Distance Separation (MDS) Formulae shall be applied to new residential development in the vicinity of an existing livestock operation, as well as proposals to locate new or expand existing livestock facilities (barn or manure storage) in close proximity to sensitive uses such as rural residences.

4.15 COMMUNITY HUBS

Community hubs can generally be defined as a grouping of public service facilities, frequently operated on a non-profit basis with a focus on providing public services and supports, often to vulnerable populations. The general intent for these facilities is to make it easier for local residents to access the health, social, cultural and recreational resources they need, together in one place. Community hubs facilitate greater service integration and cost effectiveness and may include a wide variety of complementary and compatible uses. The following policies shall apply:

- a. Community hubs are generally permitted in all land use designations and shall be appropriately located and scaled to the area and site upon which they are proposed, with special regard for integrated mobility and accessibility.
- b. The City should consider amending the Zoning By-law to specifically define and regulate 'Community Hubs'.



4.16 SIZE AND SCOPE OF LAND USES

The overall size and scope of a use directly affects off site impacts, for example a micro-brewery or bakery might be more of a commercial use, whereas a larger-scale brewery or bakery could be more industrial. The goal of this section is to ensure that small-scale businesses do not negatively impact neighbouring areas, while recognizing that many start-up businesses may grow over time. The following policies shall apply:

- a. The City shall recognize the size and scope of land uses when assessing applications to permit new development. It is acknowledged that some small-scale uses, which may be traditionally viewed as industrial or commercial in nature, may be appropriately located in commercial areas or as a home-based business, without the need for an Official Plan Amendment.
- b. The Zoning By-law should be reviewed and amended as appropriate, to further define and permit certain uses based upon their size and scope of operations, with regulations to ensure that such small-scale businesses do not negatively impact neighbouring areas.

4.16.1 HOME BASED BUSINESSES

The Official Plan recognizes that a wide variety of small-scale businesses, including start-ups, can be viably operated as a home-based business. It shall be the policy of the City to:

- a. Support a wide variety of uses that can be appropriately accommodated as home-based businesses with regulations to ensure they do not negatively impact surrounding residential uses, with special regard for noise, parking, traffic and aesthetics.
- b. The Zoning By-law shall be reviewed and amended where appropriate to permit additional home-based business uses, based upon the overall size and scope of particular uses.
- c. Council may consider allowing home-based businesses that are not expressly permitted within the Zoning By-law, on a case-by-case basis through a rezoning application, subject to the following guiding principles:
 - i. The proposed use should not negatively impact surrounding residential uses, with special regard for noise, parking, traffic and aesthetics.
 - ii. The use does not involve any significant changes to the external character of the dwelling unit or property.
 - iii. Outdoor storage and display is generally not permitted or required to support the proposed home-based business.
 - iv. Micro-scale manufacturing, 'maker spaces' and 'artisan workshops' may be permitted subject to relevant Official Plan and Zoning By-law provisions. Such uses are generally characterized as producing custom, individually unique, made-to-order products.



5 HOUSING

The City recognizes the importance of housing and the need to create opportunities for a diverse range and mix of housing types, densities and tenure. The provision of housing that is adequate, affordable and meets the full range of residents' housing needs is a fundamental component of the City's 'Housing First' social service approach, which is based on the idea that adequate and affordable housing is a pre-requisite to effectively address a person's overall wellbeing. The provision of adequate affordable housing is a shared responsibility in which all levels of government have roles to play.

Consistent with the overarching theme of Sustainable Growth contained in this Plan, the City will encourage the creation of diverse housing types and tenures where there is sufficient existing or planned infrastructure to ensure the efficient use of existing resources and public services.

In general the City shall:

- a. Ensure that the residential land supply supports adequate choice and affordability in the housing market place.
- b. Promote and foster the development of a diverse mix of housing types and tenure.
- c. Encourage infill development and residential intensification within the Urban Settlement Area.
- d. Encourage mixed-use development.
- e. Support the creation of additional rental and affordable housing.
- f. Support innovation in housing design and development.
- g. Support and promote accessibility within the housing market for persons with disabilities.

5.1 HOUSING TARGETS

In accordance with the direction contained in the Provincial Planning Statement (PPS), in order to ensure that an adequate supply of housing is available at all times, the City will:



- a. Ensure that there is enough land designated for residential development to meet anticipated demand over a 25 year period.
- b. Maintain at all times at least a fifteen (15) year supply of land designated and available for residential development, redevelopment and residential intensification.
- c. Endeavour to maintain a minimum three (3) year continuous supply of residential units with servicing capacity in draft approved or registered plans.

5.2 DIVERSE RESIDENTIAL NEIGHBOURHOODS AND RESIDENTIAL INTENSIFICATION

Diverse Residential Neighbourhoods comprise diverse housing types and tenures available to a variety of people at different life stages. The mixing of residential dwelling types and residential intensification optimises the utilization of land, resources and infrastructure while supporting transit and active transportation.

With regards to residential intensification and mixed residential neighbourhoods, the City shall:

- a. Support diverse residential neighbourhoods, residential intensification and infill development in the Residential, Downtown and Commercial Areas within the Urban Settlement Area.
- b. Encourage mixed-use development in the form of commercial or institutional uses on the ground floor with residential uses above, especially along major corridors, and *strategic development areas*.
- c. Promote residential development in the Downtown as a stimulus to downtown revitalization and small business development.
- d. Permit development of residential dwellings within existing commercial areas where appropriate and where residents have easy access to commercial, social and recreational amenities.
- e. Support medium and high-density residential development and redevelopment in all low-density residential areas, where appropriate and subject to a rezoning and assessed based upon the following considerations:
 - i. The development maintains transition in built form through appropriate height, massing, character, architectural design, orientation, setbacks, parking and open and amenity space.
 - ii. Consistency with existing prevalent road and lotting pattern in the area.
 - iii. Sufficient capacity in the existing transportation network, municipal infrastructure, and community services to cope with the proposed development.
 - iv. Overlook on adjacent neighbours shall be minimized and privacy shall be maintained to the greatest extent possible.
 - v. Appropriate site grading and stormwater
 - vi. Provision of high-quality landscaping and buffering where necessary to integrate the development in the neighbourhood.

5.3 RENTAL HOUSING

Rental housing plays a vital role in the City's housing supply. Limited availability or a low rental vacancy rate has implications for housing affordability. A healthy vacancy rate is often considered to be between 3 to 5 percent.

With regard to rental housing, the City shall:



- a. Continue to monitor the local rental market to ensure the provision of adequate, safe and affordable rental housing.
- b. Consider creating new incentives or amending existing incentives, aimed at promoting the construction of rental units depending upon local rental market trends and conditions.

5.4 RENTAL CONVERSIONS

In order to ensure an adequate supply of affordable rental housing, the following policies shall apply to the conversion of rental units to condominium ownership:

- a. Rental units cannot be converted to condominium unless:
 - i. Units to be sold are affordable; or
 - ii. The vacancy rate for the entire city, as determined by Canada Mortgage and Housing Corporation (CMHC), is at or above 3% for the preceding three years.
- b. In all cases, tenants of the subject units shall be given the right of first refusal.
- c. That the subject property meets the requirements of the City's Zoning By-law, Property Standards By-law and the Ontario Building Code and that any deficiencies be addressed prior to final approval.
- d. That the subject property be inspected by a qualified professional and a report be submitted to the City that addresses the following matters:
 - i. A life and safety audit of the building(s).
 - ii. A structural report
 - iii. A mechanical report
 - iv. An electrical report.
 - v. A site servicing report.
- e. Written confirmation from the applicant that the tenants of the subject property have been notified of the application for conversion to condominium tenure and of their rights under the Residential Tenancies Act or any successor legislation shall be required.

5.5 AFFORDABLE HOUSING

Affordable housing also plays a vital role in the City's housing supply. The City encourages and supports the provision of affordable housing throughout the community.

For the purposes of this Plan, affordable housing is defined as follows:

- a. In the case of ownership housing, a unit would be considered affordable when the purchase price is at or below the lesser of:
 - i. Income-based purchase price: A purchase price that would result in annual accommodation costs equal to 30% of a household's gross annual income for a household at the 60th percentile of the income distribution for all households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
 - ii. Market-based purchase price: 90% of the average purchase price of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.
- b. In the case of rental housing, a unit would be considered affordable when the rent is at or below the lesser of:
 - i. Income-based rent: Rent that is equal to 30% of gross annual household income for a household at the 60th percentile of the income distribution for renter households in



- the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
- ii. Market-based rent: Average market rent of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.

The “Affordable Residential Units bulletin” means the bulletin entitled the “Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario and is amended from time to time.

With the overall goal of encouraging and supporting the creation of additional affordable housing units, the City shall ensure that a minimum of 30% of all dwelling units throughout the community are affordable by:

- a. Providing additional incentives for the provision of affordable housing, through a Community Improvement Plan, which may include the waiving of planning application (rezoning, site plan control) fees, grants and tax rebates.
- b. Developing a comprehensive local affordable housing strategy.
- c. Supporting a mixture of housing types, including infill development and residential intensification as-of-right.
- d. Supporting innovative housing design, such as smaller units (tiny homes) and alternative development standards such as reduced lot frontages, setbacks and parking requirements.
- e. Conducting ongoing monitoring on affordability levels.
- f. Maintaining a current, comprehensive understanding of funding opportunities for the creation of affordable housing and assisting applicants in accessing such funding.
- g. Prioritizing the review and processing of development proposals that include affordable dwelling units.
- h. Working with non-profit stakeholders that provide affordable and supportive housing units.
- i. Making Municipally owned lands available for affordable housing.
- j. Giving preference to locating major new residential developments with affordable units within walking distance of amenities such as public transit, grocery stores, parks and other public services.

5.6 SUPPORTIVE HOUSING

Supportive housing is an important component of the housing spectrum. Supportive housing includes a variety of housing types where occupants generally require some level of supervision or care. On-site supports and administration are important aspects of on-site care and the overall provision of supportive housing. Supportive housing is often operated through governmental programs and non-profit organizations. Examples include group homes, nursing homes, assisted living units, transitional housing and rehabilitation facilities.

The following policies apply to supportive housing:

- a. Integrate supportive housing within all existing and new residential areas on a scale that is compatible with the surrounding area with special regard for traffic, on-site parking, outdoor amenity space, buffering and setbacks.

- b. Locate larger scale supportive housing projects in a manner that provides easy access to existing public transit and pedestrian facilities.
- c. Permit central administrative offices to be located within supportive housing units; however, such central administrative offices shall be secondary in nature to the main supportive housing use.
- d. Proactively collaborate with agencies and service providers involved in the provision of housing and other support services for residents.

5.7 STUDENT HOUSING

The provision of safe, affordable student housing is critical in supporting the continued growth of Algoma University and Sault College.

The City shall:

- a. Promote the provision of safe, affordable student housing, especially in close proximity to Algoma University and Sault College.
- b. Contemplate alternative development standards, such as reduced parking requirements for purpose built student housing.
- c. Amend the Zoning By-law to specifically define and permit purpose built student housing.

5.8 RESIDENTIAL PROPERTY STANDARDS

The City shall promote the proactive enforcement of property standards, especially in older residential areas, to ensure that all residential properties are maintained in a manner that is safe and appealing. This shall be implemented in accordance with Section 10.6 of this Plan.

5.9 UNIVERSAL DESIGN AND ACCESSIBILITY

Universal design refers to housing that incorporates, at the design and construction stage, dwelling units that can be accessed and used by people of all ages and abilities.

The City shall:

- a. Encourage the use of universal design features for new residential development, redevelopment and intensification.
- b. Work with the Accessory Advisory Committee and other accessibility organizations to educate housing providers on approaches to the provision of barrier-free housing.
- c. Monitor on an ongoing basis the availability of accessible dwelling units to determine the suitability of these units in relation to identified needs.
- d. Provide incentives through Community Improvement Plans to increase the supply of barrier-free housing.

5.10 HOMELESSNESS

In order to address homelessness, the City shall:

- a. Support the provision of shelters and other temporary housing facilities as required in cooperation with local emergency housing providers.
- b. Support the expansion of the supply of transitional and supportive housing to enable homeless individuals to move towards a more stable housing situation.
- c. Support the expansion of the supply of permanent affordable housing to ultimately provide a suitable and affordable living environment for individuals experiencing homelessness or at risk of homelessness.



- d. Work closely with various social service and housing providers to monitor local homelessness.



6 PARKS, RECREATION, ARTS, CULTURE AND HERITAGE

Parks, recreation, arts, culture and heritage are critical quality of life components that build local pride, attract newcomers, boost local economy and improve our health and environment.

6.1 PARKS AND RECREATION

The City has a diverse range of parks and open spaces comprised of community parks, neighbourhood parks, parkettes, linear parks (trails) and other community facilities. Approximately 16% of the total park space in Sault Ste. Marie is owned and operated by the Municipality. Other organizations, such as the Sault Ste. Marie Region Conservation Authority contribute to a significant amount of recreational space. Overall, the City shall:

- a. Expand and maintain the City's park space system.
- b. Ensure that wherever possible all residential areas are within the 800-metre safe walkable service radius of a neighbourhood park.
- c. Ensure equitable and appropriate distribution of park space service levels in the City.
- d. Provide facilities for diverse recreation opportunities for citizens and visitors.
- e. Work closely with other organizations that supply, utilize and program public park space, to ensure the long-term viability of park space and the optimal utilization of resources.

6.1.1 COMMUNITY PARKS

Community parks contain facilities and features that attract residents from all parts of the City and beyond.

Community Parks shall:

- a. Serve as destinations for active recreation and become focal points for the City.



- b. Provide a range of built and natural facilities for organized and unorganized recreational activities and accommodate a wide variety of social and cultural activities.
- c. Be designed and maintained to be easily accessible from all parts of the City and beyond by:
 - i. Ensuring easy access to public transit and active transportation networks.
 - ii. Adequate on-site parking.
 - iii. Appropriate pedestrian facilities.
- d. Incorporate natural or cultural heritage features, as appropriate.
- e. Provide opportunities catering to the local neighbourhood and community.

6.1.2 NEIGHBOURHOOD PARKS

Neighbourhood parks contain facilities and features that serve residents living near them.

Neighbourhood parks shall:

- a. Provide a range of opportunities and experiences for youth recreational needs as well as a broader demographic, including but not limited to play structures, pathways, gathering areas, sports fields, community gardens and multi-use pads/courts.
- b. Have a safe walkable service radius of about 800 metres, without the need to cross major barriers, such as non-signalized intersections at arterial streets.
- c. Include amenities that attract residents from beyond the 800-metre safe walkable service area where appropriate.
- d. Incorporate natural or cultural heritage features as appropriate.
- e. Are generally not provided in the rural area or required as part of any rural estate subdivisions.

6.1.3 PARKETTES

Parkettes primarily exist and will be developed in the Downtown core, providing small scale recreational, cultural, and social interaction opportunities. Parkettes may also be developed as a temporary use until such time that a property is developed or redeveloped

6.1.4 LINEAR PARKS

Linear Parks are both recreational spaces and utilitarian connections between separate parts of the City. The City shall:

- a. Prepare a master plan for trails and other active transportation infrastructure, to facilitate a cohesive city-wide trail system.
- b. Develop a comprehensive trail system that connects people and places through a network that is off the road wherever possible and supported by on-road links where necessary.
- c. Expand and maintain the multi-use John Rowsell Hub Trail network on public lands.
- d. Ensure appropriate agreements between the City and landowners where trails are proposed on private lands.
- e. Facilitate accessibility and safety by providing multi-use pathways through and to residential areas.
- f. Incorporate the trail system with other recreational components such as parks.
- g. Recognize informal trails on public land and where appropriate, formalise them.

6.2 LOCATION, DESIGN AND PROGRAMMING

The City recognizes the importance of accommodating unique and growing park needs created by new development. Further, the City recognizes that the demand for park space will change as



the community grows and needs change, due to changing demographics and residential intensification. The Parks and Recreation Master Plan and the Park Revitalization Plan shall generally guide the provision and replacement of park space amenities and programming in the City.

The City shall:

- a. Locate, design and maintain public parks to provide safe, attractive and inviting spaces for a wide variety of recreational uses and cultural activities, with consideration for safety and accessibility for all ages and abilities.
- b. Consider the location of new parks in existing neighbourhoods or new subdivisions; based on the following criteria, parks should:
 - i. Front onto public streets, rather than be hidden behind lots.
 - ii. Be centrally located in terms of the area the park serves.
 - iii. Be co-located with other community amenities where possible.
 - iv. Be accessible by all residents easily and safely.
- c. Consider food system needs, tree canopy cover increase and stormwater management in the planning, design and operation of all parkland areas.
- d. Continue to work with local service providers, non-profits and user groups to assist in programming park spaces.
- e. Assess the requests to change uses or activities in City parks and recreational spaces based on the following considerations:
 - i. Level of demand or interest.
 - ii. Whether the change will make the space more inclusive or more accessible.
 - iii. Whether the change will significantly impact the current function of the space.
 - iv. Groups served by the change and how well served those groups currently are.
 - v. Neighbourhood benefits and impacts, including a review of the anticipated traffic to be generated by the use and the availability of either on-site parking or on-street parking along abutting streets.
 - vi. Cost or ease of implementation.
 - vii. Equitable spatial distribution across the city of the specific type of recreational amenity.
- f. Where appropriate, require proponents wishing to add or change a use in a park to host a neighbourhood meeting to obtain feedback from neighbours.

6.3 PARKLAND ACQUISITION AND DISPOSITION

There may be instances where the City will consider the acquisition or disposition of lands for parks and open space purposes. Although Sault Ste. Marie is generally well served by parks and open spaces, the City will continue to exercise its full authorities under the *Planning Act*, to acquire new lands for park purposes or cash in lieu of parkland acquisition. Decisions to acquire or dispose of parkland will be guided by the policies contained in Section 10.5.1.1 of this Plan.

School sites are not owned by the City but play an important role in providing accessible park space. As local school boards continue to close underutilized schools, there is a risk of losing the recreational spaces offered as part of school properties, which include not only the outdoor amenities, but also school gyms, available to a variety of formal and informal user groups on evenings and weekends. The City shall monitor these changes as per the direction in Section 10.1.1.2 of this Report.



6.4 WATERFRONT ACCESS

Public access to Sault Ste. Marie's waterfront is an important consideration. It shall be the policy of this plan that:

- a. Generally, the City shall not dispose of any parkland or City-owned land that abuts the water unless such land does not have direct access to a publicly owned roadway or is otherwise landlocked by abutting private property.
- b. New development or redevelopment proposals may be required to provide lands or dedicated access to lands that support public access to the waterfront.

6.5 HIAWATHA MASTER PLAN

The City shall work with stakeholders to develop a master plan for uses, activities and developments in the Hiawatha area, as well as transportation to the area.

6.6 ART, CULTURE AND HERITAGE

The City has a vibrant art, culture and heritage community with a strong volunteer base. It is the City's objective to:

- a. Support growing the arts and culture community.
- b. Preserve and protect Designated Heritage Sites.
- c. Preserve the character of Locally Significant Heritage Areas.
- d. Recognize and support the many formal and informal groups, organizations and individuals who contribute to the cultural vitality of the community.
- e. Assist with local arts and culture groups during their strategic planning processes. Furthermore, where appropriate, Official Plan policies shall be updated where new strategic plans have land use planning implications.
- f. Wherever possible, assist in making city owned spaces available for festivals and events.
- g. Recognize community facilities as 'community hubs' and permit a wide range of social, cultural and recreational services, uses and programs.
- h. Recognize the potential of various community facilities, such as the library, museum and art gallery, to provide archival services, especially where such facilities are proposed to be expanded or redeveloped.

6.6.1 PUBLIC ART

The Community Culture Plan identifies various opportunities to support art, culture and heritage in the City, and has the potential to play an important role in Downtown revitalization initiatives. Generally, public art, culture, and heritage play a strong role in facilitating the creation of attractive and vibrant communities. It shall be the policy of this plan to:

- a. Support public art in the Downtown, the waterfront and throughout the city. Public art shall be an important consideration when reviewing landscaping requirements.
- b. Amend the Zoning By-law to specifically permit where appropriate, artists' studios and small-scale maker spaces as permitted home-based businesses.
- c. Maintain and develop the Downtown as Sault Ste. Marie's centre for culture and entertainment through the following measures:
 - i. Incentivize reuse of vacant Downtown buildings and lands, including for arts and culture purposes.
 - ii. Seek opportunities for adaptive reuse of City-owned spaces in the Downtown, including buildings and parking lots, laneways or other underused sites. If feasible,

lands may be made available to arts and cultural groups for permanent or temporary use.

- iii. Support and encourage programming including live music, visual art and other creative expression in the streets and public spaces throughout the Downtown.
- iv. Continue efforts to beautify, animate and activate the Downtown waterfront.

6.7 CULTURAL HERITAGE RESOURCES

Sault Ste. Marie is a community with a rich and diverse cultural heritage, which includes National Historic Sites, Designated Sites under the *Ontario Heritage Act* and Locally Significant Heritage Areas. The City shall make every effort to identify, conserve and protect known cultural heritage resources.

6.7.1 BUILT HERITAGE RESOURCES

Sault Ste. Marie has designated 38 Heritage Sites, dating back to early 19th to mid-20th century. There are also 3 National Historic Sites: The Sault Ste. Marie Canal National Historic Site, Ermatinger Clergue National Historic Site and the Algoma Central Engine House. It shall be the policy of the City to:

- a. Prepare, publish and periodically update a Registry of the City's cultural heritage resources. This Register will also contain non-designated properties that have been identified by the Municipal Heritage Committee as having significant cultural heritage value or interest.
- b. The City shall undertake a comprehensive review of the Heritage Register to assess the suitability of listed properties for designation under Part IV of the Ontario Heritage Act. Properties deemed appropriate for designation shall be recommended to Council for formal designation, while those determined not to meet the criteria for designation under Part IV shall be removed from the Heritage Register.
- c. Require, if necessary, a Cultural Heritage Impact Assessment for development and intensification proposals or public works that include or are contiguous to a Designated Heritage property or National Historic Site.
- d. Promote continued functional use of heritage properties while preserving their heritage value.
- e. Retain heritage buildings and structures for their original use and in their original location wherever possible to ensure that their heritage value is not compromised. If the original use is no longer feasible, adaptive reuse of buildings and structures shall be encouraged where the heritage attributes will not be compromised. If it is not possible to maintain structures in their original location, consideration may be given to the relocation of the structure.
- f. Encourage methods of built heritage conservation including:
 - i. Repairing or conserving building materials and finishes and other components that are part of a property's heritage attributes.
 - ii. Retaining and maintaining the visual settings and other physical relationships that contribute to the cultural heritage value of the property.
 - iii. Retention of a built heritage resource as a heritage monument for viewing purposes only.
 - iv. Salvaging elements of the resource for incorporation into a new building or structure for future conservation work or displays.
- g. Documentation for the City's archives.



- h. Prevent the demolition or inappropriate alteration of any heritage resource designated under the Ontario Heritage Act by the City or Province.
- i. Prohibit development and site alteration on Designated Heritage Properties or National Historic Sites unless their heritage attributes are not impacted, subject to review by the Municipal Heritage Committee.
- j. Proactively work with local Indigenous groups on heritage conservation efforts, including increasing awareness and recognition of local Indigenous culture and places of significance.
- k. Support retrofits for achieving energy efficiency in heritage buildings only where it is demonstrated that retrofitting can be accomplished without compromising the heritage integrity of the building.
- l. Endeavour to provide accessibility solutions in heritage buildings in a manner that respects the cultural heritage value or interest of a property.
- m. Encourage local utility companies to place equipment and devices in locations that do not detract from the visual character of cultural heritage resources and do not have a negative impact on the architectural integrity of those resources.
- n. Where demolition, salvage, relocation or irrevocable damage to a cultural heritage resource is determined to be unavoidable, thorough archival documentation shall be undertaken by the proponent and made available to the City for archival purposes. This documentation must be prepared by a qualified person and include the following:
 - i. Architectural measured drawings and surveys.
 - ii. A land use history.
 - iii. Photographs, maps and other available material about the cultural heritage resource in its surrounding context.

6.7.2 Locally Significant Heritage Areas

Locally Significant Heritage Areas are those which have a unique history and character. The City has identified 5 Locally Significant Heritage Areas, which are identified in Schedule G – Archaeological and Cultural Heritage Resources.

6.7.2.1 *The following areas are identified as Locally Significant Heritage Areas:*

- a. The Simpson, Leo, Upton, Macgregor (S.L.U.M.) area.
- b. Monterey Gardens Area – Between MacDonald Avenue and McNabb Street, east of Pim Street to Weldon Avenue.
- c. Pim Hill Area – Both sides of Pim Street, from the Rail line north to Summit and Borron Avenues.
- d. Lower Pim Area – Between Church, Herrick, Wellington and Pilgrim Streets.
- e. Downtown Queen Street – Between Church Street and Gore Street.

6.7.2.2 *The following policies apply to Locally Significant Heritage Areas:*

- a. The Municipal Heritage Committee shall receive notice and have the opportunity to comment upon all *Planning Act* applications within a Locally Significant Heritage Area.
- b. The Municipal Heritage Committee shall receive notice and have the opportunity to comment upon all proposed capital works projects within a designated area, including road reconstruction and resurfacing projects and vegetation management within the public right of way.
- c. *Planning Act* applications and Capital Works projects within designated areas shall be consistent with the following design parameters:



- i. Maintain the character of the Locally Significant Heritage Area in terms of building mass, façade proportions, rooflines and wherever possible, materials.
- ii. Maintain existing block and street patterns.
- iii. To the greatest extent possible, preserve existing street trees. Any new plantings should be of the same tree species found throughout the area.
- iv. Wherever possible, the overall character of the public right of way, including roadway width, sidewalks and boulevards shall be maintained.

6.7.3 ARCHAEOLOGICAL RESOURCES

Archaeological resources may include artifacts, archaeological sites or marine archaeological sites. As per the City's Master Plan of Archaeological Resources, there are 35 archaeological sites registered within the City. In addition, the City maintains an inventory of lands that have been identified to have "archaeological potential". These lands are noted in Schedule G - Archaeological and Cultural Heritage Resources

The following policies apply to the protection of archaeological resources:

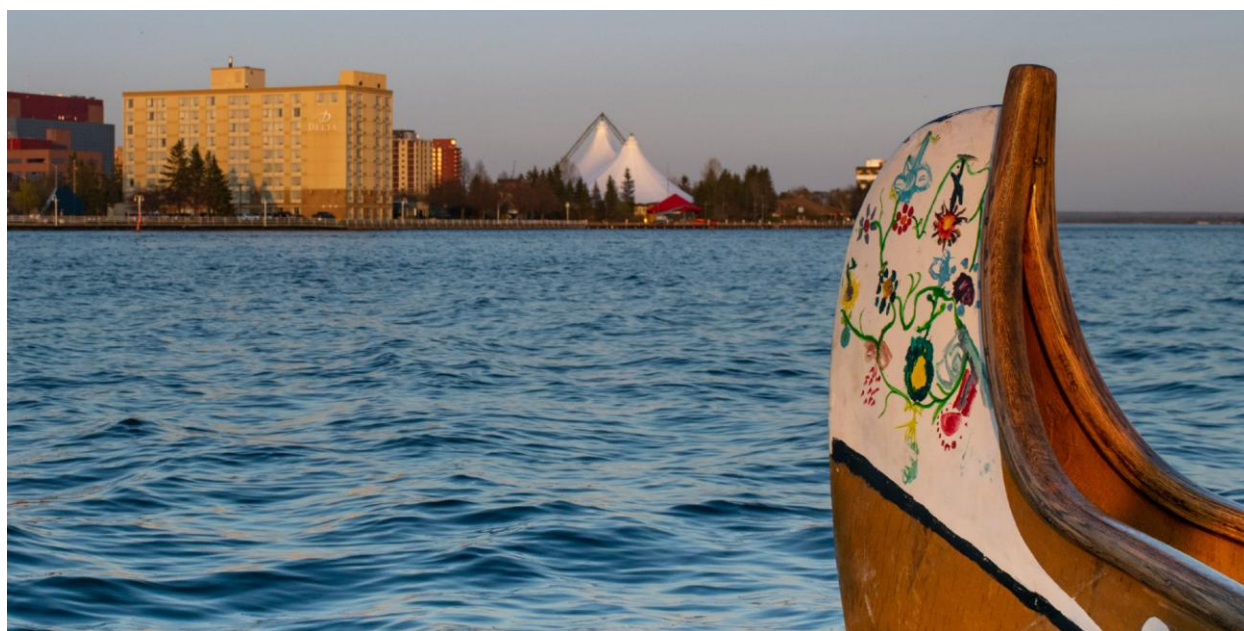
- a. Where lands proposed for development include archaeological resources or where such lands are located within an area of archaeological potential, as shown on Schedule G – Archaeological and Cultural Heritage Resources, the following studies must be conducted by a licensed archaeologist, at the expense of the owner or applicant:

Development Approval	Archaeological Assessment Requirement
- Official Plan Amendment - Zoning By-law Amendment - Severance Application - Subdivision Approval	Archaeological assessment if any portion of the affected lands is within 250m of a known archaeological site, excluding those lands zoned Environmental Management and not proposed to be disturbed in any way.
- Official Plan Amendment - Zoning By-law Amendment - Severance resulting in more than 3 lots – Urban Area	Archaeological assessment if any portion of the affected lands is within an archaeological potential area, excluding those lands zoned Environmental Management and not proposed to be disturbed in any way.
Subdivision Approval	Archaeological assessment if any portion of the affected lands is within an Archaeological Potential Area. This is a requirement of Ontario Regulation 544/02, Schedule 1.
Severance resulting in more than 3 lots – Rural Area	Where more than 3 new lots are proposed, an archaeological assessment is required if any portion of the proposed development area is within an Archaeological Potential Area. The Committee of Adjustment may restrict development within certain areas as a condition of approval in lieu of an archaeological assessment where appropriate.



Municipal Projects involving previously undisturbed land.	Archaeological assessment if any portion of the affected lands is within an Archaeological Potential Area.
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- b. Archaeological assessments may not be required in areas that have been subject to previous intensive and extensive soil disturbances.
- c. Archaeological assessments may also be waived where a holding provision or site plan control can be applied to restrict development or site alteration upon the portion of the property having archaeological potential.
- d. Only licensed archaeologists are permitted to undertake alterations to known archaeological sites and areas of archaeological potential.
- e. Where burial sites are encountered during any excavation or other action, the provisions of the Cemeteries Act and its regulations will apply. Where there are First Nations burials, consultation with all relevant First Nations communities is required. More specifically:
 - i. Where human Remains are found, all work must immediately cease and the site must be secured. The Sault Ste. Marie Police, the Registrar of Cemeteries Regulation Section of the Ontario Ministry of Consumer Business Services, the Cultural Program Branch of the Ministry of Tourism and Culture and the City's Planning Division must be contacted immediately for further direction.
 - ii. Where deeply buried or previously undiscovered artifacts are found, all work must immediately cease and the site must be secured. The Cultural Program Branch of the Ministry of Tourism and Culture and the City's Planning Division must be contacted immediately for further direction.





7 NATURAL ENVIRONMENT, RESOURCES AND HAZARDS

Sault Ste. Marie is blessed with a rich natural geography and environment. This includes the Sault's drinking water resources, aggregate resources and natural heritage features like wetlands, fish habitat and the habitat of endangered and threatened species. These natural assets support the community in many ways and need to be preserved and protected.

There are also naturally occurring processes such as flood, erosion and wildland fire hazards that need to be respected to ensure public health and safety is protected.

The City's approach to the Natural Environment, Resources and Hazards, shall be guided by the following objectives:

- a. To protect the City's drinking water supply from land use activities that have the potential to contaminate and threaten the City's urban and rural drinking water supply.
- b. To preserve and protect the City's natural heritage features and areas, creating a balance between the natural and built environment.
- c. To support the wise use and management of natural resources, especially the valuable mineral aggregate deposits (sand and gravel) at the base of the Precambrian Uplands.
- d. To protect individuals and investment from areas of the community where natural occurring processes and historic land use activities represent a risk to public health and safety.

7.1 SOURCEWATER PROTECTION

Sault Ste. Marie's drinking water is supplied by the Lake Superior Water Intake at Gros Cap in Prince Township and 6 municipal groundwater wells situated in 4 locations in the city. These 4 locations are shown on Schedule F – Groundwater Resources. The Sault Ste. Marie Region Source Protection Plan includes policies aimed at ensuring that significant threat activities — those which could pose a risk to the drinking water aquifer — are monitored and managed to reduce the threat of contamination.

7.1.1 WELLHEAD PROTECTION AREAS

The Source Protection Plan establishes Wellhead Protection Areas around each of the 4 groundwater well locations. While the majority of existing serviced residential development around the wellheads is not considered a significant threat to drinking water, policies are required to manage the threat of a spill and risk associated with other existing and future land uses such as gas stations, automobile repair shops and other industrial uses.

The Wellhead Protection Areas are intended to safeguard the city's water supply. Wellhead Protection Areas A, B and C are illustrated on Schedule F – Groundwater Resources.

- a. Wellhead Protection Area A includes a 100 metre radius around the wellhead.
- b. Wellhead Protection Area B includes the 2-year time of travel zone around the wellhead.
- c. Wellhead Protection Area C includes the 5-year time of travel zone around the wellhead.

Within the Wellhead Protection Areas the City shall:

- a. Collaborate with the Sault Ste. Marie Conservation Authority and PUC to implement a program to identify existing abandoned wells and work towards correcting any deficiencies that may threaten groundwater supply.



- b. Support education programs to inform the public of the need to protect the municipal water supply. These programs can include the proper handling of possible contaminants such as fuel, chemicals, fertilizers and pesticides.
- c. Implement the relevant significant threat policies of the Sault Ste. Marie Region Source Protection Plan.

7.1.2 SIGNIFICANT GROUNDWATER RECHARGE AREA

Rain that falls on the Precambrian Uplands flows south across the shallow bedrock and percolates through the sand and gravel deposits below the Shield area, recharging the groundwater aquifer from which the 4 municipal drinking water wells draw from. A spill within this area could have devastating effects upon the aquifer; therefore, the following policies aim to mitigate the risk to this important water resource, while at the same time, allowing the extraction of the provincially significant sand and gravel deposits in this area.

The Significant Groundwater Recharge Area and the Precambrian Shield Line are shown on Schedule F - Groundwater Resources.

Development proposals north of the Precambrian Shield Line or within the Significant Groundwater Recharge Area shall adhere to the following policies:

7.1.2.1 FUEL STORAGE AND HANDLING

- a. In-ground fuel storage tanks are prohibited.
- b. The amount of fuel stored on-site shall not exceed 2,500 litres. The maximum amount of fuel stored for aggregate operations shall not exceed 5,000 litres.
- c. Fuel storage is limited to fuel for on-site activities only.
- d. Storage tanks must be installed on an impervious surface with sufficient containment to hold 110% of the total tank volume.
- e. Fueling areas must be designed to collect all runoff, separate fuel from water and allow for proper disposal of the contaminants before the runoff enters ground or surface water systems.
- f. Storage tanks must be situated to minimize exposure to moving equipment and vehicles, including collision protection features.
- g. On-site fueling equipment should be in a fixed location. Where portable fueling equipment is necessary to fuel fixed machinery, a means to catch and contain a spill is required. The method of containment will be reviewed and approved by the Conservation Authority and PUC.
- h. The area where a portable fuel tank is stored must have an impervious ground surface with sufficient containment to hold 110% of the total tank volume.

7.1.2.2 CHEMICAL STORAGE AND HANDLING

- a. The bulk storage of chemicals, petroleum products, and other hazardous materials is prohibited.
- b. The storage and handling of chemicals is restricted to an indoor or covered area, equipped with adequate spill and runoff containment structures and designed to prevent any loss of chemicals into the ground.
- c. All persons handling chemicals must be trained to ensure the substances are properly stored and handled.

7.1.2.3 VEHICLE MAINTENANCE, REPAIR AND STORAGE

- a. Vehicular maintenance and repair will be limited to only those vehicles owned, leased and operated in conjunction with the main use permitted on-site. The repair and maintenance of vehicles and equipment not associated with the main use is prohibited.



- b. Maintenance and repair of vehicles and equipment shall be conducted entirely within an enclosed building.
- c. The building must be equipped with suitable floor drainage, collection, and retention systems to ensure that any spills are prevented from entering the ground.
- d. The floor of the building must be structurally sound and constructed of materials capable of preventing any loss of liquids to the underlying ground.
- e. Any portion of the property used to store vehicles or motorized equipment shall be equipped with an impermeable surface to prevent the percolation of contaminated runoff into the ground.

7.1.2.4 SPILL RESPONSE ACTION PLAN

- a. A “Spill Response Action Plan” will be required for certain uses or activities. On-site staff must be trained to carry out the plan. A copy of the plan shall be provided to the Conservation Authority and PUC for their review and approval.
- b. The spill response plan must be reviewed annually to ensure it is kept up-to-date.

7.2 POTABLE AND NON-POTABLE GROUNDWATER SITE CONDITION STANDARDS

The City of Sault Ste. Marie is committed to protecting its valuable potable groundwater resources. Areas where a Potable Groundwater Standard is required and where a Non-Potable Groundwater Standard may be permitted are shown on Schedule F – Groundwater Resources.

With respect to potable and non-potable groundwater standards, it shall be a policy of the City to:

- a. Require the use of potable groundwater standards in the Potable Groundwater Standard Required Area shown on Schedule F – Groundwater Resources.
- b. Require the use of potable groundwater standards within 250 metres of a property that contains a groundwater supply well, except for wells used for monitoring or testing purposes.
- c. Encourage the remediation of sites where a spill has occurred or contaminated soils have been found to a Potable Groundwater Standard, where feasible.
- d. Require any request to use a Non-Potable Groundwater Standard to be completed in accordance with Ontario Regulation 153/04 and the City’s Non-Potable Groundwater Site Condition Standards Implementation Guideline.

7.3 NATURAL HERITAGE FEATURES AND AREAS

A healthy natural environment is critical to Sault Ste. Marie’s sustainability. Our natural and built environments are part of a broader interconnected ecosystem. Forests, wetlands, waterbodies, parks and open spaces provide habitat for various aquatic and terrestrial species and contribute to clean air, water and soil. Our natural heritage features and areas and the functions they provide will be protected and preserved. The Natural Heritage Features and Areas, as shown on Schedule D of the Official Plan, identify the boundaries and extent of these features; however, it should be noted that this mapping is not exhaustive and subject to further on-site studies and verification where deemed necessary.

7.3.1 FISH HABITAT

Fish habitat includes lakes, rivers, streams, intermittent creeks and some drainage courses that are part of a valuable, connected habitat that serves a variety of fish through various stages of their life cycle. This includes the St. Mary’s River Rapids, the 273 kilometres of streams and creeks that exist in the Sault and several lakes, primarily located in the Precambrian Uplands. All lakes, rivers, streams, and tributaries shown on Schedule D – Natural Heritage Features are considered Fish Habitat.



With respect to Fish Habitat, it is a policy of the City to:

- a. Encourage the restoration, enhancement and creation of fish habitat.
- b. Strongly encourage the maintenance of shoreline riparian areas in a natural state.
- c. Require where appropriate, the restoration of previously altered or developed shorelines to a natural state as a condition of development approvals.
- d. Encourage the provision and maintenance of public access to recreational fishing opportunities.
- e. Prohibit development and site alteration in fish habitat, except in accordance with provincial and federal requirements.
- f. Prohibit development and site alteration generally within 120 metres of fish habitat, unless it can be demonstrated through appropriate evaluation that there will be no negative impacts upon natural features or their ecological functions. This may require an Environmental Impact Study prepared by a qualified professional, which outlines any impacts to fish habitat, and the measures required to mitigate all negative impacts, if possible. The extent of the study will take into account the scope of proposed development, existing development, zoning, topography, species and habitat sensitivity.

An Environmental Impact Study may be waived or scoped where:

- i. A minor encroachment into the adjacent lands is proposed.
- ii. Significant intervening development exists between the proposed development and the watercourse, such as roads or existing development, or where the shoreline is no longer natural and has been engineered by way of a cement edge, riprap or gabions.
- iii. The topography is such that runoff will not enter into the watercourse or the development can be graded in such a way to eliminate any runoff to the watercourse.
- g. Appropriate land use controls, such as Site Plan Control or Holding Provisions may be utilized to ensure that development does not encroach into adjacent lands or appropriate vegetative buffers are protected or established between the watercourse and proposed development.

7.3.2 WETLANDS

Wetlands provide vital environmental and economic functions, including wildlife habitat, water filtration, and flood attenuation. Within Ecoregion 5E, the City of Sault Ste. Marie contains approximately 1,700 hectares of wetlands, representing about 7 percent of the City's land area. These include Significant Wetlands, as deemed by the Province, coastal wetlands, evaluated wetlands, and unevaluated wetlands. Wetlands are identified on *Schedule D – Natural Heritage Features*.

The following policies distinguish between wetland types and outline the City's approach to their protection and integration into development review:

7.3.2.1 Significant Wetlands:

- a) Wetlands that have been evaluated and designated by the Province as *Significant Wetlands* are protected from development and site alteration under the *Provincial Planning Statement (2024)*. These protections are mandatory.
- b) Development and site alteration shall not be permitted in:

- i. Significant wetlands;
- ii. Significant coastal wetlands.

c) Development and site alteration shall not be permitted, unless it has been demonstrated that there will be *no negative impacts on the natural features or their ecological functions*, in the following areas:

- i. Coastal wetlands that are not deemed significant

e) Development and site alteration shall not be permitted on adjacent lands to the features listed above unless the ecological function of those lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions.

7.3.2.2 Evaluated and Unevaluated Wetlands (Non-Significant)

Evaluated wetlands not identified as significant, and unevaluated wetlands that have not undergone a provincial assessment may still provide important ecological functions, contribute to natural heritage connectivity, and support hydrologic balance.

To balance environmental stewardship with development flexibility, the following policies apply:

a) These wetlands may be considered during development review, particularly where they:

- Form part of a broader natural system.
- Exhibit hydrologic connectivity.
- Support habitat for species of local or regional concern.

b) Where development is proposed within or adjacent to such wetlands, the requirement for an Environmental Impact Study (EIS) or equivalent technical review shall be determined based on:

- The size and intensity of the proposed development.
- The proximity to and nature of the wetland feature.
- The potential for cumulative or downstream effects.

c) Minor developments, including small-scale infill, accessory structures, or single lot severances, may not require an EIS provided that:

- A preliminary site assessment or equivalent due diligence demonstrates negligible risk to ecological function or drainage.
- No part of the proposed development encroaches directly on the wetland boundary.



Feature Type	Development Within Feature	Development on Adjacent Lands
Significant Wetlands	Not permitted	Not permitted unless ecological function is evaluated and no negative impacts are demonstrated
Significant Coastal Wetlands	Not permitted	Not permitted unless ecological function is evaluated and no negative impacts are demonstrated
Non-significant Coastal Wetlands	Permitted only if no negative impacts on natural features or ecological functions	Not permitted unless ecological function is evaluated and no negative impacts are demonstrated
Evaluated Non-Significant Wetlands	May require EIS based on scale, proximity, and impact	May require EIS; not automatically protected
Unevaluated Wetlands	May require EIS based on scale, proximity, and impact	May require EIS; not automatically protected
Below: have one table for all these environmental things to make it easier to glance at?		
Significant Wildlife Habitat	Permitted only if no negative impacts on natural features or ecological functions	Not permitted unless ecological function is evaluated and no negative impacts are demonstrated
Significant Areas of Natural and Scientific Interest (ANSIs)	Permitted only if no negative impacts on natural features or ecological functions	Not permitted unless ecological function is evaluated and no negative impacts are demonstrated
Fish Habitat	Permitted only in accordance with provincial/federal requirements	Subject to applicable provincial/federal policy
Habitat of Endangered and Threatened Species	Permitted only in accordance with provincial/federal requirements	Subject to applicable provincial/federal policy

7.3.3 HABITAT OF ENDANGERED AND THREATENED SPECIES

Endangered species are those facing imminent threat of extinction or extirpation. Threatened species are likely to become endangered if steps are not taken to address the factors threatening the species. Special concern species may become threatened or endangered due to a combination of biological characteristics and identified threats.

Habitat loss is a significant contributing factor threatening species populations. Preserving habitat is crucial to the survival of threatened or endangered species, as well as biodiversity and sustainability. According to the Province of Ontario, there are 47 species at risk in the Sault Ste. Marie area, including bird, reptile, mammal, invertebrate, plant, fish and mussel species. These include species of special concern, threatened and endangered. The location of some of the Habitat of Endangered and Threatened Species is shown on Schedule D – Natural Heritage Features and Areas. In other cases, such habitat is not shown due to the sensitivity of the species.

With respect to the Habitat of Endangered and Threatened Species, the City shall:

- Prohibit development and site alteration in the habitat of endangered and threatened species, except in accordance with provincial and federal requirements.
- Remind proponents that under the Endangered Species Act, where any new endangered or threatened species occurrence is identified, development and site alteration activities must immediately cease and the Province of Ontario must be contacted.



- c. The City shall require all development and site alteration proposals to be screened for impacts on species at risk and their habitat, in accordance with Provincial standards. Proponents must provide necessary assessments and secure approvals or implement mitigation measures as required before proceeding with development. The need for an evaluation may be scoped or waived where:
 - i. The area proposed for development is not vegetated
 - ii. The proposed development is small scale or infill in nature and will result in very minimal vegetation loss, such as the creation of a rural residential lot.
 - iii. Where the use of Site Plan Control, Holding Provisions or other tools can be utilized to ensure that vegetated areas on a lot are protected.

7.3.4 SIGNIFICANT WILDLIFE HABITAT

Wildlife habitat includes areas where plants, animals and other organisms live and find adequate amounts of food, water, shelter, and space needed to sustain their populations. In the city, Significant Wildlife Habitat includes Peregrine Falcon nesting sites on the International Bridge and a Deer Wintering Area in and around the Airport. These features are shown on Schedule D – Natural Heritage Features and Areas. Sault Ste. Marie is located in Ecoregion 5E.

With respect to Significant Wildlife Habitat, the City shall:

- a. Unmapped or newly discovered Significant Wildlife Habitat shall be protected when identified, consistent with provincial policy and technical guidance.
- b. Development and site alteration:
 - i. Shall not be permitted within a Significant Wildlife Habitat unless an evaluation by a qualified professional demonstrates no negative impacts on the natural features or their ecological functions.
 - ii. Shall not be permitted on lands adjacent (120m?) to a Significant Wildlife Habitat unless an evaluation by a qualified professional demonstrates no negative impacts on the natural features or their ecological functions.
 - iii. Shall not be permitted in a *habitat of endangered species and threatened species*, except in accordance with provincial and federal requirements (e.g. the Ontario Endangered Species Act, Federal Species at Risk Act, etc).
- c. City staff may scope or waive the requirement for an environmental evaluation (e.g. EIS) where a desktop review and/or site visit confirms that the site is already highly disturbed, has no mapped natural heritage triggers or significant natural cover, and the scale or footprint of the proposed development is deemed as minor,
- d. Development and site alteration within the Core Deer Wintering Area (Strata I) is prohibited where it will result in significant vegetation loss, unless it can be demonstrated through an appropriate evaluation prepared by a qualified professional that the development or site alteration will not significantly impact the Core Deer Wintering Area. The need for an evaluation may be scoped or waived where:
 - i. The area proposed for development is not heavily vegetated or part of a contiguous forested area.
 - ii. The proposed development is small scale or infill in nature and will result in very minimal vegetation loss, such as the creation of a rural residential lot.
 - iii. Where the use of Site Plan Control or other tools can be utilized to maximize vegetation retention.



- e. Development and site alteration adjacent to (within 120m) the Core Deer Wintering Area is permitted, subject to the use of Holding Provisions or other tools aimed at maximizing vegetation retention.

7.3.5 FORESTS AND TREES

Given the mix of urban, rural and wilderness environments, Sault Ste. Marie has an abundance of forests and trees. These natural assets and natural climate solutions provide a range of environmental, economic, social and health services to residents and visitors.

With respect to forests and trees, it is a policy of the City to:

- a. Support the creation of a Tree By-law that protects heritage trees and trees in sensitive natural areas including wetlands, shoreline riparian areas, significant slopes and known significant wildlife habitat.
- b. Support the assessment of the urban tree canopy with the goal of establishing long-term urban tree canopy cover targets.
- c. Where feasible, require the maintenance and reinforcement of natural features such as wooded areas in or adjacent to new developments.
- d. Require that new developments strive to maintain existing trees, including the potential need for a Tree Retention Plan, as part of a complete application for large-scale developments.
- e. Strongly encourage tree planting as part of all new developments.
- f. Encourage tree planting in existing developments.
- g. Encourage tree planting on all public projects, including the reconstruction of arterial roads in commercial corridors.
- h. Support partnerships and efforts to plant trees on public lands.
- i. Give preference to the planting of native species for any public or private development project that is subject to Site Plan Control. Where non-native species are proposed, they shall be non-invasive species. Planted vegetation should be resilient to climate change and site-specific consideration, such as salt tolerance.
- j. Preference will be given to the planting of a diversity of species rather than a single type.
- k. Develop a comprehensive planting list of appropriate species.

7.3.6 THE PRECAMBRIAN UPLANDS

The Precambrian Uplands area contains numerous natural heritage features and areas, including large, connected forested areas, many watercourses and wetlands. The geology of the area is characterized by bedrock with very little topsoil and numerous significant slopes. Surface water flows south and into the groundwater recharge area, which supplies approximately 50 percent of the City's drinking water supply. Due to these characteristics, the area is very sensitive to development. Therefore, development within the Precambrian Uplands is generally prohibited. Further policies relating to the Precambrian Uplands are found in Section 4 – Land Use.

7.3.7 IN-WATER DEVELOPMENT

All in-water works are subject to the applicable approvals and regulations of the Ministry of Natural Resources and Forestry (MNRF) and the Department of Fisheries and Oceans (DFO). In addition to municipal approvals required under local planning and development processes, proponents must secure the necessary permits and authorizations from these ministries to ensure compliance with provincial and federal legislation. These dual approval processes are intended to address

both local and broader environmental, ecological, and safety considerations associated with in-water works.

7.4 MINERALS AND MINERAL AGGREGATE RESOURCES

Under the Provincial Planning Statement (PPS), 2024, minerals and mineral aggregates are distinct resource categories with different uses and policy considerations. The PPS emphasizes the protection and sustainable use of both resources but tailors policies to their unique characteristics.

Minerals refer to naturally occurring metallic and non-metallic substances, such as gold, copper, and salt, which are typically mined for their economic value and play a key role in industries like manufacturing and energy. Policies focus on safeguarding deposits for long-term economic benefit and ensuring land-use compatibility around mining operations.

Mineral aggregates include construction materials such as sand, gravel, and crushed stone, which are essential for infrastructure development and other construction activities. Policies focus on maintaining an accessible supply for infrastructure projects, allowing extraction under specific conditions, and ensuring site rehabilitation.

While both are vital to Ontario's economy, their differing roles require distinct planning and management approaches.

With respect to Minerals, it shall be a policy of the City to:

- a. Identify and protect primary and secondary mineral aggregate resources for long-term use from the encroachment of sensitive uses.
- b. The creation of new lots by consent or subdivision, to accommodate a sensitive use, such as a residential use, is prohibited from locating in primary mineral areas.
- c. The creation of new rural residential subdivisions are prohibited in the Secondary Mineral Aggregate Resource Policy Area. Consent applications for the development of new lots in the Secondary Mineral Aggregate Resource Area shall demonstrate, through a study prepared by a Qualified Professional, that mineral or mineral aggregate extraction is not feasible due to various limitations, including but not limited to:
 - i. The depth, quality or quantity of the resource makes extraction not viable.
 - ii. Existing surrounding development, including sensitive uses negates resource extraction.
 - iii. The proposed new lots are in association with an existing recreational use, such as a golf course.
- d. Development proposals in areas surrounding mineral resources, including those with potential access to these resources, must demonstrate compatibility and ensure that they do not adversely impact current or future resource extraction activities.
- e. Land uses near active or potential mineral operations shall be planned to minimize land use conflicts and maintain the viability of the resource.
- f. Mining operations shall be required to develop and implement site rehabilitation plans to restore land for appropriate post-extraction uses.

With respect to Mineral Aggregate Resources, it shall be a policy of the City to:

- a. Identify and protect primary and secondary mineral aggregate resources for long-term use from the encroachment of sensitive uses.

- b. The creation of new lots to accommodate a sensitive use, such as a residential use, is prohibited from locating in primary aggregate areas.
- c. The creation of new rural residential subdivisions are prohibited in the Secondary Mineral Aggregate Resource Policy Area. Consent applications for the development of new lots in the Secondary Mineral Aggregate Resource Area shall demonstrate, through a study prepared by a Qualified Professional, that mineral or mineral aggregate extraction is not feasible due to various limitations, including but not limited to:
 - i. The depth, quality or quantity of the resource makes extraction not viable.
 - ii. Existing surrounding development, including sensitive uses negates resource extraction.
 - iii. The proposed new lots are in association with an existing recreational use, such as a golf course.
- d. Development proposals in areas surrounding mineral resources, including those with potential access to these resources, must demonstrate compatibility and ensure that they do not adversely impact current or future resource extraction activities.
- e. Ensure the orderly extraction and optimal use of mineral aggregate resources in order to provide for local, regional and provincial needs, while minimizing negative environmental, financial and social impacts on the municipality and residents.
- f. Require progressive and final rehabilitation on all mineral aggregate operations.
- g. Encourage the rehabilitation of abandoned pits and quarries.
- h. Unless located in an area of existing development or particular environmental sensitivity that has been determined to be incompatible with extraction and associated activities, wayside pits and quarries, portable asphalt plants, and portable concrete plants used on public authority contracts are permitted in all areas without the need for an Official Plan amendment, rezoning or development permit approval under the *Planning Act*.
- i. Continually monitor and assess the rural transportation network with the purpose of ensuring that major routes which service pits and quarries are capable of supporting heavy truck traffic, with special regard for the potential to ship aggregates via the future Port of Algoma.
- j. Additional policies contained in Section 4.10 - Aggregate Extraction Land Use Designation.

7.5 NATURAL HAZARDS

Various naturally occurring conditions can result in hazards to human health and safety, as well as damage or loss of property. In Sault Ste. Marie natural hazards include lands that are subject to flooding, wildland fire and erosion. The intent of this Plan is not to further aggravate any existing hazard and to direct new development away from lands that are impacted by such hazards where there is an unacceptable risk to public health, safety or of property damage. In other cases, various mitigation measures can reduce the risk to acceptable levels. The lands subject to natural hazards are shown on Schedule E – Environmental Constraints and Hazards.

7.5.1 FLOOD HAZARDS

Three types of flood hazards impact Sault Ste. Marie: the Great Lakes Flood Line, the Tributary Flood Line and Specific Flood Areas. The Sault most recently had severe flooding during the storms in the fall of 2013 and again in the fall of 2019. Because of the effects of climate change, it is generally anticipated that flooding may occur more frequently and with more severity.



Natural hazards are largely regulated by the Sault Ste. Marie Region Conservation Authority and in most cases Conservation Authority approvals are required prior to any development or site alteration in a flood prone area.

7.5.1.1 GREAT LAKES FLOOD LINE

The Provincial Great Lakes/St. Lawrence River Shoreline Policy and the Shoreline Management Plan of the Sault Ste. Marie Region Conservation Authority are implemented through the policies below. The purpose of these policies is to reduce the potential loss of life and property damage as a result of flooding, erosion and dynamic beach action.

The Great Lakes Flood Line is divided into two regulated areas as shown on Schedule E – Environment Constraints and Hazards:

- The Lake Superior Regulated Shoreline - Above the compensating gates.
- The St. Mary's River Regulated Shoreline - Below the compensating gates.

The Regulated Shorelines are defined as the total landward extent of the “regulatory flood line”, the “regulatory erosion line”, the “regulatory dynamic beach area”, and wave up-rush limits.

With respect to the Great Lakes Flood Line, it shall be a policy of the City to:

- a. Strongly encourage the maintenance and rehabilitation of shoreline areas to a natural state. The maintenance and rehabilitation of shoreline areas may be imposed as a condition of development approval.
- b. Require all development or site alteration, including the removal of vegetation in or abutting a Regulated Shoreline, to obtain approval from the Conservation Authority and the Department of Fisheries and Oceans.
- c. Require that erosion control works comply with provincial and Conservation Authority Standards.
- d. Permit further development of existing developed areas within the Lake Superior and St. Mary's River Regulated Shorelines subject to Conservation Authority approval and provided that:
 - i. Buildings and structures, including additions to existing buildings and structures, are flood-proofed.
 - ii. Erosion setbacks are used in combination with specific engineering works or studies to ensure proper protection.
 - iii. The development is not within the Dynamic Beach Area, as defined by the Conservation Authority.

7.5.1.2 TRIBUTARY FLOOD LINE

The Tributary Flood Line includes streams, intermittent watercourses and inland lakes that are not on the Lake Superior-St. Mary's River shoreline. The Tributary Flood Line or flood plain areas are identified by the Sault Ste. Marie Region Conservation Authority (based on the Flood Plain Mapping Report, Dillon 1977) using the “Regional Storm” with allowances for erosion, meandering and the 1 in 100 year flood event. Defined by the Province of Ontario, the Regional Storm for this area is the “Timmins Storm”, which is based on an actual rainfall event that occurred over Timmins in 1961. The lands included within the Tributary Flood Line are shown on Schedule E – Environment Constraints and Hazards.

With respect to the Tributary Flood Line, it shall be a policy of the City to:



- a. Require a permit from the Sault Ste. Marie Region Conservation Authority prior to any development or site alteration within the flood plain area.
- b. Prohibit the development of new buildings or structures within the designated Tributary Flood Line, except flood and erosion control structures and facilities which by their nature must locate near water.
- c. Require a permit from the Sault Ste. Marie Region Conservation Authority prior to any development or site alteration within 30m of the high-water mark or within 15m of the top of the stable slope, both of which may include increased setbacks or flood proofing measures related to a meander belt, where necessary.
- d. Strongly encourage the maintenance of lands and vegetation within the Tributary Flood Line in a natural state.
- e. Strongly recommend the rehabilitation and revegetation of shore areas back to their natural state, subject to approvals from the Sault Ste. Marie Region Conservation Authority.

7.5.1.3 SPECIFIC FLOOD AREAS

Bayview, Gateway and Steelton are urban areas that are prone to flooding. Development and redevelopment within the Specific Flood Areas shown on Schedule E - Environment Constraints and Hazards must conform to the following policies:

- a. Bayview — No building openings shall be permitted below 184.4m Canadian Geodetic Datum.
- b. Gateway — No building openings shall be permitted below 178.6 Canadian Geodetic Datum. Improvements which resolve the flooding hazard are identified by the City with the technical advice of the Conservation Authority and are required as a condition of redevelopment.
- c. Steelton — No building openings shall be permitted below the elevations established in the Conservation Authority's Fort Creek Watershed Appraisal, 1984. Improvements which resolve the flooding hazard are identified by the City, with the technical advice of the Conservation Authority and are proposed as a public project and provided when possible.

7.5.2 SIGNIFICANT SLOPES

Significant slope lands in Sault Ste. Marie include river and stream valleys (ravines) as well as the Sault's lower escarpment, commonly referred to as "the hill". For the purposes of this Plan, Significant Slopes are those that are greater than 15 percent. Development or site alteration on or near Significant Slopes is regulated to prevent potential human risks and property damage primarily related to erosion. Many of the Significant Slopes also act as vegetated corridors providing natural habitat and connecting forested areas throughout the community. The lands subject to Significant Slopes are shown on Schedule E - Environment Constraints and Hazards. The Sault Ste. Marie Region Conservation Authority regulates development within slope hazard lands.

With respect to Significant Slopes, it is the policy of the City to:

- a. Prohibit development and site alteration upon slopes that are unstable or subject to active erosion or historic slope failure.
- b. Maintain significant slopes and ravines in a natural state. The maintenance and enhancement of the natural vegetation upon a slope is strongly encouraged and may be imposed as a condition of development.



- c. Ensure that development is setback 15m from the top or bottom of the stable slope. Specific setback distances for slopes having grades steeper than 3 horizontals to 1 vertical, or 5 horizontals to 1 vertical in sandy soils, shall be determined in consultation with the Sault Ste. Marie Region Conservation Authority.
- d. Require development proposals on or near significant slopes to be accompanied by a slope stability analysis prepared by a qualified professional, to the satisfaction of the Sault Ste. Marie Region Conservation Authority. A permit from the Conservation Authority must also be obtained for development on these slopes or within 15m of the top or bottom of a defined stable slope.
- e. Prohibit development on lands having slopes greater than 15 percent. The City may consider but is under no obligation to accept the dedication of such lands for stormwater management purposes or to facilitate the continuation of a recreational or wildlife corridor. Such lands dedicated may not be included in any required parkland dedication.
- f. Protect areas where topographic changes might result in significant erosion or other environmental damage. These areas may include sensitive vegetation or vegetation in combination with topographic features.
- g. Recognize that the primary agency in the designation and review of fill areas is the Sault Ste. Marie Region Conservation Authority. Changes to the boundaries or permits to place fill require Conservation Authority approval. Fill materials must meet applicable Provincial requirements.

7.5.3 WILDLAND FIRE

Behind flooding, wildfires are the second largest factor for natural disasters. On average, the Ministry of Natural Resources and Forestry responds to over 1,200 wildfires each year. The anticipated impacts of climate change (increased frequency and severity of drought periods) coupled with communities expanding into forested areas have increased the risk of wildfires.

Vegetation types which present high to extreme risk for wildland fire include natural conifer forests and unmanaged conifer plantations that can include black or white spruce, jack pine and balsam fir, along with immature red and white pine. Mixed wood forests with a composition that is greater than 50% conifer, as well as damaged or diseased forests also pose a potential risk.

Lands subject to Wildland Fire Hazard (high to extreme risk) are shown on Schedule E - Environment Constraints and Hazards.

With respect to Wildland Fire Hazards, it shall be a policy of the City to:

- a. Generally direct development away from areas where hazardous forest types have been identified as high to extreme risk for wildland fire.
- b. Permit development upon lands with high to extreme risk forest types, where the risk is mitigated in accordance with a wildland fire assessment, completed by a qualified professional, in accordance with wildland fire assessment and mitigation standards identified by the Province of Ontario.
- c. Use its legislative authorities under the *Planning Act* to implement mitigation requirements or clearly identify areas with high to extreme wildland fire risks.
- d. Ensure that any mitigation efforts, such as clearing vegetation, consider all other policies contained within this Plan, especially those related to natural heritage features and areas.
- e. Encourage landowners in areas where high to extreme wildland fire risks have been identified to 'Be FireSmart'.



7.6 HUMAN MADE HAZARDS

There are three known mine hazards located in Sault Ste. Marie and numerous known contaminated sites and brownfields, which are former industrial or commercial sites that may be contaminated.

7.6.1 MINE HAZARDS

There are 2 known mine hazards, shown on Schedule E - Environment Constraints and Hazards. One is a former sandstone quarry north of the Great Northern Road/Fourth Line intersection. The other is located beyond the city limits. However, a small portion of the 1-kilometre buffer around the hazard is within the northeastern portion of the City.

As per Provincial requirements, applications for development within 1 kilometre of a mine hazard shall include consultation with the appropriate Provincial Ministry as part of a complete application. This Ministry will work with proponents to refine development setbacks and assess the need for additional studies, if any, as the case may be.

7.6.2 CONTAMINATED SITES

Known contaminated sites and potentially contaminated sites, known as brownfields include lands where contaminants may be present due to previous uses such as industrial, transportation or utility. Sources of site contamination can include disposal of waste materials, raw material storage, residues left in containers, maintenance activities and spills. Some commercial uses such as gasoline stations and vehicle repair garages have a similar potential. Where a site is or has the potential to be contaminated, appropriate remediation may be required prior to development. Site remediation may include a site remediation plan prepared in accordance with the requirements of the Environmental Protection Act and/or a Record of Site Condition issued by the Province of Ontario. Where a Record of Site Condition is required, remediation standard requirements shall be guided by Policy 7.2 of this Plan.





8 AGRICULTURE AND FOOD SYSTEMS

The food system is a complex system of production, processing, distribution, and consumption of food. The local food system consists of the same elements but at the local level. Supporting the creation of a robust local food system leads to a secure food system, which has numerous economic, social, health and recreational benefits. It is also recognized that the City plays an important role in the regional food system, as the largest market in the region and a centre for support, value added processing and distribution.

More specifically, the City:

- a. Recognizes the role that local produced foods plays in the physical and economic health of the City.
- b. Supports existing and potential future agricultural operations by permitting where appropriate, agricultural related uses and on-farm diversified uses.
- c. Supports urban agriculture uses aimed at providing people with an opportunity to produce their own foods, including community gardens.
- d. Supports food accessibility for vulnerable sections of the population and specifically recognizes food banks and community kitchens as a valuable part of integrated social services.
- e. Ensures that rural residential development is limited in nature relative to the local context, and does not negatively impact existing and future agricultural operations.

8.1 RURAL AGRICULTURE

The City of Sault Ste. Marie has a vibrant and growing agriculture sector. The number of active farms in Sault Ste. Marie has varied between approximately 25 and 35 farms since 2006. Based on Statistics Canada data, agriculture activity in Sault Ste. Marie accounts for 7% to 10% of the agriculture activity in the entire Algoma District. While it is recognized that the majority of local rural agricultural operations are small scale, they play an important role in the local food system. Furthermore, Sault Ste. Marie represents a significant market for foods grown in the region, as well as a potential hub for processing, storage and distribution to larger markets.

The following policies apply to rural agriculture:

- a. Ensure rural lot sizes are large enough to support agricultural uses, with recognition that crop production can occur on smaller lots and livestock operations or more intensive farming operations require larger lots.
- b. Ensure that proposals for new sensitive uses and new or expanded livestock facilities (barns and manure storage) adhere to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Minimum Distance Separation Formulae, to ensure land use compatibility.
- c. Generally support, where feasible:
 - i. Agriculture-related uses that are directly related to farm operations on-site or in the area, support agriculture and benefit from being in close proximity to farm operations. Examples include, but are not limited to processing, handling and storage facilities, the production and sale of agricultural products and value added agricultural products, educational farms and pick-your-own operations.
 - ii. On-farm diversified uses including agri-tourism, banquets and small-scale food services.

- iii. Home-based Industries such as small-scale trades shops, contractor's yards, and indoor and outdoor storage.
- d. Agricultural related uses, on-farm diversified uses and home based industries in association with an agricultural operation are subject to the following criteria:
 - i. The property must be part of the Farm Property Class Tax Rate Program.
 - ii. The use does not impair the primary agricultural operation.
 - iii. The use does not negatively impact nearby sensitive uses.
 - iv. The use can be supported with adequate on-site services (well and septic) and parking.
- e. Small-scale, non-permanent, seasonal food outlets are permitted on any lands designated Commercial, Mixed Employment or Rural Area, subject to the following criteria:
 - i. They are located upon private property with frontage on an arterial road, excluding seasonal food outlets that are located on the same property as an existing agricultural operation.
 - ii. Seasonal food outlets are to be small-scale, non-permanent and the construction of any buildings or structures is discouraged. Installations, such as tables, tents and signage shall be non-permanent and temporary in nature. Outlets that are located on the same property as an existing agricultural operation are exempt from these requirements.
 - iii. Adequate on-site parking shall be accommodated.
 - iv. The seasonal food outlet shall be located in a manner that all required setbacks can be achieved.

8.1.1 LOCALLY SIGNIFICANT AGRICULTURAL AREAS

Locally Significant Agricultural Areas are congruent areas that exhibit characteristics of long-term agricultural viability and contribute meaningfully to the local food system. These areas are shown on Schedule A – Land Use.

For the purposes of this Plan, a Locally Significant Agricultural Area is identified where all the following criteria are met:

- a. The area is predominantly comprised of Soil Classes 1 to 3, as determined by the Canada Land Inventory (CLI) classification system;
- b. A significant portion of the area is actively used for agricultural purposes at the time of designation, including crop production, livestock operations, or other primary agricultural activities. The area should contain a concentration of properties enrolled in the Farm Property Class Tax Rate Program;
- c. The area shows a low degree of farmland fragmentation, indicated by large continuous farm parcels;
- d. The area must be a contiguous cluster of land that is at least 250 hectares in size, forming a coherent and functional area; and
- e. All properties within the area are designated as Rural Area in Schedule A – Land Use.

8.1.1.1 *The following area has been identified as a Locally Significant Agricultural Area:*

Generally, the properties that are between Carpin Beach Road and Leigh's Bay Road, south of Third Line and north of Base Line. This area is shown on Schedule A – Land Use.



Other areas may be identified as Locally Significant Agricultural Areas through future planning reviews, supported by Land Evaluation and Area Review (LEAR) studies or other relevant assessment tools.

8.1.1.2 *The following policies apply to Locally Significant Agricultural Areas:*

- a. Permit a maximum of two severances plus the remnant or retained parcel, as of July 14, 2014, as per the Rural Area Severances Policy, subject of the following:
 - i. Severed parcels not intended for active agricultural use shall be limited to a maximum size of 1.0 hectares to minimize farmland fragmentation. The remnant parcel that is intended to continue the agricultural use shall be a minimum of 4 hectares in size.
 - ii. Where both severed and retained parcels are intended for active agricultural use, no maximum lot size is imposed on the severed parcels.
- b. Encourage the retention or consolidation of farm parcels so that farms are of sufficient size to promote efficient operations and responsible environmental management, and to maintain long-term agricultural viability and flexibility.
- c. Subdivision for rural estate purposes is not supported to prevent land fragmentation and protect the agricultural land base.

8.2 MAPLE SYRUP PRODUCTION

The strong demand for maple syrup and related products is evidenced by federal and provincial programs aimed at supporting maple syrup production. At the regional level, RAIN (Rural Agri-Innovation Network) aims to expand the maple sector by enabling producers to increase production, grow markets, adopt new technology and create innovative maple products. The global demand-supply gap in maple syrup coupled with the numerous mature sugar maple tree stands (sugar bushes) in Sault Ste. Marie, provide an opportunity to grow this sector. From an environmental standpoint, maple syrup harvesting is a low impact use, as mature trees can be tapped for a number of years without impacting the overall health of the tree. The mature maple trees in the City are primarily located in the Precambrian Uplands area, however, many properties located in this area do not have frontages on publicly owned roads.

It shall be the policy of the City to:

- a. Support agriculture uses associated with maple syrup production, which includes maple sap tapping and syrup production on lands designated Rural Area.
- b. Support where feasible, accessory uses associated with maple syrup production such as bottling, retail sales, food services and public tours in the Rural Area, subject to the following criteria:
 - i. The use does not impair the primary maple syrup operation.
 - ii. The use does not negatively impact nearby sensitive uses.
 - iii. The use can be supported with adequate on-site well and septic services and parking.
- c. Support, where feasible, maple syrup production on lands designated Precambrian Uplands, subject to the following:
 - i. Where the property has frontage and direct access to a publicly owned and maintained road, accessory buildings and uses open to the public, such as food services, retail sales, and public tours, are permitted.



- ii. Where a property does not have frontage or direct access to a publicly owned and maintained roadway, maple syrup production may occur, however accessory buildings requiring a permit and the accessory uses described above (Section 8.2c(i)) are not permitted.
- iii. Accessory buildings requiring a permit may only be erected where legal access agreements can be obtained across all lands from which access is required. Such agreements shall be for a period exceeding 21 years, which may require Consent approvals.

8.3 URBAN AGRICULTURE

Urban agriculture uses, such as community, backyard and rooftop gardens play a key role in improving food access in urban areas.

It shall be the policy of the City to:

- a. Permit up to three (3) hens to be kept in the rear yard of a single detached dwelling. The hens must be kept in an enclosure subject to minimum setback requirements implemented through the Zoning By-law.
- b. Encourage private gardens and orchards in all land use designations.
- c. Permit community gardens in all land use designations, excluding Industrial designated lands.
- d. Require a Record of Site Condition, where there is the potential for soil contamination based on historical use of the property. Alternatively, raised garden beds with an impermeable barrier between the garden bed and any contaminated soils may be permitted, subject to review of a qualified professional where necessary.
- e. Support locating community gardens on City-owned property, including City-owned parks, subject to policies pertaining to new uses in parks, contained in Section 6.2e) of this Plan.

8.4 FOOD BANKS

Food banks are an important element of food security and they provide food for the most vulnerable. Food banks either function on the '*front line*' model, directly providing food to those who need it, or the '*warehouse model*', supplying front line organizations such as food banks and soup kitchens. The City recognizes that food banks offer more than just food and may include accessory food related programs such as a community kitchen, prepared meals, food literacy courses, greenhouses and community gardens. It shall be the policy of the City to:

- a. Encourage location of food banks within public service facilities and community hubs.
- b. Support where feasible, accessory food-related uses such as food services, community kitchens, educational courses, greenhouses and community gardens.



9 INFRASTRUCTURE AND SERVICING

Providing and maintaining civic infrastructure and services is an important responsibility of the municipality. The design and provision of most civic infrastructure and core services is guided by provincial policies, regulations and guidelines.

Specific policies related to transportation infrastructure are discussed in Section 3 – *Urban Design and Mobility*. In addition, ‘soft’ infrastructure that adds to the city’s quality of life, including things like parks, recreational and cultural facilities are addressed in Section 6 – *Parks, Recreation, Arts, Culture and Heritage*.

9.1 INFRASTRUCTURE OBJECTIVES

The city shall:

- a. Provide residents with a reliable supply of clean and safe drinking water and the safe disposal of wastewater.
- b. Ensure that the City’s water and sewage capacities are adequate to service existing and proposed development.
- c. Ensure that the City’s stormwater management system adequately manages water quantity and improves water quality, with special regard for the potential impacts of climate change.
- d. Promote green, sustainable infrastructure and utility development.
- e. Promote water and energy conservation and water and energy use efficiency across all sectors.
- f. Ensure efficient and economic local waste management that safeguards the physical, environmental and social health of the community.
- g. Minimize the impact of solid waste disposal on the environment by optimizing resource recovery and recycling of solid waste.
- h. Support the development of energy and communications infrastructure in coordination with the responsible private and publicly regulated agencies.

9.2 MUNICIPAL WATER AND SEWAGE SERVICING

The PUC is responsible for water services and the City is responsible for sewage services. Areas outside of the Urban Settlement Area primarily rely on individual wells and septic systems; however, there are exceptions where public water and sewer services are available to properties outside of the Urban Settlement Area. There is enough reserve capacity in the public water and sewer systems, including hauled sewage capacity, to accommodate projected growth over the next 25 years.

In an effort to provide infrastructure and services in an efficient manner to accommodate current and projected needs, the following policies shall apply:

- a. All development within the Urban Settlement Area shall be serviced by public water and sewage services unless it is determined not to be feasible over the life of this Plan.
- b. All development outside of the Urban Settlement Area shall be served by private on-site water and sewage services except where there is direct access to existing services; then, development shall connect to public services.
- c. For on-site sewage systems designed to treat more than 10,000 litres of effluent per day, approvals are required from the Ministry of the Environment, Conservation and Parks



(MECP). For on-site sewage systems designed to treat less than 10,000 litres of effluent per day, approvals are required from Algoma Public Health (APH).

- d. Where development is proposed outside fully serviced areas, the proponent must prove that the soil conditions of the proposed site are suitable for a waste sewage disposal system and that there is a proven source of potable water available. A hydrogeological assessment may be required where the minimum lot size is less than 1 hectare.
- e. The extension of municipal water and/or sewage services to development outside the Urban Settlement Area may be considered on a case-by-case basis, where such extensions are necessary to address failed on-site septic and water service. The following criteria shall also be considered:
 - i. Alternative sources of water supply are not available or inadequate.
 - ii. A health hazard exists.
 - iii. Environmental degradation is occurring.
- f. Development of new sensitive uses within 150m of the East and West Sewage Treatment Plants is discouraged, as further discussed in Section 4.14 of this Plan.

9.3 STORMWATER MANAGEMENT

Stormwater management systems are critical in protecting public health and safety, property and the environment. These systems receive, control and convey stormwater runoff in response to precipitation and snow melt. The City's stormwater management system consists of an integrated network of swales, ditches, culverts, storm sewers, flood control channels, pump stations, oil and grit separators, stormwater management ponds and underground reservoirs. Local stormwater management systems are owned, operated and maintained by the City of Sault Ste. Marie, the Sault Ste. Marie Region Conservation Authority, private developments or a combination thereof.

With an increase in impervious surface cover, such as roads, driveways and rooftops, management of stormwater quantity and quality is an essential factor in development. It shall be the policy of the City to:

- a. Emphasize stormwater management practices in the design of the major and minor drainage systems, with a goal of preserving the hydrologic cycle, and a focus on source controls.
- b. Encourage maximizing the extent and function of vegetative and permeable surfaces.
- c. Promote stormwater attenuation and reuse, as well as water conservation and efficiency.
- d. Implement a city-wide stormwater management approach as noted in the 2015 Stormwater Management Master Plan and Guidelines, which include, but are not limited to:
 - i. Improving snow disposal sites.
 - ii. Education about stormwater management.
 - iii. Implementing a point source monitoring plan to monitor specific sources of pollution.
 - iv. Installing additional oil and grit separators to remove oil and sediment from storm runoff.

9.4 INFRASTRUCTURE IN NEW DEVELOPMENTS

Municipal sewer and water services are the preferred form of servicing for all new developments within the Urban Settlement Area. It shall be the policy of the City to:



- a. Permit new development only if existing and planned public sewage and water services have confirmed capacity to accommodate the demands of the proposed development.
- b. Where there is insufficient capacity, proponents may choose to upgrade, at their own expense, the existing sewage and water systems to ensure adequate servicing consistent with Provincial and Local standards.
- c. Generally discourage communal or shared potable water and wastewater systems, unless the system is part of an approved condominium development.
- d. Minimize impact on the City's stormwater management system by incorporating on-site measures, such as permeable surfaces and vegetative retention areas that limit the amount of stormwater entering the municipal service system.
- e. Wherever possible, low impact design (LID) and green infrastructure will be encouraged as a means to managing stormwater. Low-impact design utilizes natural processes to manage stormwater runoff and green infrastructure includes built features such as bioswales and constructed wetlands that perform environmental functions such as filtering stormwater.
- f. The need for and design of stormwater management systems in association with private development will be assessed and reviewed according to the City's Stormwater Management Master Plan and Guidelines. More specifically:
 - i. All industrial, commercial and institutional developments, as well as residential developments of 4 or more dwelling units must have quantity and where necessary, quality controls.
 - ii. Where quantity controls are required, peak post-development flows should not exceed pre-development flows for all storms up to the major drainage system design storm.
 - iii. In consultation with the Sault Ste. Marie Conservation Authority, quality control measures aimed at removing total suspended solids shall be implemented, as necessary.

9.5 SOLID WASTE MANAGEMENT

Solid waste management refers to sites and facilities that accommodate solid waste, including recycling facilities, transfer stations, processing sites and disposal sites (such as landfills and incinerators). Waste management facilities can generate odour and cause other adverse effects on nearby residents. Therefore, land use compatibility considerations contained in Section 4.14 of this Plan shall apply.

Upon completion of the Solid Waste Management Environmental Assessment and subsequent expansion of the landfill footprint, it is anticipated that the landfill's capacity, will be adequate to accommodate anticipated growth over the next 25 years. Additionally, it shall be the policy of the City to:

- a. Strive to facilitate waste diversion from the landfill through the development, support and where feasible, expansion of waste diversion initiatives such as additional plastics recycling and organics composting.
- b. Encourage 'landfill mining', which is a process of excavating disposed waste and cover material, recovering recyclable materials and cover material, and returning the residual waste to the disposal footprint.
- c. Consider the implications of development and land use patterns on waste generation, management and diversion.



- d. Protect the ongoing viability of municipal solid waste management facilities, such as the landfill, by discouraging the encroachment of new sensitive uses within the defined influence areas of these facilities.

9.6 TELECOMMUNICATIONS INFRASTRUCTURE

Telecommunications infrastructure is regulated by Innovation, Science and Economic Development Canada (ISED), which is a Federal agency that holds the final approval authority over the location and design of telecommunications towers. Telecommunications towers are exempt from municipal zoning by-laws. However, there is a public consultation protocol and proponents are required to obtain a “letter of concurrence” from the City, which is then submitted to ISED to indicate the City’s support of the installation of the new telecommunications tower.

The City shall:

- a. Proactively work with outside agencies and stakeholders to appropriately plan for and support telecommunications infrastructure development.
- b. Review applications for the construction of new telecommunications towers according to the City’s Telecommunications Tower Policy, which provides direction on locational and design criteria for new towers, as well as application, public notice and consultation requirements.

9.7 ENERGY INFRASTRUCTURE

Various public and privately owned and operated energy infrastructure exists within Sault Ste. Marie, including PUC’s electrical distribution system, TransCanada’s natural gas pipeline, Enbridge underground gas distribution system and high-voltage electricity transmission lines owned by Hydro One.

The City Shall:

- a. Proactively work with outside agencies and stakeholders to appropriately plan for and support energy infrastructure development.
- b. Protect existing and planned utility corridors through appropriate land use and development controls.
- c. Promote energy conservation and efficiency across all sectors.
- d. Support renewal energy projects including wind and solar.

9.8 FIRE PROTECTION AND POLICE SERVICES

The safety and security of residents and properties is key to maintaining social cohesion and citizen involvement in civic affairs.

The City Shall ensure that:

- a. New development is generally directed away from unsafe lands due to natural and human made hazards, as further discussed in Sections 7.5 and 7.6 of this Plan.
- b. New development has sufficient water pressure to ensure adequate flows for fire protection. The City may restrict certain types of land uses in certain areas due to inadequate water pressure.
- c. The development of fire stations and police stations generally considers the following:
 - i. Convenient access to arterial roads.
 - ii. Relationship to intended service area.



- iii. Design and site plan integration with the host neighbourhood, including the use of appropriate landscaping.





10 IMPLEMENTATION AND MONITORING

The Official Plan is a key, long-term, strategic document that will guide growth and change in the City of Sault Ste. Marie over the next 25 years. It is anticipated that the Official Plan will be used to inform other strategic plans, master plans and other planning or programs developed by the City and its partners during the life of the Official Plan. It is also anticipated that the Official Plan will inform other initiatives like asset management planning, infrastructure capital planning, financial planning and the annual budget process.

This section establishes policies pertaining to the administration and implementation of this Official Plan in the land use planning context, using the appropriate legal and financial tools. Generally, the Official Plan will be implemented by the City through the use of specific powers of the *Planning Act*, general powers pursuant to the *Municipal Act* and any other relevant provincial or municipal legislation.

The policies of this Plan balance local and provincial goals and objectives in land use planning. The Plan has regard to matters of provincial interest, is consistent with the Provincial Planning Statement 2024 and conforms with the Growth Plan for Northern Ontario. In addition to the policies of this Plan, there are other plans, policies, programs, legislation, regulations, and guidelines established by various Provincial Ministries that must be considered when applications for new development are proposed. All applications will be reviewed against the policies of this Plan, with necessary regard to this broader legislative framework. This chapter discusses the planning tools available to the Municipality, the role of public participation, the importance of ongoing monitoring and how to interpret the Plan.

10.1 OFFICIAL PLAN IMPLEMENTATION

The policies contained in this Plan shall be implemented by:

- a. Regulating private development through tools such as subdivision control, zoning, building regulations, and other by-laws.
- b. Preparing more detailed plans where warranted.
- c. Using all legislative powers vested in the City of Sault Ste. Marie through provincial statutes having effect in the City in implementing this Plan.
- d. Not undertaking any public project or passing any by-law that does not conform with this Plan.
- e. Encouraging public works undertaken by Provincial and Federal Ministries and other public agencies to conform to the policies of this Plan.
- f. Continually investigating new or improved techniques of implementation.

10.1.1 OFFICIAL PLAN AMENDMENTS

This Plan shall be reviewed and amended from time to time as required by Council to meet the changing needs of the Community and respond to new issues, information and projects. Amendments may be initiated by City Council or the public. Amendments must follow the procedures outlined in this Plan and the *Planning Act* and its regulations.

As per Section 22 of the *Planning Act*, upon final Provincial approval of the new Official Plan, there is a '2-year time out period' whereby no person or public entity can file an Official Plan Amendment application. The *Planning Act* provides that the Municipality may waive the 2-year time out period requirement.

It shall be the policy of the Official Plan:



- a. To waive the 2-year 'time out' period established in Section 22 of the *Planning Act* and thus permit Official Plan Amendment applications to be brought to Council at any time.
- b. That any provision of this Plan may be amended pursuant to the requirements of the *Planning Act*.
- c. That except as provided for in Section 10.9.2 (b), changes to the text, tables and schedules contained in this Plan will require an amendment to the Plan.
- d. That when considering an application to amend the Official Plan, the City shall consider the following matters:
 - i. The conformity of the proposal to the principles, strategic direction, objectives, and appropriate policies of the City of Sault Ste. Marie Official Plan.
 - ii. Matters of provincial interest in the *Planning Act*.
 - iii. Consistency with the Provincial Planning Statement, 2024.
 - iv. Conformity with the Growth Plan for Northern Ontario.
 - v. Other relevant legal, policy or regulatory requirements.
 - vi. The views of the public, public bodies and other stakeholders.
 - vii. Whether the proposed amendment is in the public interest.
 - viii. Other matters as deemed appropriate.
- e. That the City shall provide information regarding a proposed amendment to the Official Plan to such boards, commissions or agencies that may have an interest, to afford such agencies an opportunity to comment.
- f. That prior to adopting an amendment to the Plan, the City shall provide information and hold a public meeting for the purposes of obtaining public input concerning the proposal, subject to the provisions of the *Planning Act*, and Section 10.7.3 of this Plan.
- g. That prior to the City considering an application to amend the Official Plan, the applicant shall meet the requirements of Sections 10.7.2 of this Plan.

10.2 COMMITTEE OF ADJUSTMENT

Pursuant to Section 44 of the *Planning Act*, Council has delegated to the Committee of Adjustment the ability to grant consents, minor variances and extension to legal non-conforming uses. The Committee shall be guided by the provisions of the *Planning Act* and by the policies of this Plan when deliberating on applications.

- a. Consents to Sever
The Committee of Adjustment can grant consents to sever the land for ownership, rights in use of land (easements) by sale, purchase or mortgage, lease or other forms of agreement for a period of twenty-one years or more.
- b. Minor Variances
When considering a Minor Variance to the Zoning By-law, the Committee of Adjustment shall assess if the requested variance(s) satisfies the four tests of a Minor Variance:
 - i. Is it minor?
 - ii. Is it desirable for appropriate use and development of the land?
 - iii. Does it maintain the general intent and purpose of the Zoning By-law?
 - iv. Does it maintain the general intent and purpose of the Official Plan?
- c. Non-Conforming Uses



An existing use which is not permitted by the provisions and policies of the applicable Zoning By-law is “legal non-conforming”. Applications for the extension or enlargement of a legal non-conforming use will be considered by the Committee of Adjustment. The Committee of Adjustment in considering an application for enlargement or extension of a legal non-conforming use shall consider the following:

- i. The proposed extension or enlargement will improve or not unduly aggravate the situation created by the existence of the use.
- ii. The proposed extension or enlargement represents a reasonable increase in the size of the non-conforming use.
- iii. The characteristics of the existing non-conforming use and the proposed extension or enlargement will be examined with regard to impacts from noise, vibration, fumes, smoke, dust, odour, lighting, and traffic generation.
- iv. The host neighbourhood and adjacent uses will be afforded reasonable protection by the provision of landscaping, buffering or screening, appropriate setbacks for buildings and structures and any other measures for reducing nuisances.
- v. Adequate provisions will be made for off-street parking and loading facilities.
- vi. All municipal services such as water, sewage and roads are and will continue to be adequate.
- vii. The enlargement or extension of a legal non-conforming use that would allow the legal non-conforming use to extend beyond the boundaries of the property on which the legal non-conforming use first existed. For the purposes of clarity, any legal non-conforming use that extends beyond the boundaries of the property on which the legal non-conforming use first existed will be considered as an illegal land use.

10.3 LAND USE AND DEVELOPMENT DESIGN CONTROLS

10.3.1 ZONING BY-LAW

It is the policy of this Official Plan to:

- a. Update the Zoning By-law within 3 years of the New Official Plan coming into effect and after completing each comprehensive Official Plan review so that it conforms to the most current version of the Official Plan.
- b. Ensure that the Zoning By-law and amendments thereto conform to the policies of this Plan.
- c. Evaluate each rezoning application according to all applicable policies of this Plan.
- d. Consider applications for Minor Variances to the Zoning By-law pursuant to the policies of Section 10.2b of this Plan.

10.3.2 HOLDING PROVISION

A Zoning By-law may contain Holding provisions when the use of land has been determined, but Council has identified conditions that need to be satisfied prior to development proceeding. Lands subject to these provisions shall be identified by the holding symbol “H” following the zone symbol on the zoning maps.

- a. The holding symbol (H) is generally used in the following instances:
 - i. When certain details of development have not yet been determined or where certain conditions of development have not yet been met, such as, but not limited to, development or servicing agreements with the City.

- ii. When the level of community services and/or infrastructure is not yet adequate to support the proposed use.
- iii. Where environmental conditions or constraints temporarily preclude development or redevelopment.
- iv. Where soil remediation is required prior to development.
- v. Where required studies have not yet been approved by the City
- b. The zoning by-law containing the holding provision may specify the interim land uses to be permitted, the conditions for removal of the holding provision, and any regulations or restrictions applying to the lands during the time the holding provision is in place.
- c. The holding provision may be removed when all the conditions set out in the holding provision by-law have been satisfied.

10.3.3 INTERIM CONTROL BY-LAWS

Council may enact an Interim Control By-law for a period not exceeding a total of two years from the date of the initial passing of the Interim Control By-law, to prohibit certain land uses or development patterns until such time that Council has had time to conduct a full review or study and develop policies and regulations for such uses or development patterns. Once an Interim Control By-law ceases to be in effect, Council may not pass another Interim Control By-law that applies to the same lands as the original Interim Control By-law for three years.

10.3.4 TEMPORARY USE BY-LAWS

Council may authorize, by by-law, a temporary use of land for a purpose that is otherwise prohibited by this Official Plan and the Zoning By-law, for a period not exceeding three years. Prior to the passing of a Temporary Use By-law, Council shall be satisfied that the proposed temporary use meets the following criteria:

- a. That it is in the public interest.
- b. That it is compatible with neighbouring land use activities.
- c. That adequate parking can be provided.
- d. Adverse impact on traffic will not be created.
- e. The construction of a permanent building or structure is not encouraged.
- f. The use cannot become permanent and difficult to terminate.
- g. Adverse environmental impacts will be avoided, minimized or mitigated.

10.3.5 SITE PLAN CONTROL

The intent of site plan control is to ensure a high-quality development in terms of building location and orientation, access for pedestrians and vehicles, parking, exterior accessibility features, site servicing, landscaping, drainage, and buffering. Where a property or use is subject to Site Plan Control, the developer must enter into a Site Plan Agreement with the City, which must be registered on title, before the issuance of any building permits, development or site alteration.

It is a general policy of this plan to require site plan control to be utilized in the following situations:

- a. On properties located within *strategic development areas*, including the downtown, along corridors and gateway areas.
- b. Where there is a sensitive use/non-sensitive use interface or residential/non-residential interface.
- c. Medium and large-scale residential and non-residential intensification development.
- d. Any other proposal where Council deems it appropriate to require site plan control.



- e. Residential development consisting of 11 or more dwelling units, where appropriate. Residential development with 10 or fewer dwelling units are not subject to site plan control, unless the project falls within the following areas as prescribed by O.Reg 254/23 and identified below:
 - a. Within 300 metres of a railway line other than abandoned or discontinued railway lines.
 - b. Within 120 metres of either a wetland, the shoreline of the Great Lakes, or the St. Mary's River, or a river or stream valley that has depressional features associated with a river or stream, whether or not it contains a watercourse.

10.3.6 COMMUNITY PLANNING PERMIT SYSTEM

The Community Planning Permit System consolidates the Rezoning, Minor Variance, and Site Plan Control processes into one streamlined development permit application process. Council may pass a by-law to deem all or part of the community as within a Community Planning Permit System (CPPS), subject to an Official Plan Amendment to:

- a. Identify the areas in the municipality that would be subject to a CPPS.
- b. Outline the goals and objectives of the CPPS for the identified areas.
- c. Set out the criteria and conditions that may be considered in the decision process for development applications.

10.3.7 LEGAL NON-CONFORMING USES, LOTS, BUILDINGS AND STRUCTURES

Many existing land uses may not conform with the designations and/or policies of this Plan. These uses are generally viewed as undesirable, and the intent is the use should eventually cease and the property developed with a new use that is compatible with this Plan. With respect to these non-conforming uses, the following policies will apply:

- a. Nothing in this Plan will affect the continuance of uses legally existing on the date this Plan was adopted.
- b. The implementing Zoning By-law may recognize existing land uses that do not conform with the land use designation of this Plan.
- c. Non-Conforming Uses

Any legally existing use that does not conform to the relevant policies contained in this Plan will be deemed a legal non-conforming in terms of this Plan. The following shall apply:

- i. Where an existing non-conforming use is discontinued, any rezoning may only take place in conformity with this Plan.
- ii. If the use is similar or compatible with the uses permitted in the Zoning By-law, it may be permitted to expand or redevelop, subject to any conditions the Committee of Adjustment deems appropriate as per the provisions of Section 10.2c of this Plan.
- iii. An existing building or structure that is zoned as a non-conforming use may be reconstructed or strengthened to a safe condition, provided the external dimensions and use of the building or structure do not change.
- d. Non-Conforming Lots, Buildings and Structures.
Where a legally existing use of land is permitted within the applicable zone in the Zoning By-law, but the lot, buildings or structures located on the property no longer meet one or more of the provisions or regulations of the applicable zone, the lot, building or structure shall be considered to be legal non-conforming.

- i. Applications to expand or alter a legal non conforming building or structure will be considered by way of a Zoning By-law amendment or minor variance, depending on the nature of the proposal.
- ii. Legal non-conforming lots may be developed upon in accordance with the policies of this Plan and the implementing Zoning By-law.

10.4 LAND DIVISION TOOLS

10.4.1 SEVERANCES

Where the extension of a public road, water or sewer main is not required, land may be divided through the Consent to Sever process provided that a Plan of Subdivision is not necessary for the proper and orderly development of the area.

The following policies shall apply to severances:

- a. Residential lot creation in rural areas is limited to the creation of two new lots, plus the remnant or retained parcel, as of July, 14 2014.
- b. Rural residential severances in the Precambrian Uplands and Aggregate Extraction Areas are prohibited.
- c. When assessing an application to create a new lot by Consent to Sever, the Committee of Adjustment shall be satisfied that:
 - i. The land is divided in an efficient manner and that landlocked parcels are not created.
 - ii. The proposed lot will not affect the future development or use of the remaining lands.
 - iii. The proposed lot has frontage upon and direct access to a public road that is owned and maintained by the City on a year-round basis.
 - iv. The proposed lot can be accessed safely, without causing a traffic hazard as a result of its location near an intersection or on a curve or hill.
 - v. The planned development of the proposed lot shall not have a negative impact on the drainage patterns of the area.
 - vi. The proposed lot and planned development will not negatively impact any significant natural heritage features, areas or hazards.
 - vii. The proposed lot is of a size appropriate for the intended use and is in conformity with the policies of the Official Plan and the Zoning By-law.
 - viii. Severances for residential purposes which result in the creation of two-tiered parcels (flag shaped lots) shall be discouraged, especially where the rear parcel cannot meet the minimum frontage requirements of the zone in which it is situated.
- d. Despite the policies noted above, the following technical severances may be granted:
 - i. To correct lot boundaries.
 - ii. To convey additional land to an adjacent lot provided the conveyance does not lead to the creation of an undersized lot for the purpose for which it is being or will be used.
 - iii. To correct title to the land.
 - iv. Where the effect of the consent does not create an additional lot.
 - v. To permit an easement.



- vi. To permit a consent for municipal or other public purposes.

10.4.2 DRAFT PLAN OF SUBDIVISION

Where the extension of public infrastructure such as roads, water or sewer mains is required, land shall generally be divided through a Plan of Subdivision.

The following policies shall apply to Draft Plans of Subdivision:

- a. When assessing a Plan of Subdivision application, the City shall be satisfied that:
 - i. The proposed development is not premature and is located within the Urban Settlement Area.
 - ii. The land is divided in an efficient manner, and landlocked parcels are not created.
 - iii. The proposed subdivision is integrated with the surrounding area.
 - iv. The proposed infrastructure is designed to meet or exceed City standards.
 - v. The subdivision shall not have a negative impact on the drainage patterns of the area.
 - vi. The subdivision will not impact the groundwater quality and quantity of the area.
 - vii. The proposed development will not have a negative impact upon significant natural heritage features and areas or hazards.
 - viii. The proposed lots are of a size appropriate for their intended use and are in conformity with the policies of the Official Plan and the Zoning By-law.
 - ix. The proposed subdivision can be accommodated by adequate services and infrastructure.
- b. The City shall use subdivision agreements to ensure that appropriate conditions and requirements are satisfied as part of the development. The City may adopt standards for the development, design, servicing, roads, financing, and other conditions under the subdivision agreement.
- c. Expiry of Draft Approval:
 - i. Every Draft Plan of Subdivision, or portion thereof, shall be deemed to have expired if after 6 years from the date of Draft Approval, it has not been registered.
 - ii. Requests to extend Draft Approval must be received before the expiry date. The maximum extension period shall be 3 years. All extension requests are subject to review and may be approved, modified, or denied at the discretion of the Planning Director. Extensions may be granted where the applicant demonstrates:
 - a. Substantial progress on fulfilling conditions (e.g. engineering design, subdivision agreement, early servicing);
 - b. Continued conformity with the Provincial Planning Statement, the Official Plan, the Zoning By-law, and current municipal engineering standards, and
 - c. Alignment with approved infrastructure phasing and available capacity in the City's capital forecast.
 - iii. No combination of original approval and extension shall result in a total approval period exceeding 10 years without an official plan amendment.

- iv. Where Draft Approval has lapsed, Council may consider a request to deem it not to have lapsed, subject to the statutory tests under s.51(33.1) of the Planning Act.

10.4.3 CONDOMINIUM APPROVALS

Condominium developments shall proceed in accordance with the provisions of the *Condominium Act*.

- a. The City shall review and approve the overall design of common elements, such as roadways and underground services associated with the condominium development.
- b. In the case of vacant land condominiums, where plans can be registered and lots sold prior to the installation of the common elements, the City will require financial guarantees, equal to the costs associated with installing all common elements of the phase to be registered, as determined by a qualified professional to the satisfaction of the City.
- c. The City shall use development agreements and/or site plan control to ensure that appropriate conditions and requirements are satisfied as part of the development. The City may adopt standards for the development, design, servicing, roads, financing and other conditions under the development agreement and/or site plan agreement.
- d. Where existing condominiums have been approved, but not yet registered, the City may enter into a development agreement which may include a financial guarantee and any other matters the City deems relevant.
- e. Where a condominium receives Draft Plan approvals, the draft plan or portions thereof, must be registered within 6 years of Draft Approval, after which the draft approval may lapse. The City will not extend or recommend the extension of a draft plan approval unless the subdivider has demonstrated to the satisfaction of the City that they are making a reasonable effort to proceed in meeting the conditions of the draft approval. At the time of extension, the City will review draft plan conditions and may make appropriate modifications.

10.4.4 PART LOT CONTROL

Council may pass by-laws to exempt all or parts of registered Plans of Subdivision from Part Lot Control.

- a. Part Lot Control shall not be used to circumvent the Subdivision or Consent processes.
- b. An exemption from Part Lot Control may be appropriate for situations where a thorough review process has been completed or where buildings exist, and part lot control is utilized to sever lots along the common wall between units.

10.5 TOOLS FOR OBTAINING BENEFITS FROM DEVELOPMENT

10.5.1 PARKLAND DEDICATION

In accordance with the *Planning Act*, the City is entitled to a dedication of land for park purposes as a condition on any development or redevelopment, including new lot creation.

- a. Commercial and industrial development and redevelopment, including new lot creation shall provide 2% of land or cash in lieu of land.
- b. Institutional and residential development and redevelopment, including new lot creation shall provide 5% of land or cash in lieu of land.

- c. The following alternative rates for higher density residential developments may also be applied where they are determined to result in greater dedication than 5%:
 - i. 1ha/300 dwelling units; or
 - ii. Cash in lieu of 1ha/500 dwelling units.
- d. The City shall develop a Parkland Dedication By-law for the purposes of collecting parkland or cash in lieu of parkland for redevelopment projects.
- e. The City shall develop a Parkland Dedication Guideline that outlines the City's expectations related to parkland dedication and communicates flexible arrangements aimed at maximizing community benefit.
- f. The preference for dedicating parkland or cash in lieu of parkland is generally guided by the following:
 - i. For commercial and industrial development, cash in lieu of parkland is generally preferred. However, where circumstances warrant, such as mixed-use developments with a significant residential component or large-scale commercial or industrial development, parkland dedication may be contemplated.
 - ii. For small-scale residential developments, including infill development, residential intensification and rural residential development, cash in lieu of parkland is generally preferred. However, where circumstances warrant, such as a lack of parkland within the 800-metre service standard, parkland dedication may be contemplated.
 - iii. For large-scale residential developments, including Draft Plans of Subdivision or Condominium, higher density residential development or mixed-use developments with a significant residential component, dedication of parkland is generally preferred. However, where circumstances warrant, such as sufficient nearby parkland, cash in lieu of parkland may be contemplated.
- g. Where parkland is dedicated, the lands shall be acceptable to the City, suitable for recreational purposes and free of encumbrances. A Record of Site Condition under the Environmental Protection Act may also be required prior to dedication.
- h. The City may accept a smaller parkland dedication in consideration of improvements made by the developer upon lands to be dedicated. Improvements may include site work such as servicing, clearing, grading or landscaping or the installation of amenities such as playground equipment, playing fields or park furniture.
- i. Where cash in lieu of parkland is provided, these monies may be utilized in the immediate vicinity of the development or in other areas or to fund city-wide recreational projects and other public amenities.
- j. The City may waive or accept a smaller cash in lieu of parkland payment in consideration of improvements made by the developer to a park within close proximity to the proposed development.

10.5.1.1 SELLING CITY OWNED PARKLAND

Selling City-owned lands identified as named municipal parks is generally discouraged. Additionally, there are many existing City-owned parcels that may be zoned for parks and recreation but are not necessarily identified as named municipal parks.

When contemplating the sale of city owned parkland, the following matters shall be considered:



- a. Opportunities to repurpose park space to increase usage should be proactively and thoroughly investigated before it is deemed surplus.
- b. The surrounding area shall be assessed to ensure that future development does not increase the demand for park space. This should include an assessment of the potential for a demographic shift, especially where the predominant land use in the area is residential.
- c. An assessment of whether the existing parks are capable of supporting park space needs of the surrounding neighbourhood shall be undertaken.
- d. If a safety risk is posed by these lands, means to mitigate these concerns shall be thoroughly explored.
- e. If the park significantly impacts the development feasibility of the surrounding area, relocation of the park as part of a future development may be considered.
- f. Disposing of parks that contain natural heritage features such as fish habitat or wetlands, or development constraints such as flood prone areas or significant slopes is discouraged.
- g. Prior to the sale of City-owned park space, the City shall provide public notice and host a neighbourhood meeting to obtain feedback from neighbours, prior to Council making a decision on selling the park.

10.5.1.2 SCHOOL SITES

School yards are not City owned parks, but often function as public recreational or green spaces that play an important role in providing park space.

- a. Where school sites are offered for sale, the City shall review and determine if the property or a portion of the property is required for a neighbourhood park, based upon the 800-metre service standard.
- b. Redevelopment proposals for former school sites shall have special regard for open space provisions and proponents may be required to provide parkland in accordance with the parkland dedication policies of this Plan.

10.5.2 COMMUNITY BENEFITS CHARGES AND DEVELOPMENT CHARGES

Council may enact a Community Benefits Charge By-law that imposes Community Benefits Charges, or a Development Charge By-law that imposes Development Charges on developments and redevelopments to pay for the capital costs of facilities, services and matters required as a result of development or redevelopment.

10.5.3 COMMUNITY IMPROVEMENT PLAN (CIP)

Council may initiate a Community Improvement Plan if they consider it desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. Community Improvement Plans must outline the overall intent of improvements for the area.

- a. The entire area of the City of Sault Ste. Marie is designated as a Community Improvement Project Area.
- b. By way of Community Improvement Plans, the City can encourage improvements to private and public lands, through incentives such as grants, loans, waiving of fees and municipal property tax rebates.
- c. The City will consider providing new incentives for the following:
 - i. Projects that enhance conservation and efficient use of energy and water, including the use of low-impact design and sustainability features.

- ii. The provision of additional housing units, with special regard for affordable, barrier free and rental housing units.
- iii. The provision of additional rental units, especially in *strategic development areas*, as well as areas in close proximity to Sault College and Algoma University.
- iv. The development and redevelopment of properties in older areas of the community where assessment growth is low or where building stock is deemed beyond its useful life.
- v. Development and redevelopment projects in The Downtown.
- vi. Development and redevelopment projects that support primarily export related business sectors.
- k. In reviewing new development incentives and Community Improvement Plans, Council shall ensure that incentives are aimed at strategic development that addresses a community need and achieves significant public good and community benefit. It should be demonstrated that proposed incentives relate to at least one of the Overarching Themes of the Official Plan.

10.6 PROPERTY STANDARDS

The enforcement of minimum standards for the maintenance and occupancy of individual properties is important to the health, safety and welfare of City residents. It also assists in preserving the character of residential areas.

- a. The City shall retain and revise its Property Standards By-law, as needed, which prescribes standards for the maintenance and occupancy of properties within the City.
- b. The City may require that properties which do not conform to the Property Standards By-law be repaired and maintained to standard or shall prohibit occupancy of such property or order the site to be cleared of all structures and debris and left in a graded and levelled condition.
- c. Council shall ensure the application of the Property Standards By-law is not detrimental to the conservation of heritage resources.
- d. Council may amend the Property Standards Bylaw to prescribe minimum standards for the maintenance of heritage attributes for designated properties under the Ontario Heritage Act.

10.7 PLANNING ACT APPLICATIONS

10.7.1 PRE-CONSULTATION

The City encourages pre-consultation on all *Planning Act* applications. The City has a Development Application Review Team (DART) consisting of staff members from Planning and other departments and agencies for the purposes of pre-consultation.

10.7.2 COMPLETE APPLICATION

The *Planning Act* gives municipalities the ability to request, in addition to the minimum prescribed requirements, information and material for certain types of land use planning applications to make an informed decision, provided that the municipal Official Plan contains provisions relating to the additional information and material.

- a. The additional information that may be requested as part of a Complete *Planning Act* Application may include, but is not limited to:
 - i. Arborist Report.

- ii. Archaeological Assessments.
 - iii. Boundary Certification
 - iv. Concept Plan, Site Plan, Façade and Elevation Drawings.
 - v. Cultural Heritage Impact Assessment
 - vi. Environmental Impact Study.
 - vii. Geotechnical Study.
 - viii. Grading Plans.
 - ix. Heritage Impact Assessment and Conservation Strategy.
 - x. Hydrogeological Study.
 - xi. Landscape Plan.
 - xii. Market Impact Study.
 - xiii. Noise, Vibration, Dust and Odour studies.
 - xiv. Environmental Assessments.
 - xv. Phasing Plans
 - xvi. Planning Justification Report.
 - xvii. Public Consultation Strategy.
 - xviii. Record of Site Condition.
 - xix. Site Servicing Report
 - xx. Stormwater Management Report.
 - xxi. Sun/Shade Study.
 - xxii. Traffic Impact Study
 - xxiii. Traffic Impact Study.
 - xxiv. Tree Inventory Preservation Plan
 - xxv. Urban Design Rationale.
 - xxvi. Water, Sanitary Sewer and Electrical Servicing Capacity Studies.
 - xxvii. Wind Study.
- b. The additional information and material that may be required depends on the nature and character of the site, the surrounding area, the proposal and the type of approval sought.
 - c. The additional information and material required as part of a complete application, including any exceptions to the above list of studies, will be determined and confirmed by the City during the pre-consultation process.
 - d. The City may refuse to accept an application that is not complete.
 - e. The City reserves the right to have any study provided as part of a complete application, peer reviewed. Furthermore, at the City's discretion, such costs associated with the peer review may be imposed upon the applicant.

10.7.3 PUBLIC NOTICE AND PUBLIC INPUT

The City will provide the community with adequate notice of development applications and statutory public meetings as required by the *Planning Act*. The City shall meet the public notice requirements outlined in the *Planning Act* in terms of specified timeframes and required information. In addition, the following preferences and alternative procedures are required:

- a. For site-specific *Planning Act* applications brought to Council public notice and input opportunities shall be provided by way of the following:
 - i. For larger scale applications, including, but not limited to Official Plan Amendments and Draft Plan of Subdivisions or Condominiums, an applicant-hosted neighbourhood meeting may be required to satisfy public interests.. In the event that a neighbourhood meeting is not possible or feasible, alternative measures



- such as a virtual meeting or mailed information to neighbouring property owners may be contemplated, subject to staff approval.
- ii. A mailed notice to neighbours.
- iii. The posting of a sign, provided by Planning staff, which shall be clearly posted on the subject property.
- iv. Publishing the notice on the City's website.
- v. A Public Hearing of City Council where the public may make written or oral comments.
- b. For *Planning Act* applications brought to Council that apply to larger portions of the community:
 - i. Staff will provide Council with an informational report outlining the proposed changes.
 - ii. Staff will host an information meeting, with notice provided in a daily newspaper and online news outlet.
 - iii. Upon completion of the neighbourhood meeting, Council will hold a Public Hearing where the public can attend and make oral or written submissions. Notice of Council's Public Hearing will be provided by:
 - Mailed and emailed notices to those stakeholders that have requested it through previous consultations; and,
 - Ads placed in the newspaper and online news outlets.
- c. For *Planning Act* applications brought to the Committee of Adjustment, public notice and input opportunities shall be provided by way of the following:
 - i. A mailed notice to neighbours.
 - ii. The posting of a sign, provided by Planning staff, which shall be clearly posted on the subject property.
 - iii. Publishing the notice on the City's website.
 - iv. A Public Hearing of the Committee of Adjustment where the public may make written or oral comments.

10.8 ONGOING CIVIC ENGAGEMENT

The City will strive to provide ongoing, meaningful and diverse opportunities and venues for the public to engage and provide input upon a variety of municipal matters, in addition to the minimum statutory requirements prescribed in the *Planning Act* or other applicable legislation.

- a. The City will actively foster and develop relationships with Indigenous communities in the Sault Ste. Marie region and strive to include engagement with Indigenous communities as part of large projects and the development of community-wide policies.
- b. The City should consider developing a Corporate Public Consultation Policy, including matters where there may not be statutory requirements.
- c. Where a development or project requires an Environmental Assessment and a *Planning Act* application, the City will encourage the proponent to utilize the 'integrated approach' under the *Environmental Assessment Act* and the *Planning Act*, while ensuring the intent and requirements of both acts are met.

10.9 MONITORING & AMENDMENTS

Development within the City will be monitored on a regular basis to ensure that the policies of this Plan are being achieved.



10.9.1 Official Plan Reviews

The City shall at minimum, conduct a comprehensive review of the Official Plan 10 years after the date this Plan comes into effect, and every 5 years thereafter. A comprehensive review will include revisions as necessary to ensure:

- a. Conformity with Provincial Plans and the Provincial Planning Statement.
- b. Regard for matters of Provincial interest.
- c. Consideration of updated population and land needs projections, to ensure adequate supply of developable land.
- d. Consideration of new data relevant to the City's development.
- e. Consistency with other City master plans and policy documents.
- f. The Official Plan shall be reviewed and amended as required by Council or the Province, to meet the changing needs of the community and to respond to new issues and information.

10.9.2 Amendments

- a. Official Plan Amendments may be initiated by Council or the public.
- b. In the case of technical amendments to the Official Plan or Zoning By-law, public notification and consultation with the public is not required. This approach will be restricted to the following:
 - i. Altering punctuation or language for consistency.
 - ii. Correcting grammatical, dimensional, boundary, mathematical or typographical errors.
 - iii. Inserting historical footnotes or similar annotations.
 - iv. Changing the number and arrangement of the text, tables, schedules and maps.
 - v. Where new information is obtained through detailed on-site investigation and review, minor boundary adjustments to maps or schedules may be permitted. Such minor alterations will generally apply to Natural Heritage Features, Hazards and the Open Space Designation.
- c. All other amendments must follow public notice and public input procedures as established in the *Planning Act* and in Section 10.7.3 of this Official Plan.

10.9.3 Monitoring

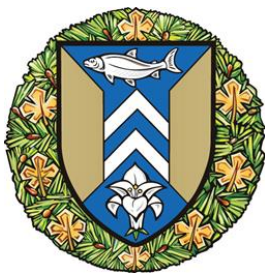
- a. The City shall continuously monitor key trends and indicators to ensure the Official Plan remains relevant and effective.
- b. Indicators and data to be monitored include, but are not limited to:
 - i. Population and demographic changes.
 - ii. Land supply and land demand.
 - iii. Various housing indicators, such as affordability rates, vacancy rates and new housing starts.
 - iv. Indicators of progress regarding this Official Plan's overarching themes: healthy community, environmental sustainability, integrated mobility, sense of place, sustainable growth, economic resiliency, social equity and cultural vitality.

10.10 PLAN INTERPRETATION

The City Planning Office shall be responsible for interpreting all aspects of the Plan. The following policies shall guide the interpretation of this Plan:



- a. The Official Plan is a holistic document. All relevant schedules and policies should be reviewed and applied in each situation. While some policies are cross referenced with each other, this cross-referencing does not take away from the need to read the Official Plan as a whole. The ordering of the policies or length of an individual policy section does not imply any priority or importance.
- b. All Schedules should be viewed at the appropriate scale.
- c. Consider boundary designations on the maps as general guidelines only, except where such areas or boundaries coincide with existing roads, railways, rivers, waterbodies and other defined features.
- d. Where the general intent of the Plan is maintained, minor land use boundary adjustments will not require an amendment to this Plan.



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Joe Turpin, Manager of Business Attraction, Economic Development

DEPARTMENT: Community Development and Enterprise Services

RE: Municipal Support Resolution – Proposed Battery Storage Project – Aypa Power Canada LP

Purpose

The purpose of this report is to seek Council support for Aypa Power Canada LP (Aypa) proposed battery storage project in the form of a Municipal Support Resolution (MSR).

Background

Ontario's Independent Electric System Operator (IESO), is currently seeking new electricity supply and battery storage capacity to meet Ontario's growing demand and growth and ensure sufficient supply will be available into the 2030's and beyond. This battery capacity procurement is known as the Long-Term 2 Capacity Services Request For Proposals or LT2 for short.

Aypa is exploring the feasibility of constructing and operating a long-term capacity project (battery storage) located within City of Sault Ste. Marie boundaries to submit into this LT2 window.

Analysis

Aypa started developing and operating energy projects in Canada in 2018. Aypa had 2 battery storage projects selected in IESO LT1 procurement in 2022 (company website: <https://www.aypa.com/>). AYPa is looking to submit a bid to the IESO LT2 RFP process in December 2025. IESO is expected to announce successful projects in Q2 of 2026. If successful, the battery assets are expected to be operational by 2030.

Aypa is proposing two projects for a total of 570MW: A 380MW project and a 190MW project, both in the same location. Each project is being advanced as separate submissions (proposal configurations) into the IESO LT2 RFP and each project has a separate MSR as a result. By submitting each project on a stand-alone basis, Aypa looks to maximize the chances of success in what is expected to be a highly competitive process with limited capacity available for acceptance.

Aypa has secured land for the project through an option-to-lease of a 30-acre parcel at 1091 Great Northern Road.

Comments from City Planning: The current interpretation is that battery storage facilities are considered part of the power grid, and as such, they are permitted in all zones, as outlined in Section 4.5.1 of Zoning By-law 2005-150.

It is, however, noted that other municipalities are taking a much stricter approach. As such, Planning Staff is in the early stages of conducting a municipal scan to better understand how battery storage facilities are being regulated across other jurisdictions. If it is determined that other jurisdictions are taking a much different approach, Planning will bring a report to Council.

Having said this, the majority of the property at 1091 Great Northern Road is zoned Heavy Industrial (M3), and it is anticipated that if the Zoning By-law were to be amended to define battery storage facilities and permit them in specific zones, they would likely be permitted in a Heavy Industrial Zone. The northwest corner of the subject property is zoned Rural Area (RA). In addition, there is a watercourse that traverses the property, which has been zoned Environmental Management. If this development proceeds, additional discussions can occur between the proponents, Planning Staff, and the Sault Ste. Marie Conservation Authority to site the facility in a manner that minimizes any impacts to the watercourse.

Finally, the property is not subject to site plan control.

Comments from Sault Ste. Marie Fire Services: Sault Ste. Marie Fire Services (SSMFS) attended an orientation with Aypa Power on September 18th, 2025. At this meeting, Aypa advised that they are proposing a new battery storage system at 1091 Great Northern Road. Lithium-ion batteries, under normal conditions, are generally safe. Compromised lithium-ion batteries can produce significant amounts of flammable gases with the potential risk of deflagration and fire. Staff were advised by Aypa that this new proposed battery storage system will be monitored 24/7, that they will adhere to the required NFPA installation and maintenance standards, and that they will continue to collaborate with, educate, and provide training for SSMFS to ensure an appropriate response should a fire occur. Based on the preliminary information provided by Aypa to SSMFS, staff believe that the risk to public safety from a fire perspective is low.

The project information below assumes a 570MW project:

- Investment Size – Estimated at \$750 million.
- Impact on Employment:
 - Construction Phase (lasting 12-16 months): There are an estimated 200 construction jobs, which would peak at 300. This would have an estimated direct and indirect economic impact of \$30 million.

- Ongoing Jobs: There are estimated to be six ongoing jobs plus relevant contracts with local companies to maintain the site. Estimated direct and indirect economic impact of \$850,000 per annum.
- Municipal Agreement – Aypa and the City would enter into a legally binding agreement that would outline community benefit payments to the City starting in 2029 and ongoing annually for 20 years or as defined by IESO.
 - Annual payment of \$3,000 per MW, which is estimated to be \$1,710,000.
- Community Based Fund – Starting in 2029, annual funds of \$25,000 that community-based organizations can apply to receive funding.
- Increase in Property Taxes – Positive impact to property tax will be estimated once MPAC provides guidance on new assessed property value.
- Property Owner - Will benefit from lease payments. There may also be residual land not being used for the project that may be developable.
- To demonstrate community support, Aypa has a desire to provide funding of \$10,000 for the Community Based Fund during the lead up to the 2029 in-service date.

This battery storage project would continue to position the City as the Alternative Energy Capital of North America. The additional battery storage capacity would improve the reliability of the energy system which will assist in attracting companies requiring large amounts of renewable power.

Financial Implications

As outlined above, the total estimated annual financial benefit to the City starting in 2029, could be up to \$1,710,000.

There are no immediate financial implications from Council signing this Municipal Support Resolution.

Strategic Plan / Policy Impact / Climate Impact

As a municipality committed to achieving net-zero emissions by 2050, Aypa's application to develop a battery storage project will contribute to improving the reliability of Ontario's clean, renewable energy grid. Further, this will continue to support the City's use of renewable electricity and would also move the City closer to its environmental and sustainability goals.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Business Attraction, Economic Development dated October 14, 2025 concerning the proposed battery storage project be received and that Council approve the municipal support resolution as outlined below:

Project 1: Soo Reliability Project - 380MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project
- Technology of the Long-Term Capacity Services Project: Battery Energy Storage System
- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 380MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.

4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

The relevant By-Law 2025-146 is listed under Agenda item 12 and will be read with all by-laws under that item.

Project 2: Soo Reliability Project II – 190MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals ("LT2(c-1) RFP") issued by the Independent Electricity System Operator ("IESO"); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project II LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project II
- Technology of the Long-Term Capacity Services Project: Battery Energy Storage System

- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 190MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

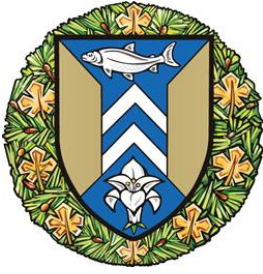
6. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
7. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
8. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
9. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
10. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

The relevant By-Law 2025-146 is listed under Agenda item 12 and will be read with all by-laws under that item.

Municipal Support Resolution – Proposed Battery Storage Project – Aypa Power
Canada LP
October 14, 2025
Page 7.

Respectfully submitted,

Joe Turpin
Manager, Business Attraction
705-989-5192
j.turpin@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Steve Zuppa, Junior Planner
DEPARTMENT: Community Development and Enterprise Services
RE: A-9-25-Z – 72 Corey Avenue (The Corporation of the City
of Sault Ste. Marie)

PURPOSE

The purpose of this report is to rezone 72 Corey Avenue from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2). The property is City-owned and has been declared surplus. The City intends to rezone the property for residential uses prior to selling the land through the Access to Land Program.

PROPOSED CHANGE

The applicant is seeking Council approval to rezone 72 Corey Avenue from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2).

Subject Property:

- Location: Situated on the north side of the Corey Avenue and Wiber Street intersection
- Approximate Size: 22 metres of frontage along Corey Avenue, with a depth of 41 metres and an area of 900 square metres
- Present Use: Vacant
- Owner: The Corporation of the City of Sault Ste. Marie

BACKGROUND

In 2021, the City received a request from the public to consider declaring the subject property surplus and offering it for sale. As part of this process, the request was circulated to relevant City departments and external agencies. No objections were received. Planning recommended that, prior to any sale, the City should apply to rezone the subject property to Single-Detached Residential to permit development that is consistent with the rest of the neighbourhood.

At the March 20, 2023, meeting, Council passed By-law 2023-25 to declare the property as surplus to the City's needs and authorize its disposition in accordance with the City's policy for the disposition of land.

On December 13, 2023, Council endorsed the Sault Ste. Marie Housing Action Plan 2023-2028 (HAP), which describes the City-led strategies and actions intended to facilitate an increase in housing supply and meet the provincially assigned housing target. Action 4 of the HAP calls for the City to encourage infill residential development within the Urban Settlement Area by developing a program to sell/grant surplus City-owned land with residential development potential, in some cases, at no or low cost to developers for the construction of housing.

To lay the groundwork for the Access to Land program, staff undertook an analysis to identify City-owned properties with residential development potential. Through this process, the subject property was identified as a strong candidate and was withheld from sale for potential inclusion in this program.

On September 2, 2025, Council approved the Access to Land program and passed By-law 2025-132, which declared the subject property as surplus to the City's needs and authorized its disposition. The by-law also repealed By-law 2023-25.

ANALYSIS

Conformity with Official Plan

The subject property is designated as Residential in Schedule C (Land Use Map) of the Official Plan. As such, no amendments to the Official Plan are required.

Currently, the property is zoned PR; however, it does not function as a formal, City-designated recreational space and has no planned recreational use. Therefore, the existing zoning designation is not appropriate. Rezoning the property to residential better conforms to the Official Plan. The application is supported by the following Residential policies:

- 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 in houses, infill development, and redevelopment.

This proposed amendment encourages small-scale residential intensification through infill development that is compatible with the surrounding lands. There is adequate servicing infrastructure along Corey Avenue, and no physical constraints have been identified that will impact this development.

Furthermore, the City of Sault Ste. Marie's Housing Needs Assessment 2023-2025 identified a need for more freehold and rental housing to accommodate expected population growth in the City. The Housing Needs Assessment noted that housing

stock has not kept up with demand in recent years, contributing to housing supply and vacancy challenges.

Conformity with Provincial Planning Statement 2024

This proposed amendment will encourage small-scale residential development on vacant land located within a built-up and fully serviced urban area of the City. This is consistent with Provincial Planning Statement (PPS) 2024 policies that promote intensification and gentle density within urban areas, support the use of existing municipal infrastructure, and encourage housing options that meet the needs of current and future residents.

Therefore, this proposal is consistent with the PPS.

Conformity with Growth Plan for Northern Ontario 2011

This application does not conflict with the policies contained within the Growth Plan for Northern Ontario.

Sault Ste. Marie is defined as an economic and service hub, and as such, is intended to accommodate a significant portion of future population and employment growth in Northern Ontario. In order to accommodate this growth, sufficient housing must be available.

COMMENTS

The subject property is located on the northern edge of the Manitou Park residential neighbourhood. It is located along the north side of Corey Avenue where it intersects with Wiber Street. To its east, west, and south are single-detached residential uses. To the north is a naturalized area that serves as a buffer from the (currently vacant) heavy industrial zoned lands located approximately 220 metres further north. Establishing this buffer area was a recommendation of the 2001 Industrial Land Development Strategy, as it helps mitigate land use compatibility issues that may arise between industrial lands and sensitive uses such as residential.

The property was initially planned to accommodate the northerly extension of Wiber Street beyond Corey Avenue; however, this extension is no longer planned, as the area north is now considered more suitable to remain as a naturalized buffer rather than be developed for residential use, for reasons stated above.

The subject property is currently vacant and fenced off from the naturalized area to the north to limit access. It is important to note that the naturalized area is not a formal park and is not owned by the City; it is owned by the Ontario Ministry of Transportation. That said, nearby neighbours have informed staff that pedestrians sometimes use the property to access the natural area. Rezoning the subject property for future private residential development will not impact access to the naturalized area, as an alternative access point exists 180 metres to the west, at the stub end of Manitou Drive.

Furthermore, there is a formal City-designated park (Manitou Park) located approximately 360 metres south of the subject property. In July 2023, Council approved rezoning and a Draft Plan of Subdivision for the former Manitou Park Public School site. As part of this approval, a portion of the land will be transferred to the City, expanding the Manitou Park to 1.07 hectares in size. As such, the subject property is not needed as part of the City's parkland inventory, and rezoning for residential uses is considered appropriate.

The proposed Gentle Density Residential Zone (R2) is intended to be applied to the majority of the City's single-detached neighbourhoods. It allows for low-density homes and uses such as day care facilities, group homes, and places of worship. Given the size of the lot, it is unlikely that any use other than a gentle-density residential structure could be accommodated. A residential building similar in form and scale to those in the surrounding area could be constructed without requiring additional variances.

As such, this application will enable more effective land use in a manner consistent with the surrounding neighbourhood, and no negative impacts are anticipated.

CONSULTATION

Public notices were mailed to all neighbouring properties within 120m (400') of the subject property on September 19, 2025. The notice that was mailed to property owners is attached to this report. The notice was also advertised on the City website and in the Sault Star on September 16 and September 20, respectively.

Public Comments

In lieu of a formal neighbourhood meeting, Planning staff organized individual meetings with the abutting neighbouring property owners of 78 Corey Avenue (held on September 11) and 68 Corey Avenue (held on September 12). These neighbouring owners had initially expressed interest in acquiring the property to increase their landholdings for additional green space.

During the meetings, both neighbours expressed disappointment that the property was put in the Access to Land program. They believed they were the only parties that brought this parcel to the City's attention and felt that the City delayed too long in offering it for sale.

The Access to Land program was drafted in early 2023 by City staff in collaboration with the Affordable Housing Task Force. It was later included as an action in the City's Housing Action Plan, 2023-2028, and as an initiative in both the City's Housing Accelerator Fund applications. This program has been designed to leverage surplus municipal lands to increase the housing supply and encourage infill residential development.

As mentioned above, a preliminary analysis identified this property as having potential for residential development and as a strong candidate for the program.

Delays in implementing the program have also slowed the sale process of this property.

It is important to note that this program does not preclude the neighbours from submitting a proposal for the property. If their proposal does not include the construction of a new dwelling, it will receive a lower score than those that do propose a dwelling. One of the neighbours expressed a strong interest in bidding for the property to keep it as green space if it is rezoned and offered for sale through the Access to Land program.

Furthermore, the property is currently temporarily being used as a laydown yard for a PUC project on Corey Avenue. Neighbours questioned whether this would necessitate a Record of Site Condition (RSC) prior to residential construction. The Chief Building Official has confirmed that the temporary use as a laydown yard does not trigger an RSC requirement.

The neighbours also pointed out that other unopened roads within the Manitou Park neighbourhood are more suited for this program. These properties will be considered for a future round of the Access to Land program.

Application Circulation

As part of the application review, this proposal was circulated to City divisions and external agencies for detailed technical review and comment. Up to the drafting of this report, no concerns have been raised by any of the departments/agencies.

FINANCIAL IMPLICATIONS

Approval of this application will not result in any incremental changes to municipal finances.

STRATEGIC PLAN / POLICY IMPACT

Maintaining existing infrastructure: The rezoning of this property will permit infill residential development on a fully serviced road within the city's urban area, thus promoting more efficient use of existing municipal infrastructure and services.

Approval of this application will allow for the sale of the property through the Access to Land program. The Access to Land evaluation scorecard will award additional points for accessibility and barrier-free unit design beyond the requirements of the Ontario Building Code. This supports the City's high-level goal of accessible and barrier-free infrastructure.

The scorecard will also award additional points for energy efficiency above and beyond the *Ontario Building Code*. This supports the City's GHG Reduction Plan.

SUMMARY

This application proposes to rezone the subject property from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2) to permit the

construction of a residential structure. This City-owned surplus property is intended to be sold through the Access to Land program.

Although the lot is currently zoned PR, it does not function as a formal City-designated park. There is sufficient formal parkland within 360 metres of the subject property, and a recently approved Draft Plan of Subdivision will expand this park to 1.07 hectares in size. Furthermore, the subject property is not needed as a pedestrian access point to the Ministry of Transportation-owned lands to the north, as an existing access is located 180 metres to the west.

This application supports small-scale residential intensification that is compatible with the surrounding residential area and will utilize the existing municipal infrastructure along Corey Avenue.

Consultation with the immediate neighbouring property owners revealed disappointment that the property was withheld for sale from when it was originally declared surplus in 2023, as they had hoped to purchase the property to expand their green space; however, the property is well-suited for the Access to Land program, which encourages residential development on surplus municipal land. Thus, Planning staff recommend that Council approve this rezoning application.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Junior Planner dated October 14, 2025 concerning A-9-25-Z – 72 Corey Avenue be received and that Council rezone the subject property from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2).

And that the Legal Department be requested to prepare the necessary by-law(s) to effect the same.

Respectfully submitted,

Steve Zuppa
Junior Planner
705.759.5279
s.zuppa@cityssm.on.ca



**SUBJECT
PROPERTY**

COREY AVENUE

WIBER STREET

Application A-9-25-Z: Aerial Image

Property Information



Planning and Enterprise Services

Community Development and Enterprise
Services Department
99 Foster Drive, Sault Ste Marie, ON P6A 5X6
saultstemarie.ca | 705-759-5368 | planning@cityssm.on.ca

 Subject Property
 Parcel Fabric

Civic Address: 72 Corey Avenue
Roll No.:
Map No.: 46
Date Created: September 3, 2025

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This map is for general reference only
Orthophoto: 2022



**SUBJECT
PROPERTY**



COREY AVENUE

WIBIER STREET

Application A-9-25-Z: Subject Property

Property Information



Planning and Enterprise Services

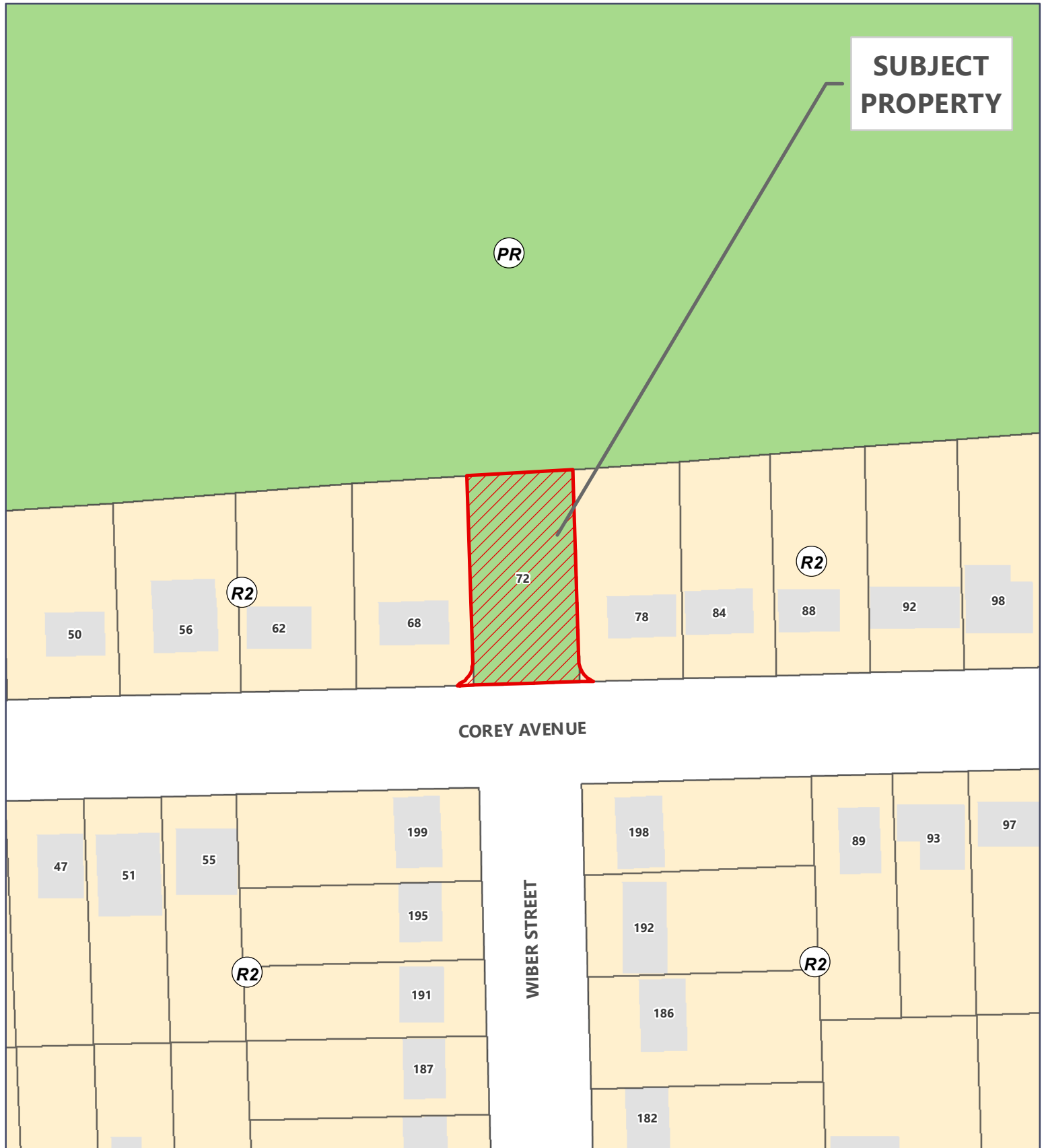
Community Development and Enterprise
Services Department
99 Foster Drive, Sault Ste Marie, ON P6A 5X6
saultstemarie.ca | 705-759-5368 | planning@cityssm.on.ca

- Subject Property
- Parcel Fabric
- Residential
- Commercial/industrial

Page 270 of 329

Civic Address: 72 Corey Avenue
Roll No.:
Map No.: 46
Date Created: September 3, 2025

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This map is for general reference only.



Application A-9-25-Z: Existing Zoning

Property Information



Planning and Enterprise Services

Community Development and Enterprise
Services Department

99 Foster Drive, Sault Ste Marie, ON P6A 5X6

saultstemarie.ca | 705-759-5368 | planning@cityssm.on.ca

C1 - Traditional Commercial Zone	R3 - Low Density Residential Zone
C2 - Central Commercial Zone	R4 - Medium Density Residential Zone
CT2 - Commercial Transitional Zone	R5 - High Density Residential Zone
C3 - Riverfront Zone; C3hp	R6 - Mobile Home Residential Zone
C4 - General Commercial Zone; C4hp	I - Institutional Zone
C5 - Shopping Centre Zone	EM - Environmental Management Zone
HZ - Highway Zone	PR - Parks and Recreation Zone
M1 - Light Industrial Zone	RA - Rural Area Zone
M2 - Medium Industrial Zone; M2hp	RP - Rural Precambrian Uplands Zone
M3 - Heavy Industrial Zone	REX - Rural Aggregate Extraction Zone
R1 - Estate Residential Zone	AI/R - Airport Zone
R2 - Residential Zone	Named Use - Commercial Dock

Page 271 of 329

Civic Address: 72 Corey Avenue
Roll No.:
Map No.: 46
Date Created: September 3, 2025

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This map is for general reference only.





The Corporation of the City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6
saultstemarie.ca | 705.759.2500 | info@cityssm.on.ca

NOTICE OF APPLICATION & PUBLIC MEETING

72 Corey Avenue

Application No.: A-9-25-Z

Applicant: The Corporation of the City of Sault Ste. Marie

Date: October 14, 2025
Time: 5:00 PM

Location: City of Sault Ste. Marie
Civic Centre, Council Chambers
99 Foster Drive

PURPOSE

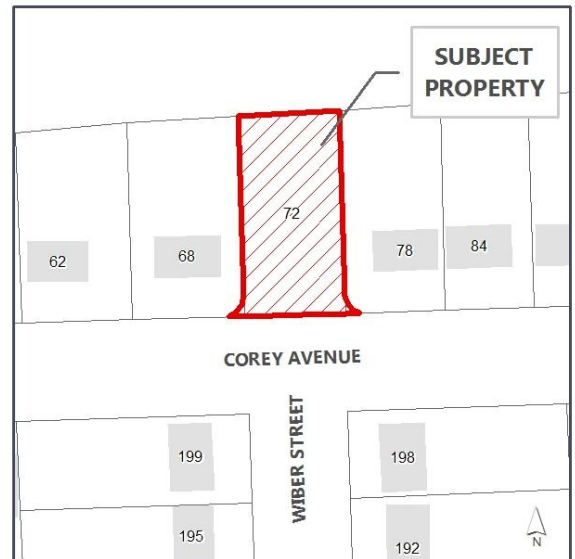
The applicant, the City of Sault Ste. Marie (c/o Planning Division), has submitted an application to rezone 72 Corey Avenue to facilitate the future sale of the property through the Access to Land Program and permit residential development as of right.

PROPOSED CHANGE

Rezone the subject property from 'Parks and Recreation Zone' (PR) to 'Gentle Density Residential Zone' (R2).

HAVE YOUR SAY

Input on the proposed Zoning By-Law amendment is welcomed and encouraged. You can provide input by making a written submission or by making a public presentation.



TAKE NOTICE THAT the Council of The Corporation of the City of Sault Ste. Marie will hold a Public Meeting on **Tuesday, October 14, 2025** at 5:00 PM to consider a proposed Zoning By-law Amendment (under section 34 of the Planning Act, R.S.O 1990, c. P13, as amended). This meeting will be broadcast by Shaw Cable and may be viewed on Shaw Cable's Community Channel, Sootoday.com and on the City's YouTube Channel <https://www.youtube.com/saultstemarieca>.

Any person wishing to present at the public meeting may do so electronically or in person. Electronic participants must contact the City Clerk at cityclerk@cityssm.on.ca or 705-759-5388 to register as a presenter. Registered presenters will be provided with instructions as to how to join the meeting in advance. Any written submissions received in advance of the meeting will be included with Council's Agenda.

MORE INFORMATION

The application may be reviewed in the Planning Division, Level 5, Civic Centre, 99 Foster Drive. The Report of the Planning Division will be available as part of the Council Agenda on the City's website at 4:30 p.m. on Thursday, October 9, 2025, and in person on Friday, October 10, 2025, during regular office hours in the Planning Division. Digital and physical copies of the report are available upon request. Inquiries should be directed to Steve Zuppa, Planning Division, at 705.759.5279 or s.zuppa@cityssm.on.ca. Please refer to the application file number.

WRITTEN SUBMISSION

To provide input in writing, or request notice if the proposed application is approved, please submit a letter to Steve Zuppa, Planning Division, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mail to s.zuppa@cityssm.on.ca with your name, address and application file number on or before **Tuesday, October 14, 2025**.

If you wish to be notified of the Council of the City of Sault Ste. Marie decision to adopt or refuse the approval of an application, you must make a written request to the Planning Division at the address noted above.

LEGAL NOTICE CONCERNING YOUR RIGHT TO APPEAL

As per the Planning Act, appeal rights are only provided to specified persons, public bodies, applicants, registered owners of any land to which the by-law and/or plan would apply to, the Minister, and the appropriate approval authority.

If a specific person, public body, registered owner of a subject property does not make oral submission at a public meeting or make written submission to the City of Sault Ste. Marie before the By-law is passed, the specified person, public body or registered owner of a subject property may not be entitled to appeal the decision of the Council of the City of Sault Ste. Marie to the Ontario Land Tribunal.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Sault Ste. Marie before the By-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-138

IMPROVEMENT AREA: A by-law to repeal By-Law 76-419 (being a by-law to designate an area in the Sault Ste. Marie Central Business District as an Improvement Area and to establish a Board of Management for Queenstown, the Sault Ste. Marie Central Business Improvement Area) and By-Laws 87-223 and 98-157 (being amending by-laws to 76-419).

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

1. **BY-LAWS 76-419, 87-223 AND 98-157 REPEALED**

By-laws 76-419, 87-223 and 98-157 are hereby repealed.

2. **EFFECTIVE DATE**

This by-law takes effect at the end of the day on the 31st day of December, 2025.

PASSED in open Council this 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

l:\citydata\LegalDept\Legal\Staff\COUNCIL\BY-LAWS\2025\2025-138 Repeal BIA Downtown Improvement.docx

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-145

TEMPORARY STREET CLOSING: A by-law to permit the temporary closing of Herkimer Street between Victoria Street and Carpin Beach Road to permit reinforcement of the Herkimer Street Bridge.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to section 10 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. **TEMPORARY STREET CLOSING OF HERKIMER STREET**

The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of Herkimer Street between Victoria Street and Carpin Beach Road to permit reinforcement of the Herkimer Street Bridge.

2. **EFFECTIVE DATE**

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

PASSED in open Council this 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-146

AGREEMENT: A by-law to authorize the execution of the Agreement between the City and Soo Reliability Project LP (Aypa) for two proposed battery storage projects in the form of a Municipal Support Resolution.

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 the Agreement dated October 14, 2025 between the and Soo Reliability Project LP (Aypa), a copy of which is attached as Schedule "A" hereto. This Agreement is for two proposed battery storage projects in the form of a Municipal Support Resolution.

2. **SCHEDULE "A" AND SCHEDULE "B"**

Schedules "A" and "B" form 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 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

BY-LAW 2025-146

THIS PROJECT SUPPORT AGREEMENT (the “**Agreement**”) made as of the
14 day of **October**, 2025 (the “**Effective Date**”)

BETWEEN:

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

hereinafter referred to as “**SAULT STE. MARIE**”

AND

SOO RELIABILITY PROJECT LP

hereinafter referred to as “**Aypa**”

WHEREAS Sault Ste. Marie is a municipal corporation governed by Municipal Council and managed by municipal administration;

AND WHEREAS AYPa is a renewable energy developer that proposes to develop a new potential battery storage project, being the Soo Reliability Project (the “**Project**”), to be located in part on Sault Ste. Marie’s lands and to be submitted, at AYPa’s sole discretion, as a proposal in response to the IESO’s Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) (as it may be further amended, restated, modified or supplemented, the “**LT2(c) RFP**”);

AND WHEREAS AYPa, in accordance with the requirements of the LT2(c) RFP, has requested that Municipal Council evidences its support of the Project and of the Project’s submission into the LT2(c) RFP through the passage of a Support Resolution (defined below) and the entering into of this Agreement, and, upon entering into, at AYPa’s sole discretion, of an LT2(c-1) Contract for this Project, wishes to provide Sault Ste. Marie community benefits for the purpose of ensuring that the development of the Project will positively impact the citizens of Sault Ste. Marie;

AND WHEREAS Sault Ste. Marie is prepared to provide the requested Support Resolution (defined below) and enter into this Agreement;

AND WHEREAS AYPa and Sault Ste. Marie wish to enter into this Agreement to reflect the terms of their respective rights and obligations in relation to the community

benefits and the Support Resolution (defined below) as further outlined in this Agreement;

NOW WITNESSETH that in consideration of the covenants and agreements herein contained, the parties hereto agree as follows:

1. All capitalized terms not defined herein shall have the meaning ascribed to them in the LT2(c) RFP.
2. AYPa agrees to provide the following community benefits to Sault Ste. Marie:
 - a. **Host Municipal Fund:** Starting on the first anniversary of the Commercial Operation Date of the Project under the LT2(c-1) Contract, and every calendar year anniversary thereafter during the term of LT2(c-1) Contract, which term shall not exceed twenty (20) years, AYPa will make a host municipal contribution to Sault Ste. Marie in cash in an aggregate amount equal to three-thousand dollars (\$3,000) per MW, up to 380 MW, of Contract Capacity installed within the geographic boundaries of Sault Ste. Marie. The host municipal contribution is solely for the benefit of the Sault Ste. Marie community, to be allocated and distributed at the sole discretion of Municipal Council, to recognize both formal and informal support provided by Sault Ste. Marie for the Project.
 - b. **Road Use Agreement:** AYPa will, or will cause the owner(s) of the Project, use commercially reasonable efforts to negotiate a Road Use Agreement (a “RUA”) with Sault Ste. Marie with respect to the Project which ensures that it is accountable to Sault Ste. Marie in its use of public road allowances.
 - c. **Community and First Nations Engagement Plan:** AYPa will provide to Sault Ste. Marie a community and First Nations engagement plan in a timely manner following the execution, which execution shall be at AYPa’s sole discretion, of the LT2(c-1) Contract, but in no event later than 30 days after the execution of the LT2(c-1) Contract.
3. Sault Ste. Marie, through the elected Municipal Council, agrees to formalize prior to November 30, 2025, provided it is not earlier than the LT2(c-1) RFP effective date, which shall be confirmed by AYPa to Sault Ste. Marie in writing as soon as reasonably possible once this LT2(c-1) RFP effective date is known, its consent to adopt a council resolution(s) in support of the Project in the form of a Municipal Resolution in Support of Proposal Submission dated no earlier than the LT2(c) RFP as required by the LT2(c) RFP and appended in draft form hereto at Schedule “A” (the “**Support Resolution**”). AYPa shall provide Sault Ste. Marie with (i) the final form of Support Resolution by e-mail as soon as

reasonably possible once the final form of Support Resolution is available, and (ii) the name of the Proponent and any Project information necessary to include in the Support Resolution by e-mail as soon as reasonably possible. The final form of Support Resolution shall supersede and replace the draft form Support Resolution appended at Schedule "A". In addition, Sault Ste. Marie shall take reasonable further acts and assurances to ensure the validity of the Support Resolution, as well as any other reasonable actions to demonstrate support for the Project as required by the LT2(c) RFP rules.

4. The waiver of any provision hereof or the failure of any party hereto to enforce any right hereunder shall apply to that provision or right only and shall not be deemed to effect the validity of the remainder hereof. No departure from or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver and the parties shall not be obligated to continue any departure or waiver or to permit any subsequent departure or waiver.
5. This Agreement shall be constructed with all changes in number and gender as may be required by the context.
6. All obligations herein contained, although not expressed to be covenants, shall be deemed to be covenants. The parties agree that all covenants and conditions contained in this Agreement shall be severable, and that should any covenant or condition in the Agreement be declared invalid or unenforceable by a court of competent jurisdiction, the remaining covenants and conditions and the remainder of the Agreement shall remain valid and not terminate thereby.
7. This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.
8. This Agreement may be executed and delivered by the parties in one or more counterparts, each of which will be an original, and each of which may be delivered by e-mail or other functionally equivalent electronic means of transmission, and those counterparts will together constitute one and the same instrument.
9. No party may assign its interest in this Agreement without the prior written consent of the other party. Notwithstanding the foregoing, AYPa may assign its rights and obligations under this Agreement, without the prior written consent of Sault Ste. Marie, to an affiliate or the Proponent, provided that such assignee assumes all the obligations of AYPa under this Agreement.

10. This Agreement shall endure to the benefit of, and be binding upon, the heirs, executors, administrators, successors and permitted assigns of the parties hereto.

IN WITNESS WHEREOF the parties hereto have executed this agreement by their duly appointed signing officers.

) The Corporation of the City
) of Sault Ste. Marie
)
) _____
) Name:
) Title:
)
)
) _____
) Name:
) Title: Clerk
) I/We have authority to bind the Corporation.
)

) Soo Reliability Project LP
)
)
) 
) _____
) Name: Moe Hajabed
) Title: Authorized Signatory
) I/We have authority to bind the Corporation.

Project Support Agreement SSM - Soo Reliability Project

Final Audit Report

2025-09-30

Created:	2025-09-30
By:	Eamon Riley (ERiley@aypa.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAbjZej_e8iY_IP9fTAjbkSzuFJA-1jkOq

"Project Support Agreement SSM - Soo Reliability Project" History

-  Document created by Eamon Riley (ERiley@aypa.com)
2025-09-30 - 5:35:37 PM GMT
-  Document emailed to Moe Hajabed (mhajabed@aypa.com) for signature
2025-09-30 - 5:35:42 PM GMT
-  Email viewed by Moe Hajabed (mhajabed@aypa.com)
2025-09-30 - 6:29:39 PM GMT
-  Document e-signed by Moe Hajabed (mhajabed@aypa.com)
Signature Date: 2025-09-30 - 6:29:52 PM GMT - Time Source: server
-  Agreement completed.
2025-09-30 - 6:29:52 PM GMT

Schedule "B"

BY-LAW 2025-146

THIS PROJECT SUPPORT AGREEMENT (the “**Agreement**”) made as of the
14 day of **October**, 2025 (the “**Effective Date**”)

BETWEEN:

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

hereinafter referred to as “**SAULT STE. MARIE**”

AND

SOO RELIABILITY PROJECT II LP

hereinafter referred to as “**Aypa**”

WHEREAS Sault Ste. Marie is a municipal corporation governed by Municipal Council and managed by municipal administration;

AND WHEREAS AYPa is a renewable energy developer that proposes to develop a new potential battery storage project, being the Soo Reliability Project (the “**Project**”), to be located in part on Sault Ste. Marie’s lands and to be submitted, at AYPa’s sole discretion, as a proposal in response to the IESO’s Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) (as it may be further amended, restated, modified or supplemented, the “**LT2(c) RFP**”);

AND WHEREAS AYPa, in accordance with the requirements of the LT2(c) RFP, has requested that Municipal Council evidences its support of the Project and of the Project’s submission into the LT2(c) RFP through the passage of a Support Resolution (defined below) and the entering into of this Agreement, and, upon entering into, at AYPa’s sole discretion, of an LT2(c-1) Contract for this Project, wishes to provide Sault Ste. Marie community benefits for the purpose of ensuring that the development of the Project will positively impact the citizens of Sault Ste. Marie;

AND WHEREAS Sault Ste. Marie is prepared to provide the requested Support Resolution (defined below) and enter into this Agreement;

AND WHEREAS AYPa and Sault Ste. Marie wish to enter into this Agreement to reflect the terms of their respective rights and obligations in relation to the community

benefits and the Support Resolution (defined below) as further outlined in this Agreement;

NOW WITNESSETH that in consideration of the covenants and agreements herein contained, the parties hereto agree as follows:

1. All capitalized terms not defined herein shall have the meaning ascribed to them in the LT2(c) RFP.
2. AYPa agrees to provide the following community benefits to Sault Ste. Marie:
 - a. **Host Municipal Fund:** Starting on the first anniversary of the Commercial Operation Date of the Project under the LT2(c-1) Contract, and every calendar year anniversary thereafter during the term of LT2(c-1) Contract, which term shall not exceed twenty (20) years, AYPa will make a host municipal contribution to Sault Ste. Marie in cash in an aggregate amount equal to three-thousand dollars (\$3,000) per MW, up to 190 MW, of Contract Capacity installed within the geographic boundaries of Sault Ste. Marie. The host municipal contribution is solely for the benefit of the Sault Ste. Marie community, to be allocated and distributed at the sole discretion of Municipal Council, to recognize both formal and informal support provided by Sault Ste. Marie for the Project.
 - b. **Road Use Agreement:** AYPa will, or will cause the owner(s) of the Project, use commercially reasonable efforts to negotiate a Road Use Agreement (a “RUA”) with Sault Ste. Marie with respect to the Project which ensures that it is accountable to Sault Ste. Marie in its use of public road allowances.
 - c. **Community and First Nations Engagement Plan:** AYPa will provide to Sault Ste. Marie a community and First Nations engagement plan in a timely manner following the execution, which execution shall be at AYPa’s sole discretion, of the LT2(c-1) Contract, but in no event later than 30 days after the execution of the LT2(c-1) Contract.
3. Sault Ste. Marie, through the elected Municipal Council, agrees to formalize prior to November 30, 2025, provided it is not earlier than the LT2(c-1) RFP effective date, which shall be confirmed by AYPa to Sault Ste. Marie in writing as soon as reasonably possible once this LT2(c-1) RFP effective date is known, its consent to adopt a council resolution(s) in support of the Project in the form of a Municipal Resolution in Support of Proposal Submission dated no earlier than the LT2(c) RFP as required by the LT2(c) RFP and appended in draft form hereto at Schedule “A” (the “**Support Resolution**”). AYPa shall provide Sault Ste. Marie with (i) the final form of Support Resolution by e-mail as soon as

reasonably possible once the final form of Support Resolution is available, and (ii) the name of the Proponent and any Project information necessary to include in the Support Resolution by e-mail as soon as reasonably possible. The final form of Support Resolution shall supersede and replace the draft form Support Resolution appended at Schedule “A”. In addition, Sault Ste. Marie shall take reasonable further acts and assurances to ensure the validity of the Support Resolution, as well as any other reasonable actions to demonstrate support for the Project as required by the LT2(c) RFP rules.

4. The waiver of any provision hereof or the failure of any party hereto to enforce any right hereunder shall apply to that provision or right only and shall not be deemed to effect the validity of the remainder hereof. No departure from or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver and the parties shall not be obligated to continue any departure or waiver or to permit any subsequent departure or waiver.
5. This Agreement shall be constructed with all changes in number and gender as may be required by the context.
6. All obligations herein contained, although not expressed to be covenants, shall be deemed to be covenants. The parties agree that all covenants and conditions contained in this Agreement shall be severable, and that should any covenant or condition in the Agreement be declared invalid or unenforceable by a court of competent jurisdiction, the remaining covenants and conditions and the remainder of the Agreement shall remain valid and not terminate thereby.
7. This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.
8. This Agreement may be executed and delivered by the parties in one or more counterparts, each of which will be an original, and each of which may be delivered by e-mail or other functionally equivalent electronic means of transmission, and those counterparts will together constitute one and the same instrument.
9. No party may assign its interest in this Agreement without the prior written consent of the other party. Notwithstanding the foregoing, AYPa may assign its rights and obligations under this Agreement, without the prior written consent of Sault Ste. Marie, to an affiliate or the Proponent, provided that such assignee assumes all the obligations of AYPa under this Agreement.

10. This Agreement shall endure to the benefit of, and be binding upon, the heirs, executors, administrators, successors and permitted assigns of the parties hereto.

IN WITNESS WHEREOF the parties hereto have executed this agreement by their duly appointed signing officers.

) The Corporation of the City
) of Sault Ste. Marie
)
) _____
) Name:
) Title:
)
)
) _____
) Name:
) Title: Clerk
) I/We have authority to bind the Corporation.
)

) Soo Reliability Project II LP
)
)
) 
) [Moe Hajabed \(Sep 30, 2025 12:21:15 EDT\)](#)
) Name: Moe Hajabed
) Title: Authorized Signatory
) I/We have authority to bind the Corporation.

Project Support Agreement SSM - Soo Reliability Project II

Final Audit Report

2025-09-30

Created:	2025-09-30
By:	Eric Holton (EHolton@aypa.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAubVFRtVPOxhujVfHVb6S2SiCCalfwcEE

"Project Support Agreement SSM - Soo Reliability Project II" History

-  Document created by Eric Holton (EHolton@aypa.com)
2025-09-30 - 3:46:59 PM GMT
-  Document emailed to Sam Littlefield (slittlefield@aypa.com) for approval
2025-09-30 - 3:47:02 PM GMT
-  Document emailed to Marc Atlas (matlas@aypa.com) for approval
2025-09-30 - 3:47:02 PM GMT
-  Document emailed to Moe Hajabed (mhajabed@aypa.com) for signature
2025-09-30 - 3:47:02 PM GMT
-  Email viewed by Moe Hajabed (mhajabed@aypa.com)
2025-09-30 - 4:20:51 PM GMT
-  Document e-signed by Moe Hajabed (mhajabed@aypa.com)
Signature Date: 2025-09-30 - 4:21:15 PM GMT - Time Source: server
-  Email viewed by Marc Atlas (matlas@aypa.com)
2025-09-30 - 5:23:59 PM GMT
-  Document approved by Marc Atlas (matlas@aypa.com)
Approval Date: 2025-09-30 - 5:27:05 PM GMT - Time Source: server
-  Document approved by Sam Littlefield (slittlefield@aypa.com)
Approval Date: 2025-09-30 - 6:05:32 PM GMT - Time Source: server
-  Agreement completed.
2025-09-30 - 6:05:32 PM GMT

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-147

AGREEMENT: A by-law to authorize the execution of the Conditional Contribution Agreement between the City, Northern Ontario Heritage Fund Corporation (NOHFC) and Young Men's Christian Association of Sault Ste. Marie (YMCA) costs related to carrying out repairs, renovations and upgrades to critical systems and high-use areas of the fitness centre, pool, and gymnasium.

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 the Conditional Contribution Agreement dated October 14, 2025 between the City, Northern Ontario Heritage Fund Corporation (NOHFC), a copy of which is attached as Schedule "A" hereto. This Agreement is for the Young Men's Christian Association of Sault Ste. Marie (YMCA) costs related to carrying out repairs, renovations, and upgrades to critical systems and high use areas of the fitness centre, pool, and gymnasium.

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 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

This **CONDITIONAL CONTRIBUTION AGREEMENT** is made among:

NORTHERN ONTARIO HERITAGE FUND CORPORATION
a corporation existing under the laws of Ontario

(**"NOHFC"**)

- and -

YOUNG MEN'S CHRISTIAN ASSOCIATION, OF SAULT STE. MARIE
a not-for-profit corporation existing under the laws of Ontario

(the **"YMCA"**)

- and -

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
A municipality existing under the laws of Ontario

(the **"City of Sault Ste. Marie"**)

(YMCA and City of Sault Ste. Marie, as co-recipients, collectively, the **"Recipients"**, and each, a **"Recipient"**)

Background:

NOHFC's objects include the promotion and stimulation of economic initiatives in Northern Ontario.

The YMCA has applied to NOHFC for funds to assist the Recipients in carrying out the Project.

NOHFC is willing to provide funds to the Recipients to assist the Recipients in carrying out the Project on the terms and conditions set forth herein.

Consideration:

In consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties agree as follows:

1.0 INTERPRETATION AND DEFINITIONS

1.1 Interpretation. For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa, and words in one gender include all genders;
- (b) the background and the headings do not form part of this Agreement; they are for reference only and shall not affect the interpretation of this Agreement;

- (c) any reference to dollars or currency shall be to Canadian dollars or currency;
- (d) the words "include", "includes", and "including" are used to indicate nonexclusive examples and not that the Parties intended such examples to be an exhaustive list;
- (e) any provision of this Agreement that states that NOHFC "may" do or agree to something, means that NOHFC may choose to do (or agree to) or to not do (or agree to) such thing in its sole discretion; and
- (f) in the event of a conflict between the main body of this Agreement and any schedule, the main body of this Agreement governs unless otherwise specified.

1.2 Definitions. In this Agreement the following terms shall have the following meanings:

"Agreement" means this agreement, in respect of project number 75201041 and entered into among NOHFC and the Recipients, all of the following schedules, and any amending agreement entered into as provided in Section 14.2:

- (a) Schedule A – Project Description;
- (b) Schedule B – Project Budget; and
- (c) Schedule C – Change Request Form.

"Application Date" means the date that the application for funding in respect of the Project was received by NOHFC, being August 21, 2024.

"Business Day" means a day other than: (a) a Saturday or Sunday; (b) any statutory holiday in the Province of Ontario; or (c) any other day on which the Province of Ontario has elected to be closed for business.

"Change Request Form" means the form attached as Schedule C, or such other form as NOHFC prescribes from time to time, in which the Recipients request to amend certain terms of this Agreement pursuant to Section 3.3.

"Conflict of Interest" means any circumstance that, in the opinion of NOHFC, constitutes a conflict of interest, including:

- (a) in relation to the process of applying for funding for the Project, any circumstance where the Recipients (or any Related Party) has or could be perceived to have an unfair advantage, or engages in conduct, directly or indirectly, that could give it an unfair advantage over other applicants;
- (b) in relation to the performance of its obligations under this Agreement, any circumstance where the Recipients (or any person who has the capacity to influence the Recipients' decisions) has outside commitments, relationships, or financial interests that interfere with, or could be seen to interfere with, the Recipients' objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both; and
- (c) any situation where a Related Party owns, is employed by, or otherwise has an interest in an organization (other than a Recipient's organization) that is carrying out work related to the Project.

"Effective Date" means the date on which this Agreement is signed by NOHFC.

"Eligible Project Costs" means the costs paid by the Recipients that are (a) incurred by the Recipients between the Application Date and the Project Completion Date; (b) in the opinion of NOHFC, reasonable and necessary for carrying out the Project; (c) limited to the cost categories and the amounts set out in the column captioned "Eligible Project Costs" in the Project Costs Chart, together with any explanatory notes thereto; and (d) net of any costs (including taxes) for which the Recipients have received, will receive, or is eligible to receive, a rebate, credit, or refund.

"Event of Default" has the meaning ascribed to it in Section 10.1.

"Excess Funds Amount" means the excess, if any, of $X - Y$ where:

"X" is the amount of Funds provided to the Recipients under this Agreement; and

"Y" is the total Eligible Project Costs, multiplied by the Project Percentage.

"Funds" means the money NOHFC provides to the Recipients pursuant to this Agreement.

"Ineligible Project Costs" means all Project costs that are not Eligible Project Costs.

"Maximum Funds" means the maximum amount payable to the Recipients under this Agreement, which is the lesser of: (a) the Project Percentage of the total Eligible Project Costs, and (b) \$164,402.

"Northern Ontario" means the territorial districts of Algoma, Cochrane, Kenora, Manitoulin, Muskoka, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay, and Timiskaming.

"Party" means either NOHFC or the Recipients (YMCA and City of Sault Ste. Marie collectively or alone, as the context requires), and **"Parties"** means NOHFC and the Recipients.

"Project" means the undertaking described in Schedule A.

"Project Budget" means the budget for the Project set out in Schedule B.

"Project Completion Date" has the meaning ascribed to it in Schedule A.

"Project Costs Chart" means the chart of Project costs set out in Section 1 of Schedule B.

"Project Funding Chart" means the chart of Project funding set out in Section 2 of Schedule B.

"Project Location" means the location of the Project specified in Section 2 of Schedule A.

"Project Percentage" means the maximum percentage of Eligible Project Costs reimbursable by NOHFC under this Agreement, as set out in Section 2 of Schedule B and as may be adjusted from time to time by NOHFC pursuant to Section 4.1(d).

"Project Plan" means the milestones and timelines for the Project set forth in Section 3 of Schedule A.

"Project Report" means a written report on the Project, duly executed by the Recipients in the form specified by (and in substance satisfactory to) NOHFC.

"Public Entity" means any "public entity" as defined in the *Financial Administration Act* (Ontario).

"Related Party" includes any shareholder, director, officer or employee of a Recipient, any individual related by blood, adoption, or marriage to any such person (each of the foregoing, a **"Person"**), or any other person not dealing at arms' length (as such term is defined in the *Income Tax Act* (Canada)) with any such Person.

"Reports" means the reports described in Article 6.0 and any other reports requested by NOHFC.

"Request for Funds" means a request for Funds duly executed by the Recipients in the form specified by (and in substance satisfactory to) NOHFC.

2.0 THE PROJECT

2.1 Term. The term of this Agreement shall commence on the Effective Date and shall expire on the date that is three years after the Project Completion Date, unless terminated earlier in accordance with the terms of this Agreement. Notwithstanding the foregoing, if, under this section, the term of the Agreement would run longer than five years from the Effective Date, then the term of the Agreement shall expire on the fifth anniversary of the Effective Date.

2.2 Project Completion. The Recipients shall carry out and complete the Project:

- (a) by the Project Completion Date; and
- (b) in accordance with the Project Budget,

and otherwise in accordance with the terms and conditions of this Agreement.

2.3 Project Costs. Whenever a Recipient acquires goods or services to be claimed as Eligible Project Costs, it shall do so through a process that promotes the best value for money. If the Recipients are selecting third-party contractors from which to acquire goods or services to be claimed as Eligible Project Costs in an amount greater than \$30,300, a competitive process must be used, including a written request for at least three submissions, written evaluation of submissions received and a written agreement with the successful contractor. Notwithstanding the foregoing, NOHFC may consent in writing to a non-competitive process over \$30,300 if details of urgency, special expertise, confidentiality, savings, or other circumstances warrant it. NOHFC hereby consents in writing to a non-competitive process for Eligible Project Costs attributable to the main gymnasium floor repairs that constitute a part of the Project and are expected to exceed \$30,300.

2.4 Conflict of Interest. The Recipients shall carry out the Project and use the Funds in a manner that avoids any actual, potential, or perceived Conflict of Interest, except as disclosed to and expressly approved by NOHFC in writing. The Recipients shall promptly disclose to NOHFC any circumstances that a reasonable person would interpret as being a Conflict of Interest, and comply with any terms and conditions that NOHFC may require as a result of such disclosure.

2.5 Movement and Disposal of Assets. Except with NOHFC's prior written consent and subject to and without limiting the other terms and conditions of this Agreement, the Recipients shall

not, from the Effective Date until the date that is three years after the Project Completion Date, sell, lease, or otherwise dispose of, or store or move to any location outside of Northern Ontario, any asset purchased, improved, or created, in whole or in part, with the Funds, or for which Funds were provided, in whole or in part, provided that the Recipients may sell, lease, or dispose of assets having an aggregate purchase cost not in excess of \$10,000 to the extent such sale, lease, or disposal is not otherwise prohibited by this Agreement.

2.6 Buildings and Facilities. Except with NOHFC's prior written consent, from the Effective Date until the date that is three years after the Project Completion Date, each Recipient shall continue to own or continue to lease (as applicable) all buildings, facilities, or land purchased, constructed, or improved, in whole or in part, with the Funds, or for which, in whole or in part, Funds were provided.

2.7 Publicity.

- (a) Unless otherwise directed by NOHFC, the Recipients shall, in a form and manner approved by NOHFC, acknowledge the support of NOHFC in all publications of any kind (including digital), relating to the Project.
- (b) In order to acknowledge NOHFC's support for the Project, at NOHFC's request, the Recipients shall:
 - (i) install and maintain in good condition one or more signs or plaques supplied by NOHFC in conspicuous and visually unobstructed locations near the Project as approved by NOHFC; and/or
 - (ii) display NOHFC's visual identity digitally, in a format and manner approved by NOHFC.
- (c) The Recipients shall indicate in all of their Project-related publications, whether written, oral, visual, digital, or otherwise, that the views expressed in the publication are the views of the Recipients and do not necessarily reflect those of NOHFC or the Government of Ontario.

2.8 Travel, Meal, and Accommodation Costs. Travel, meal, and accommodation costs may only be recognized as Eligible Project Costs to the extent that such costs: (i) do not exceed any rate limits set out under Ontario's *Travel, Meal and Hospitality Expenses Directive* as amended or replaced from time to time; and (ii) would otherwise be reimbursable under the principles in that Directive.

3.0 CHANGES

3.1 No Changes. The Recipients shall not make any changes to the Project, the Project Budget, or the Project Plan without the prior written consent of NOHFC.

3.2 Notification. The Recipients shall notify NOHFC promptly if a Recipient becomes aware of any actual or potential changes as described in Section 3.1, or of any event that could reasonably

be expected to affect the Recipients' ability to complete the Project in accordance with this Agreement.

3.3 Change Requests. In the event the Recipients:

- (a) wish to amend the Project Plan; and/or
- (b) wish to amend any portion of the Project Budget;

the Recipients shall submit a Change Request Form (with the appropriate section(s) completed) to NOHFC. NOHFC may approve or reject all or part of any such change request. If a Change Request Form is executed by both NOHFC and the Recipients, this Agreement shall be amended as set forth therein. Any other amendments to this Agreement must be made in accordance with Section 14.2.

4.0 FUNDS AND PAYMENT

4.1 Payment of Funds.

- (a) Subject to the terms and conditions of this Agreement, NOHFC shall:
 - (i) provide Funds to reimburse the Recipients for Eligible Project Costs in an amount that is equal to the Project Percentage of Eligible Project Costs, up to the aggregate limit of the Maximum Funds; and
 - (ii) provide such Funds by issuing a cheque in a Recipient's name or depositing the Funds electronically into an account designated by the Recipients in writing, provided that the account resides at a Canadian financial institution and is in the name of a Recipient.
- (b) NOHFC shall have no obligation to provide any disbursement of Funds to a Recipient until the Recipients have submitted the following (in form and substance satisfactory to NOHFC):
 - (i) a completed Request for Funds;
 - (ii) copies of all invoices and/or such other documentation satisfactory to NOHFC evidencing costs incurred relating to the Eligible Project Costs claimed in the submitted Request for Funds; and
 - (iii) copies of cancelled cheques and/or such other documentation satisfactory to NOHFC evidencing payment by the Recipients of the Eligible Project Costs claimed in the submitted Request for Funds.
- (c) NOHFC may provide Funds to a Recipient in advance of the Recipient incurring Eligible Project Costs. If NOHFC provides Funds to a Recipient in advance pursuant to this Section 4.1(c), the Recipient shall spend such Funds solely on Eligible Project Costs, and NOHFC shall not make any further disbursement of Funds until the Recipients have (in addition to satisfying all other necessary requirements under this Agreement) submitted evidence satisfactory to NOHFC that the Funds so provided pursuant to this Section 4.1(c) have been spent solely on Eligible Project Costs.

- (d) If the total Eligible Project Costs are less than the estimated Eligible Project Costs set out in the Project Costs Chart, NOHFC may vary the Project Percentage to permit an aggregate disbursement of Funds of up to the maximum set forth in clause (b) of the definition of Maximum Funds.

4.2 Limitations on Funding.

- (a) NOHFC shall hold back a portion of the total Funds payable to the Recipients hereunder equal to 10% of the Maximum Funds, to be released to the Recipients only after all of the following have occurred:
 - (i) receipt by NOHFC of all Reports required to date under the Agreement, including the final Project Report required pursuant to Section 6.1(a), following the completion of the Project in accordance with this Agreement; and
 - (ii) receipt by NOHFC of the final Request for Funds for the Project in accordance with Section 4.1(b)(i).
- (b) The Recipients shall promptly notify NOHFC if any funds are received for the Project from sources not shown in the Project Funding Chart or in amounts that exceed the amounts set out in the Project Funding Chart. In any such case, NOHFC may reduce the Maximum Funds by, or demand the repayment of, an amount equal to any such additional funds, or vary the Project Percentage accordingly.
- (c) If any Excess Funds Amount exists at any time, NOHFC may:
 - (i) deduct an amount equal to the Excess Funds Amount from any further disbursement of Funds; or
 - (ii) demand the repayment of such Excess Funds Amount.

4.3 Conditions Precedent to Funding. NOHFC's obligation to provide Funds to the Recipients is subject to the satisfaction of the following conditions precedent (each in form and substance satisfactory to NOHFC):

- (a) NOHFC shall have received any information it may require to conduct a due diligence review of the Recipients and the Project, and NOHFC shall have completed and been satisfied with such review;
- (b) the Recipients shall have provided written evidence that the funds from all other sources set out in the Project Funding Chart have been committed;
- (c) the Recipients shall have provided all insurance certificates or other documents required pursuant to Article 8.0;
- (d) the Recipients shall have provided a completed electronic funds transfer information form enabling NOHFC to electronically transfer Funds into a designated bank account belonging to one or both of the Recipients;
- (e) the Recipients shall have delivered all Reports required to date; and
- (f) the Recipients shall have delivered satisfactory written evidence that The City of Sault

Ste. Marie has confirmed their contribution of the balance of funds needed to complete the Project via a Partnership Agreement or Memorandum of Understanding.

5.0 REPRESENTATIONS, WARRANTIES AND COVENANTS

5.1 General. Each Recipient represents, warrants, and covenants that:

- (a) it is, and shall continue to be during the term of this Agreement, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
- (b) it has, and shall continue to have during the term of this Agreement, the experience and expertise necessary to carry out the Project;
- (c) any information provided in, or in support of, the application to NOHFC for funding in respect of the Project (including information relating to any eligibility requirements) was true and complete at the time provided, and shall continue to be true and complete in all material respects for the term of this Agreement, except as set out to the contrary in this Agreement;
- (d) it is not in default, and shall continue to not be in default, of any term, condition, or obligation under any agreement with NOHFC, His Majesty the King in right of Ontario, or any other Public Entity;
- (e) it is, and shall at all times be, in compliance with any and all laws, statutes, by-laws, ordinances, decrees, requirements, directives, orders, judgments, licences, permits, codes, regulations, or other items having the force of law, and any applicable determinations, interpretations, rulings, orders, rules, or decrees of any governmental authority or arbitrator that is legally binding at the time (including obtaining, at its own expense, all permits, licences, approvals, and authorizations required to complete the Project and satisfy the terms and conditions of the Agreement), as well as all industry standards applicable to any aspect of such Recipient's operations or the Project;
- (f) it operates, and shall continue to operate during the term of this Agreement, its business in Northern Ontario;
- (g) it has, and shall maintain, the insurance required under Article 8.0; and
- (h) no Conflict of Interest exists, except as disclosed to and expressly approved by NOHFC in writing.

5.2 Execution of Agreement. Each Recipient represents and warrants that:

- (a) it has the full power, authority, and capacity to enter into this Agreement; and
- (b) it has taken all necessary actions (if any) to authorize the execution and delivery of this Agreement.

5.3 Governance. Each Recipient represents, warrants, and covenants that it has, shall maintain and shall follow during the term of this Agreement:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of such

Recipient's organization;

- (b) procedures to ensure such Recipient's ongoing effective functioning;
- (c) decision-making mechanisms;
- (d) procedures to manage the Funds prudently and effectively;
- (e) procedures to enable the successful completion of the Project;
- (f) procedures to identify risks to the completion of the Project and strategies to address the identified risks, in each case in a timely manner;
- (g) procedures to enable the preparation and delivery of all Reports required pursuant to this Agreement; and
- (h) procedures to address such other matters as such Recipient considers necessary to ensure that such Recipient carries out its obligations under this Agreement.

6.0 REPORTING, ACCOUNTING, AND REVIEW

6.1 Reporting. The Recipients shall prepare and provide to NOHFC (in form and substance satisfactory to NOHFC):

- (a) within 90 days after the Project Completion Date, a completed and duly executed final Project Report, together with a final Request for Funds;
- (b) if the Project has not yet been completed, within 60 days after each anniversary of the Effective Date, a completed and duly executed interim Project Report reporting on the status of the Project; and
- (c) any other information, including accounts, data, and projections, or other Reports as NOHFC may request from time to time, within the timelines set out by NOHFC.

6.2 Record Maintenance. The Recipients shall keep and maintain, for a period of 7 years after the creation thereof, all records (both financial and non-financial, including invoices and evidence of payment) relating to this Agreement, Eligible Project Costs, the Funds, or the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any comparable accounting standards that apply to the Recipients.

6.3 Records Review. NOHFC may, upon 24 hours' notice to the Recipients and during normal business hours, enter upon any Recipient's premises to conduct an audit or investigation of any Recipient regarding the Recipient's compliance with the Agreement, including assessing: (a) its books and financial records, including the records referred to in Section 6.2; (b) its affairs, finances, and accounts; (c) the progress of the Project; (d) the Recipient's allocation and expenditure of the Funds; or (e) any representation or warranty made to NOHFC.

6.4 Cooperation. Each Recipient shall, on request by NOHFC: (a) provide NOHFC access to all of its records and documents associated with this Agreement or the Project, wherever located; (b) permit NOHFC to inspect, and assist NOHFC to copy and remove, such records and documents; (c) provide any information to NOHFC that NOHFC may identify, in any form requested; and (d)

carry out any activities that NOHFC requests in connection with this Article 6.0.

6.5 **No Control of Records.** For clarity, no provision of this Agreement shall be construed as giving NOHFC any control whatsoever over the Recipients' records.

6.6 **Auditor General.** NOHFC's rights under this Article are in addition to any rights provided to the Auditor General pursuant to the *Auditor General Act* (Ontario).

6.7 **Audit Report.** If NOHFC or the Auditor General believes that there are inaccuracies in, or inconsistencies between, any information submitted to NOHFC and a Recipient's financial records and books of account, NOHFC or the Auditor General may request, and the Recipients shall provide at their own expense, an audit report from a public accountant licensed under the laws of Ontario. The audit report shall be satisfactory to NOHFC and/or the Auditor General, as applicable, in form and content and address:

- (a) Funds received to date;
- (b) Eligible Project Costs incurred by the Recipients to date;
- (c) whether Eligible Project Costs that have been claimed were incurred in accordance with the Project and this Agreement; and
- (d) any other financial information pertaining to this Agreement as may be reasonably specified in the request.

7.0 **INDEMNITY**

7.1 **Indemnification.** Each Recipient shall indemnify and hold harmless Northern Ontario Heritage Fund Corporation and each of its directors, officers, agents, advisors, and representatives from and against any and all liability, losses, costs, damages, and expenses (including legal, expert, and consultant fees), causes of action, actions, claims, demands, lawsuits, or other proceedings, by whomever made, sustained, incurred, brought, or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with this Agreement.

8.0 **INSURANCE**

8.1 **Recipients' Insurance.** Each Recipient represents, warrants and covenants that it has, and shall maintain until the final disbursement of Funds is made under this Agreement, at its own cost and expense (with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent), and comply with the requirements of, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than \$2,000,000 per occurrence, which commercial general liability policy shall include the following:

- (a) coverage on an occurrence basis;
- (b) Northern Ontario Heritage Fund Corporation and each of its directors, officers, agents, advisors, and representatives as additional insureds with respect to liability arising in the course of performance of the Recipients obligations under, or otherwise in connection

with, this Agreement;

- (c) a cross-liability clause;
- (d) contractual liability coverage; and
- (e) at least 30-days' written notice of cancellation or material change.

8.2 Proof of Insurance. Each Recipient shall, in accordance with Section 4.3(c) and as NOHFC may otherwise request, provide NOHFC with certificates of insurance, or other proof as NOHFC may require, that confirms the insurance coverage required by Section 8.1. Further, upon the request of NOHFC, each Recipient shall make available to NOHFC a copy of each insurance policy that relates to the Project or otherwise to this Agreement, or both.

8.3 Third Party Insurance. Each Recipient shall ensure that any subcontractors retained to perform any part or parts of the Project shall have insurance in place that is: (a) appropriate to the Project risks; and (b) consistent with commercial practice in the subcontractor's industry.

9.0 TERMINATION ON NOTICE

9.1 Termination on Notice. NOHFC may terminate this Agreement at any time, for any reason and without liability, penalty, or costs, upon giving at least 30 days' notice to the Recipients.

9.2 Consequences of Termination. If NOHFC terminates this Agreement pursuant to Section 9.1, NOHFC may take one or more of the following actions:

- (a) cancel further disbursements of Funds;
- (b) demand and require the repayment of any Funds remaining in the possession or under the control of the Recipients; and
- (c) determine the Recipients' reasonable costs to wind down the Project, and do either or both of the following:
 - (i) permit the Recipients to offset such costs against the amount owing pursuant to Section 9.2(b); and/or
 - (ii) provide Funds to the Recipients to cover some or all of such costs.

10.0 EVENT OF DEFAULT AND CORRECTIVE ACTION

10.1 Events of Default. Each of the following events shall constitute an "Event of Default":

- (a) in the opinion of NOHFC, any Recipient has provided false or misleading information to NOHFC;
- (b) any representation or warranty provided to NOHFC (herein or otherwise) by or on behalf of any Recipient is incorrect in any material respect on the date on which such representation or warranty was made;

- (c) in the opinion of NOHFC, any Recipient breaches any covenant, or any other term or condition of this Agreement, including failing to do any of the following in accordance with the terms and conditions of this Agreement, without the prior written consent of NOHFC:
 - (i) carry out and complete the Project by the Project Completion Date;
 - (ii) complete the milestones set out in the Project Plan in accordance with the timing set out in the Project Plan;
 - (iii) use or spend Funds; and/or
 - (iv) provide Reports;
 - (d) the nature or location of any Recipient's operations, any Recipient's financial condition, or any Recipient's organizational structure changes such that such Recipient no longer meets one or more of the applicable eligibility requirements of the program under which it was approved for NOHFC funding;
 - (e) any Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, files for the appointment of a receiver, or applies to take the benefit of any statute for the relief of debtors;
 - (f) if any bankruptcy, reorganization, arrangement, or other insolvency proceeding under any statute for the relief of debtors is instituted in respect of any Recipient and is consented to by such Recipient, or, if contested by such Recipient, is not dismissed within 30 days;
 - (g) any Recipient fails to comply with any term, condition, or obligation under any other agreement with NOHFC, His Majesty the King in right of Ontario or any other Public Entity, or any Recipient experiences an event of default under any such agreement, and such failure or event of default continues after the applicable notice and cure period, if any, and is continuing;
 - (h) any Recipient ceases to operate in Northern Ontario; or
 - (i) a Conflict of Interest exists that cannot be resolved to NOHFC's satisfaction.
- 10.2 **Corrective Action.** If an Event of Default has occurred and is continuing, NOHFC may, at any time, take one or more of the following actions:
- (a) initiate any action NOHFC considers necessary in order to facilitate the successful continuation or completion of the Project;
 - (b) suspend the payment of Funds for such period as NOHFC determines appropriate;
 - (c) reduce the Maximum Funds or the Project Percentage;
 - (d) cancel all further disbursements of Funds;
 - (e) demand the repayment of any Funds remaining in the possession or under the control of any Recipient;

- (f) demand the repayment of an amount equal to any Funds the Recipients used for purposes not agreed to by NOHFC;
- (g) demand the repayment of an amount equal to any Funds NOHFC provided to the Recipients;
- (h) demand payment to NOHFC of an amount equal to any costs NOHFC incurs to enforce its rights under this Agreement, including any costs associated with any audit, inspection, or collection hereunder, and any other legal or professional costs;
- (i) terminate this Agreement without liability, penalty, or costs to NOHFC, which termination may take effect at any time specified by notice, including immediately; and/or
- (j) exercise any other rights or remedies available to NOHFC under this Agreement or applicable laws,

provided that, upon the occurrence of an Event of Default under Section 10.1(e) or 10.1(f), NOHFC's obligation to make any further payment of Funds shall immediately terminate, all Funds provided by NOHFC shall be deemed to have been demanded for repayment pursuant to Section 10.2(g), and such Funds shall immediately become due and payable, automatically and without any notice, demand, or act by NOHFC, all of which are expressly waived by the Recipients.

10.3 Opportunity to Remedy. Without prejudicing its rights under Section 10.2, NOHFC may provide the Recipients an opportunity to remedy the Event of Default by providing notice to the Recipients of:

- (a) the particulars of the Event of Default;
- (b) the period of time that NOHFC is providing for the Recipients to remedy the Event of Default; and
- (c) any conditions that NOHFC imposes in order to be satisfied that the Recipients have remedied the Event of Default.

10.4 Recipients Not Remediating. If NOHFC has provided the Recipients with an opportunity to remedy the Event of Default pursuant to Section 10.3 and:

- (a) the Recipients do not remedy the Event of Default to NOHFC's satisfaction within the time period specified in the notice;
- (b) NOHFC determines that the Recipients cannot satisfactorily remedy the Event of Default within the time period specified in the notice or such further period of time as NOHFC considers reasonable; or
- (c) the Recipients are not proceeding to remedy the Event of Default in a way that is satisfactory to NOHFC;

then NOHFC may immediately initiate any one or more of the actions provided for in Section 10.2.

11.0 REPAYMENT AND SET OFF

- 11.1 **Debt Due.** If a Recipient owes any monies to NOHFC, whether or not their return or repayment has been demanded by NOHFC, such monies shall be deemed to be a debt due and owing to NOHFC by the Recipients, and the Recipients shall pay such amount to NOHFC immediately (unless NOHFC directs otherwise) by cheque payable to "Northern Ontario Heritage Fund Corporation", mailed to NOHFC at the address provided in Section 13.1.
- 11.2 **Interest Rate.** NOHFC may charge the Recipients interest on any monies owing to NOHFC by a Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.
- 11.3 **Set Off.** Without limiting the application of any applicable laws, if a Recipient is indebted to NOHFC, His Majesty the King in right of Ontario, or any Public Entity (under this or any other agreement between them), NOHFC shall have the right to set off the amount of such indebtedness against the amount of Funds owing to the Recipients under this Agreement and to reduce the total amount of Funds payable to the Recipients by such amount.

12.0 PAYMENT BY NOHFC OF AMOUNTS OWING BY RECIPIENTS

- 12.1 **Amounts Owing by Recipients and Subcontractors.** Each Recipient covenants and agrees to pay when due, and to ensure that any of its subcontractors pays when due, all amounts required to be paid by it/its subcontractors to complete the Project in accordance with this Agreement.
- 12.2 **NOHFC's Right to Pay Amounts Due and Unpaid by Recipients or Subcontractors.** In the event a Recipient or any of its subcontractors fails to pay when due all amounts required to be paid by it or its subcontractors to complete the Project in accordance with this Agreement, NOHFC shall have the right, but for greater certainty, no obligation (and in addition to and not in substitution for any other right it may have pursuant to this Agreement or otherwise at law or in equity), to pay any such amount due and unpaid by a Recipient or its subcontractors and to deduct such amount from any amount due and owing to the Recipients pursuant to this Agreement, together with all costs incurred by NOHFC in connection therewith, or to demand the repayment of such amount from the Recipients together with all costs incurred by NOHFC in connection therewith.

13.0 NOTICE

- 13.1 **Notice in Writing and Addressed.** Any notice given under this Agreement shall be in writing and shall be delivered by personal delivery or courier, mailed by registered mail, or sent by fax or e-mail, and shall be addressed to NOHFC and the Recipients, respectively, as follows, or as either Party later designates to the other by notice:

To NOHFC:

Northern Ontario Heritage Fund Corporation
70 Foster Drive, Suite 200
Sault Ste. Marie, Ontario P6A 6V8

Attention: Executive Director

Fax: 705-945-6701

E-mail:

NOHFC.FinancialServicesUnit@ontario.ca

To the Recipients:

Young Men's Christian Association, of
Sault Ste. Marie & The Corporation of
the City of Sault Ste. Marie
235 McNabb Street,
Sault Ste. Marie, Ontario P6B 1Y3

Attention: Don Ferguson, Public
Relations Manager

Fax: N/A

E-mail: don.ferguson@ssmymca.ca

- 13.2 **Notice.** Any notice given by personal delivery, registered mail, or courier shall be deemed to have been given and received on the day of actual delivery thereof; provided that if any such day is not a Business Day, on the first Business Day thereafter. Any notice given by electronic means on a Business Day before 4:00 p.m. shall be deemed to have been given and received on such Business Day, and otherwise shall be deemed to have been given and received on the first Business Day following transmission.
- 13.3 **Postal Disruption.** Despite Section 13.2, following the occurrence and during the continuation of a postal disruption:
- (a) notice by registered mail shall not be deemed to be given or received; and
 - (b) the Party giving notice shall give notice by e-mail, personal delivery, courier, or fax.

14.0 ENTIRE AGREEMENT AND MODIFICATION OF AGREEMENT

- 14.1 **Entire Agreement.** This Agreement constitutes the entire agreement among the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations, understandings, and agreements regarding such subject matter.
- 14.2 **Modification of Agreement.** This Agreement may only be amended by a written agreement duly executed by the Parties.
- 14.3 **Consent.** Wherever the consent of NOHFC is referenced in this Agreement, the decision to provide (or not provide) such consent shall be at NOHFC's sole discretion, and NOHFC's consent may be given subject to the satisfaction of any terms and conditions specified by NOHFC (including the recovery of Funds provided to the Recipients).
- 14.4 **Waivers in Writing.** The failure or delay by NOHFC in exercising any right or remedy with respect to any breach of this Agreement by a Recipient shall not operate as a waiver or release thereof, or of any other right or remedy. Any waiver must be in writing and signed by NOHFC to be effective, and shall be limited only to the specific breach waived.

15.0 ASSIGNMENT

- 15.1 **No Assignment.** The rights and obligations of the Recipients under this Agreement are not assignable to any other person without the prior written consent of NOHFC, which NOHFC may provide or withhold. The rights and obligations of NOHFC under this Agreement may be assigned by NOHFC without the prior consent of the Recipients, and NOHFC shall, to the extent of the interest assigned, be released from its obligations under this Agreement but in any event shall continue to be entitled to the benefits of Article 7.0.
- 15.2 **Enurement.** This Agreement shall enure to the benefit of and be binding upon the Parties and their respective heirs, executors, administrators, successors, and permitted assigns.

16.0 ACKNOWLEDGEMENTS

- 16.1 **Acknowledgements.** Each Recipient acknowledges that:
- (a) NOHFC is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario), as amended from time to time, and that any information provided to NOHFC in connection with the Project or otherwise in connection with this Agreement may be subject to disclosure in accordance with that Act;
 - (b) by receiving the Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
 - (c) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
 - (d) the Funds are:
 - (i) to assist the Recipients to carry out the Project and not to provide goods or services to NOHFC or the Government of Ontario; and
 - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario); and
 - (e) NOHFC is not responsible for carrying out the Project, and, without limiting the foregoing, the Recipients shall remain responsible for any cost overruns related to the Project.

17.0 SURVIVAL

- 17.1 **Survival.** The provisions in Article 1.0, Section 2.4, Section 2.5, Section 2.6, Section 2.7, Section 2.8, Sections 4.2(b) and 4.2(c), Article 6.0, Article 7.0, Sections 10.1, 10.2(e), (f), (g), (h), and (j), Article 11.0, Article 12.0, Article 13.0, Article 14.0, Article 15.0, Article 16.0, Article 17.0, Sections 18.1, 18.2, 18.3, 18.4, 18.5, 18.6, 18.7, and all applicable definitions used, and provisions and schedules cross-referenced therein, shall survive any expiry, termination, or cancellation of the Agreement, and continue in full force and effect for a period of 7 years thereafter.

18.0 MISCELLANEOUS

- 18.1 Governing Law.** This Agreement and the rights, obligations, and relations of the Parties shall be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with this Agreement shall be conducted in Ontario.
- 18.2 Agreement into Effect.** The Recipients will provide such further assurances as NOHFC may request from time to time with respect to any matter to which the Agreement pertains, and will otherwise do or cause to be done all acts or things, including executing and delivering further documents, necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.
- 18.3 Severability.** The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement. Any invalid or unenforceable provision shall be deemed to be severed.
- 18.4 Parties Independent.** Each Recipient acknowledges that it is not an agent, joint venturer, partner, or employee of NOHFC or any of its directors, officers, agents, advisors, or representatives, and the Recipient shall not take any actions that could establish or imply such a relationship.
- 18.5 Agent.** Each Recipient acknowledges that NOHFC may from time to time appoint agents, representatives, and independent auditors to carry out any of its rights or obligations under this Agreement.
- 18.6 Joint and Several Liability.**
- (a) Each Recipient is, and at all times shall be, jointly and severally liable to NOHFC for the obligations of the Recipients under the Agreement, regardless of which Recipient requested, received, used, or directly enjoyed the benefit of the Funds.
 - (b) Upon the occurrence of any Event of Default, NOHFC may enforce this Agreement independently as to each Recipient and independently of any other remedy NOHFC at any time may have or hold in connection therewith. Each Recipient expressly waives any right to require NOHFC to proceed against any other Recipient, and agrees that NOHFC may proceed against any Recipient in such order as it shall determine in its sole and absolute discretion.
- 18.7 Rights and Remedies Cumulative.** The rights and remedies of NOHFC under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.
- 18.8 Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
- 18.9 Execution by Electronic Means.** This Agreement may be executed by electronic signature and delivered by fax or e-mail transmission, which shall be considered as an original signature for all purposes, and shall have the same force and effect as an original signature. The words

"execution," "signed," "signature," and similar words in this Agreement shall be deemed to include electronic signatures or the keeping of records in electronic form, each of which shall be of the same legal effect, validity, and enforceability as a manually executed signature.

[Signature page follows]

The Parties have executed this Agreement on the dates set out below.

**NORTHERN ONTARIO HERITAGE FUND
CORPORATION**

Date

Name: John Guerard
Title: Executive Director

**YOUNG MEN'S CHRISTIAN ASSOCIATION, OF SAULT STE.
MARIE**

Sept 29, 2025
Date

James Chan
Name: JAMES CHAN
Title: CHIEF EXECUTIVE OFFICER

Name:
Title:

I/We have authority to bind the corporation.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Date

Name:
Title:

Name:
Title:

I/We have authority to bind the municipality.

SCHEDULE A
PROJECT DESCRIPTION

1. Project Summary

The Project to be undertaken by the Recipients is comprised of repairs, renovations and upgrades to the following critical systems and high use areas of the Recipients' fitness centre, pool and gymnasium:

- Fire alarm and fire suppression upgrades and repairs;
 - Roof repairs and removal of redundant HVAC unit;
 - Main gymnasium floor repairs; and
- Retrofitting and interior modifications of the decommissioned racquetball court into a storage area and maintenance shop.

2. Project Location

Sault Ste. Marie, Ontario

3. Project Plan

The Recipients shall complete each of the Project milestones no later than the date set across from such milestone in the table below.

Project milestones	Timing	
	Start (month/ year)	End (month/ year)
Fire Prevention Inspection Order Corrections (fire alarm, sprinkler, retrofitting, modification)	June 1, 2024	Mar 30, 2026
Roof Repairs	Aug 21, 2024	Mar 30, 2026
Gymnasium floor repairs	Nov 1 2024	Mar 31, 2025

Project completion date (the “**Project Completion Date**”): March 31, 2026

**SCHEDULE B
PROJECT BUDGET**

1. Project Costs Chart

<i>Project cost category</i>	<i>Eligible Project Costs</i>	<i>Ineligible Project Costs*</i>	<i>Total cost</i>
Construction/ Renovation	\$260,613	\$26,725	\$287,338
Engineering / Design	\$28,715	\$0	\$28,715
Contingency**	\$42,798	\$0	\$42,798
TOTAL	\$332,126	\$26,725	\$358,851

* *Ineligible Project Costs include items related to the fire suppression costs that were deemed urgent in nature and incurred and paid for prior to the Application Date.*

** *Costs may be claimed under the "Contingency" Project cost category if they would otherwise be considered Eligible Project Costs under any other Project cost categories listed in this Project Costs Chart.*

2. Project Funding Chart

<i>Funding sources</i>	<i>Financing type</i>	<i>Project cost category</i>	<i>Total funding</i>
NOHFC	Conditional contribution	Eligible Project Costs	\$164,402
Recipients		Cash	\$194,449
TOTAL			\$358,851
Project Percentage (NOHFC % of total Eligible Project Costs)			49.5%

SCHEDULE C
CHANGE REQUEST FORM

TO: Northern Ontario Heritage Fund Corporation ("NOHFC")

RE: Conditional contribution agreement among the Young Men's Christian Association, of Sault Ste. Marie and The Corporation of the City of Sault Ste. Marie, as co-recipients (the "**Recipients**") and NOHFC effective as of [], 20[] (as the same may be amended from time to time, the "**Agreement**"). Capitalized terms used but not defined herein shall have the meanings attributed to such terms in the Agreement.

The Recipients hereby request the following modifications to the Agreement:

1. ☐ **Changes to Project Plan** (For a requested change to the Project milestones and/or their respective timelines, and/or the Project Completion Date.)

[Indicate new Project milestones, their respective timelines, and Project Completion Date below. If the new information you provide is acceptable to NOHFC, this section will replace what appears in the Agreement upon the effectiveness of this amendment.]

Replace the Project Plan with the following:

Project Plan

The Recipients shall complete each of the Project milestones no later than the date set across from such milestone in the table below.

Project milestones	Timing	
	Start (month/ year)	End (month/ year)

Project completion date (the "**Project Completion Date**"): _____, 20__

(Change Request Form continued on following page – please fill out all applicable sections)

SCHEDULE C
CHANGE REQUEST FORM (CONT'D)

2. ☐ **Changes to Project Budget** (For a requested change to any portion of the Project Budget, including the Project Costs Chart and/or the Project Funding Chart.)

[Speak to your Project Officer about filling in these charts. If your requested revisions are acceptable to NOHFC, these charts, as applicable, will replace what appears in the Agreement upon the effectiveness of this amendment.]

- ☐ Replace the Project Costs Chart with the following:

Project Costs Chart

Project cost category	Eligible Project Costs	Ineligible Project Costs	Total cost
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

- ☐ Replace the Project Funding Chart with the following:

Project Funding Chart

Funding sources	Financing type	Project cost category	Total funding
			\$
			\$
			\$
TOTAL			\$
Project Percentage (NOHFC % of total Eligible Project Costs)			%

(Change Request Form continued on following page – please fill out all applicable sections)

SCHEDULE C
CHANGE REQUEST FORM (CONT'D)

3. Amendment

The Recipients hereby request the aforementioned amendment(s) to the Agreement and certify that:

- (a) the information provided to NOHFC (and/or its agents or representatives) to support this request is true, complete, and accurate;
- (b) the representations and warranties set forth in the Agreement are true and correct in all material respects;
- (c) except as specifically dealt with herein, no Event of Default has occurred and is continuing; and
- (d) all of the Recipients' obligations to date, as set out in the Agreement, have been satisfied.

Further, the Parties herein agree that:

- (i) Section 2.1 of the Agreement is amended by deleting the sentence "Notwithstanding the foregoing, if, under this section, the term of the Agreement would run longer than five years from the Effective Date, then the term of the Agreement shall expire on the fifth anniversary of the Effective Date.", if that language is included in Section 2.1 of the Agreement; and
- (ii) notwithstanding Section 2.1 of the Agreement, if, under that section, the term of the Agreement would run longer than five years from the Amendment Effective Date (as defined below), then the term of the Agreement shall expire on the fifth anniversary of the Amendment Effective Date.

Except as may be specifically set forth herein, neither NOHFC's signature on this Change Request Form, nor anything contained herein, shall act as a waiver by NOHFC of any present or future default that may exist under the Agreement. Unless expressly amended herein, all terms and conditions of the Agreement remain in full force and effect, unamended.

This Change Request Form may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Change Request Form may be executed by electronic signature and delivered by fax or e-mail transmission, which shall be considered as an original signature for all purposes, and shall have the same force and effect as an original signature.

By their respective signatures below, each Party agrees to the amendments above and the Agreement is accordingly amended effective as of the date NOHFC has executed this form (the "**Amendment Effective Date**").

[Signature page follows]

SCHEDULE C
CHANGE REQUEST FORM (CONT'D)

YOUNG MEN'S CHRISTIAN ASSOCIATION, OF SAULT STE. MARIE

Name: _____ Date: _____
Position: _____

Name: _____
Position: _____

I/We have authority to bind the corporation.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Name: _____ Date: _____
Position: _____

Name: _____
Position: _____

I/We have authority to bind the municipality.

NORTHERN ONTARIO HERITAGE FUND CORPORATION

Name: _____ Date: _____
Position: _____

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2025-148

STREET ASSUMPTIONS: A by-law to assume for public use and establish as public streets various parcels of land conveyed to the City.

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. **STREETS ESTABLISHED AND ASSUMED**

The Corporation of the City of Sault Ste. Marie hereby assumes for public use and establishes as public streets, the streets or parts of streets more particularly described in Schedule "A" attached to this by-law.

2. **SCHEDULE "A"**

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

3. **EFFECTIVE DATE**

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

PASSED in open Council this 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK - RACHEL TYCZINSKI

SCHEDULE "A" TO BY-LAW 2025-148

1. 1125 PINE ST

PIN 31514-0126 (LT)
PART OF SECTION 32 TARENTORUS DESIGNATED AS PART 1 PLAN
1R14237; SAULT STE. MARIE

2. 1513 THIRD LINE WEST

PIN 31612-0122 (LT)
PT SEC 29 KORAH PART 2 1R14232; SAULT STE. MARIE

3. OLD GARDEN RIVER ROAD

PART PIN 31513-0161 (LT)
LOT 20 PL M259 TARENTORUS; SAULT STE. MARIE

4. ALLEN'S SIDE ROAD

PIN 31602-0229 (LT)
PT SEC 22 KORAH AS IN T94633 EXCEPT PT 1-3 1R1231; SAULT STE.
MARIE

5. SIMPSON STREET

PIN 31537-0266 (LT)
PT LT 8 CON 2 ST. MARY'S AS IN RY38667 (PCL 3) BTN PL H636 & PL
H635; SAULT STE. MARIE..

6. PEER STREET

PART PIN 31486-0010 (LT)
PART 1 PEER STREET PLAN 1M-448 1R-14115; SAULT STE. MARIE.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-149

LOCAL BOARD: A by-law to establish a Public Library for the City of Sault Ste. Marie.

WHEREAS subsection 3(1) of the Public Libraries Act, R.S.O. 1990, c. P.44 provides council of a municipality may by by-law establish a public library to be under the management and control of a Board;

AND WHEREAS the City of Sault Ste. Marie, the Sault Ste. Marie Public Library Board and the Ministry of Tourism, Culture and Gaming and Sport have been unable to locate a by-law establishing the Sault Ste. Marie Public Library;

AND WHEREAS in 1896 a motion was passed in which the Town of Sault Ste. Marie assumed management of the Public Library, making it a free library;

AND WHEREAS the Sault Ste. Marie Public Library has been a cornerstone of the community for 129 years, serving as a long-standing and cherished public institution dedicated to the promotion of literacy, education, and cultural enrichment;

NOW THEREFORE BE IT RESOLVED that the Council of The Corporation of the City of Sault Ste. Marie hereby enacts as follows:

1. THAT the Sault Ste. Marie Public Library is hereby officially established;
2. THAT the Sault Ste. Marie Public Library shall be under the management and control of the Sault Ste. Marie Public Library Board as outlined in the Public Libraries Act, R.S.O. 1990, c. P.44;
3. THAT the Sault Ste. Marie Public Library Board shall be composed of nine (9) members appointed by the Council of The Corporation of the City of Sault Ste. Marie;
4. THAT members of the said Board shall hold office for a term concurrent with the term of the appointing Council, or until a successor is appointed, and may be reappointed for one or more further terms;
5. THAT if a vacancy arises in the membership of the Board, Council shall appoint a person to fill the vacancy and to hold office for the unexpired term, except if the unexpired term is less than forty-five (45) days;

6. THAT in accordance with the Public Libraries Act, R.S.O. 1990, c.P.14, as amended, the Sault Ste. Marie Public Library Board shall appoint a Chief Executive Officer who will:

(i) plan, direct, organize and control the administration of the Library with the objective of providing efficient and effective library services in accordance with the policies and practices of the Sault Ste. Marie Public Library Board; and

(ii) be accountable to the Sault Ste. Marie Public Library Board for the management of the Library;

7. THAT in accordance with the powers and duties defined in the Public Libraries Act, R.S.O. 1990, as amended, the Sault Ste. Marie Public Library Board shall, in consultation with the Chief Executive Officer, adopt appropriate governance processes and policies within which public library services will be delivered in The City of Sault Ste. Marie; and

8. THAT the Sault Ste. Marie Public Library Board shall submit to the appointing Council, annually on or before the date and in the form specified by the council, estimates of all sums required during the year for the purposes of the Board.

9. **EFFECTIVE DATE**

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

PASSED in open Council this 14th day of October 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-151

AGREEMENT: A by-law to authorize the execution of the Agreement between the City and the Watch Tower Bible and Tract Society of Canada for the Watch Tower Convention 2026.

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 the Agreement dated October 14, 2025 between the City and the Watch Tower Bible and Tract Society of Canada, a copy of which is attached as Schedule "A" hereto. This Agreement is for the Watch Tower Convention 2026.

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 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

This AGREEMENT made and entered into this 14th day of October, 2025 (the "Effective Date")

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

99 Foster Drive, Sault Ste. Marie, Ontario, P6A 5X6

Phone: 705-759-2500, Email: r.sntamaria@cityssm.on.ca

(hereinafter "Lessor")

and

WATCH TOWER BIBLE AND TRACT SOCIETY OF CANADA

13893 HWY 7, Georgetown, Ontario, L7G 4S4

Phone: 905-873-4100; jwes.ca@jw.org

(hereinafter "Lessee")

Lessor agrees to lease the premises known as **GFL Memorial Gardens** municipally located at 269 Queen Street East, Sault Ste. Marie, Ontario P6A 1Y9 (hereinafter "the Premises"), to Lessee for its Christian convention.

This AGREEMENT is comprised of the following documents:

- 1) This page (hereinafter "Signature Page");
- 2) Schedule A – Rental Structure and Payment Schedule;
- 3) Schedule B – Terms and Conditions;

These documents are collectively the "Agreement".

The Lessor and Lessee hereby acknowledge having read all pages of this Agreement and agree to be bound by all covenants, agreements, terms and conditions in the Agreement. By signing below, and for the payment structure specified in Schedule A, the Lessee shall be permitted to use and occupy the Premises pursuant to this Agreement. This Agreement shall become a binding contract as of the Effective Date. The Lessor shall promptly return a signed copy of this Signature Page to the Watch Tower Bible and Tract Society of Canada's representative.

IN WITNESS WHEREOF, this agreement has been duly executed by the parties hereto, the day and year first above written.

~~Witness for~~ Lessor:

The Corporation of the City of Sault Ste. Marie –
Lessor

By: _____

By: _____

Title: City Clerk - Rachel Tyczinski

Title: Mayor - Matthew Shoemaker

Witness for Lessee:

Watch Tower Bible and Tract Society of Canada –
Lessee

Nicolas Dugas

Chad Heggs, Director

SCHEDULE A – Rental Structure and Payment Schedule

FACILITY NAME:	GFL Memorial Gardens
FACILITY CITY:	Sault Ste Marie

A.1 Event Information

EVENT DATE	DESCRIPTION	TIME	PEAK ATTENDANCE	EVENT FEE (\$)
07/02/2026	Load in	6am to 11pm		
07/03/2026	Event		2800	3150.00
07/04/2026	Event		2800	3150.00
07/05/2026	Event	Until 11:59pm	2800	3150.00
	Audio video			2650.00

A.2 Event Rental Fee and Deposit Amount

DESCRIPTION	AMOUNT	TAXES	TOTAL AMOUNT
Total all-inclusive rental fee	12100.00	1573.00	13673.00
Final payment (07/06/2025)	12100.00	1573.00	13673.00
Sale Tax Rate	13.00%		
HST Number		122023120	

A.3 Lessor Equipment and Services Included

DESCRIPTION	COMMENTS
FACILITY	
SEATING	
Fixed seating	3840
Portable seating	1000
Accessible seating	n/a
BUILDING – as outlined on Schedule C – Space Plan	
Arena Venue, Offices, Seating, Event Level, Concourses, Auxiliary Rooms	Included
Access to Venue During Load-in and Event	Included
Use and operation of passenger and freight elevators	Included
Trailer Height Loading Docks	n/a
Ground Level Loading Docks	n/a
CONSUMABLES/ UTILITIES	
Air Conditioning & Heating	Included
Soap, Toilet Paper, Paper Towels, Garbage bags	Included

Cleaning Chemicals	Included
Venue Wide Internet and LAN Internet Connections	Included
Hot & Cold Water Access and Drainage (baptismal pool)	Included
LESSOR EQUIPMENT	
Carpet Runners	Included
Crowd Control Barriers/Stanchions	Included
Elevation device Pallet Jacks/Pump Trucks	Included
Folding Tables 30"x 72"	Included
Folding Tables 30"x 60"	Included
Forklift	Included
Garbage Disposal	Included
Pipe and Drape	Included
Stage	Included
Total Cost for Section	\$9,450.00
STAFF / SERVICES LIAISON	
Event/Venue Liaison	n/a
Venue Security for internal/external disruptions	n/a
Venue AV Technician	n/a
Total Cost for Section	\$0.00
AUDIO & VIDEO	
House Video and Sound Connections	Included
Digital Halos & Banners	n/a
Exterior Digital Signage	Included
Hi-Def Scoreboard	\$662.50/day
Venue Inter-connectivity	Included
Show Power Requirement of 280V 100A 3PH	\$500 for ESA permit if required for electrical hookup
Total Cost for Section	\$2650.00
PARKING - as outlined on Schedule D – Parking Plan	
Exterior Parking	Included
Interior Parking	n/a
Accessible Parking	n/a
Total Cost for Section	\$0.00

SCHEDULE B – Terms and Conditions

The terms of this AGREEMENT are as follows:

Purpose and Exclusive Use:

1. The purpose of this lease is for the Lessee to hold a Christian convention for worship (hereinafter “event”) at the Premises **for the agreed upon dates as outlined in Schedule A.1**. Each event runs from Friday through Sunday, together with load-in and load-out as specified in this agreement. Lessor agrees that no other events will be scheduled in the main arena and those rooms mutually agreed upon for use (**See "Schedule C" - Space Plan IF APPLICABLE**) during the entirety of the contract period of Lessee’s event.
2. It is hereby agreed that the formal program conducted by or under the sponsorship of Lessee on the Premises will be of a religious nature and open to the public. Lessee’s religious education program will use and present its own copyrighted material. The program includes, but is not limited to the following: songs, talks and religious education videos. There are no paid performers or speakers, no paid workers, no tickets, and no admission charge. The said formal program will run for a period of three (3) consecutive days. Each day will consist of forenoon and afternoon sessions.
3. It is hereby agreed that the Premises included in this agreement shall be made open and available by Lessor to Lessee and its volunteers and delegates attending the event(s) at all times on the dates covered by this agreement.
4. The Lessor agrees to accommodate the maximum estimated attendance for the event(s) as outlined in **Schedule A.1**.

Rental Fee and Deposit:

5. The total all-inclusive rental fee and deposit amount(s) for the event(s) are outlined in **Schedule A.2**.
6. On execution of this Agreement, Lessee agrees to pay the rental fee and deposit(s) as outlined in **Schedule A.2**. Receipt of payments will be acknowledged by Lessor. There will be no additional charges to Lessee unless Lessee requests additional equipment or services.

Lessor Equipment and Services included:

7. Lessor agrees to provide the equipment and services listed in **Schedule A.3** without additional charge.
8. Lessor will provide the office space, all available folding tables, fixed seating, portable chairs (event level seating and departments), and all parking controlled by Lessor (**See "Schedule D" - Parking Plan IF APPLICABLE**) without additional charge (excluding parking control and parking attendants).

9. Lessor grants permission to Lessee to use all of its base services including, but not limited to, its WIFI and sewer system during Lessee's event(s) and shall furnish Lessee with all utilities available at the Premises, including water, electricity, sufficient lighting, gas, air conditioning and/or heat, if any, without additional charge.

10. Lessee may make temporary connections to Lessor's utilities for its use at the event(s) without additional charge, providing they are removed by the Lessee at the conclusion of the event(s).

11. Lessor hereby agrees to provide Lessee with all cleaning and disinfectant products, restroom supplies, including paper goods, and further agrees to provide for disposal and/or removal of all trash generated during the course of the event(s) without additional charge.

Load-in and Load-out:

12. Lessee is hereby granted load-in as outlined in **Schedule A.1** at no charge for setting up Lessee's equipment and other preparatory work for the event(s) including a detailed cleaning of the leased areas of the Premises. Lessee shall have until 11:59 p.m. of the last day of the event for the removing of Lessee's equipment, as well as for cleaning the Premises.

Lessee's Equipment and Services:

13. Lessee's qualified audio/video broadcast personnel team may (a) augment the house audio/video/broadcast equipment with its own portable head-end equipment, or (b) set-up and operate entirely its own portable audio/video and broadcast systems. Lessee's personnel volunteer their skills and services and will work together with Lessor's personnel to ensure that any such equipment, line-level feeds, and operation meet Lessor's reasonable standards at the Premises. The Lessor's house audio/video/broadcast/scoreboard equipment and personnel are included in the total rental fee outlined in Point 5.

14. Lessee is granted the privilege to distribute on and about the rented Premises, free of charge, through its volunteers, assembly programs and other materials, as an integral part of its worship and convention proceedings.

15. Lessee may record by means of audio, video, and/or digital recording, and may broadcast any or all of its program from the Premises or otherwise over radio, television, and/or internet without cost to Lessee, since public service time is used and Lessee receives no revenue therefrom; and may advertise the holding of the event in the magazines The Watchtower and Awake!, and in other reputable electronic or print media.

16. Lessee is granted the right to identify activities which shall exclusively be performed by qualified Jehovah's Witnesses and which shall not be subject to the jurisdiction of any collective agreement and/or union assistance or involvement. Lessor agrees that Lessee's personnel may perform all services during Lessee's event.

Such work will be cared for by personnel who are qualified to perform such services, and include but are not limited to:

- a. Unloading/loading
- b. Drayage
- c. Attendants/ushers
- d. Cleaners
- e. Stagehands
- f. Watchmen
- g. First aid personnel
- h. Audio/video and broadcast technicians
- i. Any other function necessary for Lessee's event

17. Lessee may use signs inside and outside the Premises of such size and content as Lessee deems necessary for the purpose of properly and adequately operating the event(s) and identifying and advertising same. The manner and location of such sign placement is to be determined by the Lessee with the approval of the Lessor, which approval will not be unreasonably withheld. Lessee's qualified personnel will insure that all sign placement and removal will not mar or deface the Premises.

Concessions, Food and Beverage:

18. Neither the Lessor, Lessee, nor any third party will open or sell concession items on or about the Premises during the Lessee's event or serve said items to Lessee's attendees. Lessee's attendees may bring their own food and beverage into the Premises.

Lost and Found:

19. Lessee shall have the sole and exclusive right to the care, custody, and control of all lost and found items during the course of its use of the Premises. Lessor will notify Lessee of any remaining items that have been overlooked after load-out and grant Lessee seven (7) days after notice by Lessor to Lessee for removal of said items before Lessor disposes of them.

Contribution Boxes and Credit/Debit Terminals:

20. Lessee may put portable voluntary contribution boxes and debit/credit card machines within and about the Premises for the receiving of freewill offerings and have the exclusive care, custody, and control of any moneys received.

Liability, Indemnification, Hold Harmless, Insurance:

21. Lessee agrees to keep the Premises in a clean and sanitary condition by the use of its personnel during its occupancy and will leave the Premises in substantially the same condition as when delivered to Lessee, normal wear and tear excepted.

Lessee agrees that if the Premises or any equipment, furnishings or fixtures therein are damaged by the negligent act or omission of the Lessee, Lessee will repair such damage or replace such equipment, furnishings or fixtures, using its own qualified personnel, to the satisfaction of Lessor. Lessor agrees to provide Lessee during load-in and load-out all the necessary cleaning supplies as regularly used by Lessor at no cost to Lessee.

22. Lessee agrees to comply with all national, provincial, and local laws to the extent that they are applicable and do not conflict with constitutional law.

23. Lessee will defend, hold harmless and indemnify Lessor and its officers, employees, representatives, agents or assigns, from and against any and all actions, damages, claims, demands, losses, judgments, penalties, costs and expenses, including, any fees and/or costs reasonably incurred by Lessor in enforcing this provision, including reasonable attorney's fees, to the extent such liabilities are caused by negligent acts, omissions or willful misconduct of Lessee, its personnel, attendees, representatives, agents or assigns, during the term of this agreement. Lessor will defend and hold harmless and indemnify Lessee and its officers, personnel, attendees, representatives, agents or assigns, from and against any and all actions, damages, claims, demands, losses, judgments, penalties, costs and expenses, including any fees and/or costs reasonably incurred by Lessee in enforcing this provision, including reasonable attorney's fees, to the extent such liabilities are caused by the negligent acts, omissions or willful misconduct of Lessor, its officers, employees, representatives, agents or assigns, during the term of this agreement. Lessee's indemnification herein does not include claims that are caused by latent defects of the Premises, which were not observed by Lessee on visual inspection.

24. At least two weeks before the event, Lessee agrees to provide Lessor, at Lessee's expense, a certificate of public liability insurance naming the Lessor as an additional insured, issued by a reputable casualty insurance company, with bodily injury liability limits of **\$5,000,000** for any one injury and **\$5,000,000** for any one accident and **\$5,000,000** property damage liability. Such additional insurance coverage is limited to injury to persons or damage to property caused by the negligent acts or omissions of Lessee, its officers, personnel, attendees, representatives, agents or assigns during the term of this agreement and will not cover injury to persons or damage to property which is caused by the negligent acts, omissions or willful misconduct of Lessor, its officers, employees, representatives, agents or assigns, nor that of any third party.

Force Majeure:

25. If by reason of fire, action of the elements, catastrophe, public health emergency, or any force majeure occurrence, the condition of the Premises has been compromised to the extent that Lessee's ability to hold its event at the Premises is no longer reasonably suitable, Lessor and Lessee will work together to accommodate the event on another mutually agreeable date. If a suitable alternate date cannot be

arranged, the event at the Premises shall for said reason(s) be cancelled. Cancellation shall be effected by either party delivering to the other party written notice of cancellation by email and by courier to the address of the party provided at the start of this agreement. If the event is cancelled, neither Lessor nor Lessee will be liable to the other for any damage, expense or other loss incurred by reason of such cancellation; except that Lessor will be obligated to refund to Lessee any advance rental payments made by Lessee to Lessor, or (if cancellation occurs after the event has started) a pro-rata portion of the total rent paid based upon usage of the Premises to cancellation. Upon said refund being made neither Lessor nor Lessee will have any further claim against the other party.

26. In addition to the immediately preceding paragraph, if, at any time within four (4) months of the start date of the event, any governmental agency recommends, mandates or legislates limits on the number of people that may gather together publicly for any

reason, the parties agree to work together to accommodate the event on another mutually agreeable date. If, within two (2) months of the event, a mutually agreeable alternate date

cannot be arranged, or the limits of the size of public gatherings (whether recommended, mandated or legislated) have not been lifted by governmental authority to a size sufficient to accommodate the event, then the event shall be cancelled. Cancellation shall be effected by either party delivering to the other party written notice of cancellation by email and by courier to the address of the party provided at the start of this agreement. If the event is canceled, neither Lessor nor Lessee will be liable to the other for any damage, expense or other loss incurred by reason of such cancellation; except that Lessor will be obligated to refund to Lessee any advance rental payments made by Lessee to Lessor and upon said refund being made neither Lessor nor Lessee will have any further claim against the other party.

27. Furthermore, and in any event, the Lessee may cancel or delay holding the event at any moment prior to the event being held should the Lessee, in its sole discretion, determine that a pandemic or any other public health emergency makes it unsafe to hold an in-person event. Cancellation shall be effected by Lessee to the Lessor written notice of cancellation by email and by courier to the address of the party provided at the start of this agreement. If the event is canceled, neither Lessor nor Lessee will be liable to the other for any damage, expense or other loss incurred by reason of such cancellation; except that Lessor will be obligated to refund to Lessee any advance rental payments made by Lessee to Lessor and upon said refund being made neither Lessor nor Lessee will have any further claim against the other party.

Miscellaneous:

28. This agreement shall be interpreted in accordance with the laws of the province of Ontario.

29. THIS AGREEMENT shall bind the parties hereto, their successors and assigns, heirs, executors and administrators.
30. If any clause in this agreement shall be decided by a court of law to be void, then such decision shall not render the whole contract void but, rather, such void clause shall be deemed to be severed from the agreement, and the remainder of the agreement shall otherwise remain in full force and effect.
31. The headings in this agreement are for reference only, and do not constitute part of the agreement.
32. This Agreement may be executed in counterparts, by facsimile or electronic signature.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-152

TRAFFIC: A by-law to amend Schedules “A”, “K”, “X” and “BB” to Traffic By-law 77-200.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie, pursuant to the provisions of section 10 of the *Municipal Act, 2001*, S.O., 2001 c.25 and amendments thereto, **ENACTS** as follows:

1. **SCHEDULE “A” TO BY-LAW 77-200 AMENDED**

Schedule “A” to By-law 77-200 is amended by deleting the following:

Schedule A – Parking Prohibited

Remove:

Street	Side	From	To	Prohibited Times or Day
Goulais Avenue	east	Second Line	south limit of W.J. McMeeken Centre property	0900 hrs. to 1000 hrs. 1400 hrs. to 1500 hrs.
Village Court	both	Lake Street	easterly dead end	any time
Wallace Terrace	north	Korah Road	Sixth Avenue	any time
Wallace Terrace	north	Sixth Avenue	46 m east of Goulais Ave.	1200 hrs. to 1700 hrs.
Wallace Terrace	north	46 m east of Goulais Ave.	Goulais Avenue	any time
Wallace Terrace	south	Korah Road	Glasgow Avenue	any time
Wallace Terrace	north	Turner Avenue	Prentice Avenue	Nov. 1st to Apr. 30th

Schedule “A” to By-law 77-200 is amended by adding the following:

Add:

Street	Side	From	To	Prohibited Times or Day
Goulais Avenue	both	Second Line	Chippewa Street	any time
Village Court	North	Lake Street	Easterly dead end	any time
Village Court	South	Lake Street	Easterly dead end	November 1 to April 30
Wallace Terrace	both	Korah Road	Brookfield Avenue	any time

2. SCHEDULE “K” TO BY-LAW 77-200 AMENDED

Schedule “K” to By-law 77-200 is amended by deleting the following:

Remove:

Street	Between	Maximum Speed
Wallace Terrace	Korah Road and Allen Side Road	60km/hr

3. SECTION “X” TO BY-LAW 77-200 AMENDED

Section “X” to By-law 77-200 is amended by adding the following:

Add:

Street	Between	Lane	Direction	Time or Day
Wallace Terrace	Goulais Avenue and Korah Road	centre turn lane	east and west bound	any time
Goulais Avenue	Second Line and Chippewa Street	centre turn lane	east and west bound	any time

4. **SECTION “BB” TO BY-LAW 77-200 AMENDED**

Section “BB” to By-law 77-200 is amended by adding the following:

Add:

Street	Location
Goulais Avenue	north side of Rushmere Drive
Queen Street West	75 m east of John Street
Carmen’s Way	south side of Albert Street West
Pine Street	north side of Pleasant Drive

5. **EFFECTIVE DATE**

This by-law is effective on the day of its final passing.

PASSED in open Council this 14th day of October, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI